

PARK CITY MUNICIPAL'S FISCAL YEAR 2022 BUDGET



City Council Adopted Budget

Volume I

- **Adjusted Budget Fiscal Year 2021**
- **Annual Budget Fiscal Year 2022**

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

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

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

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

VOLUME I: EXECUTIVE SUMMARY

INTRODUCTION

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

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CITY MANAGER

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

Pursuant to §10-6-109, Utah Code Annotated, the following budgets: Fiscal Year 2021 Adjusted Budget and Fiscal Year 2022 Budget, have been prepared for Park City Municipal Corporation using budgetary practices and techniques recommended by the Governmental Accounting Standards Board (GASB) and the Governmental Finance Officers Association (GFOA). As required by State law, the proposed budgets are balanced.

The proposed budget was compiled amidst the continuing recovery from the impacts of COVID-19. As predicted, the economic impacts of COVID-19 on Park City's tourism-based economy in the winter of 2021 were initially dire. Yet, the downturn proved less significant than expected, and the City continues to adapt and progress on both public health and economic fronts as the recovery gains steam. As we enter the spring of 2021, both realized and projected sales tax revenues continue to recover. Indeed, February sales tax collections, our latest received, were on par with past years, barely 2% down versus February 2020.

In fiscal year (FY) 2022, the Budget Department projects revenue growth of at least 20% versus FY21 original COVID-19 impacted budgets, which amounts to a \$6.4M improvement from FY21 to FY22 in the City's General Fund. This growth is driven by a beneficial recovery in sales taxes and stability in property taxes as Park City residents, businesses, and visitors. Thus far, the pace of recovery is a testament to the resiliency of our community and collaboration and generosity in the face of great adversity.

By extension, the proposed budget is reflective of this theme of growth and recovery. To the extent possible, the City seeks to restore operating budgets, take strategic steps forward with regard to capital projects and grant opportunities, and maintain our commitment to the community to recruit and retain a high-performing workforce.

With an increase in stability throughout FY21, the City renewed its Budgeting for Outcomes (BFO) process whereby department managers engaged in a rigorous scoring and evaluation process in coordination with the City Manager and Management Team. The results of that process are presented herein.

The FY22 provisional budget, with your approval, was created under the guise of three Guiding Principles: 1) fiscal responsibility, 2) maintaining and enhancing core community public service commitments, and 3) restoring COVID-impacted budgets, where possible, across the organization. These Principles served us well during the economic shutdown last year, and our strong financial position and bond ratings were reaffirmed by Fitch earlier this year. Citing Park City's "superior level of gap-closing capacity, the result of the city's high level of revenue control, solid expenditure

flexibility and robust reserves, and a low long-term liability burden,” Fitch maintained a rating of AA+ with stable outlook for Park City.

The Guiding Principles are visible in the City’s FY22 proposed General Fund budget, making strategic increases to further Critical Community Priority’s and Park City Vision 2020 Pillars. A brief summary:

- Capital Improvement (\$2.57M) – General Fund capital expenses are set to be deployed on key projects for community benefit, including new trail initiatives, wildfire mitigation efforts in open spaces, and key recreation facility maintenance programs.
- Operations (\$1.5M) – Targeting a restoration and expansion of key services, budgetary increases will allow managers to continue to deliver high service levels cut last year while also expanding capacity for anticipated increases in special event mitigation, capital project delivery, and water system operations.
- Workforce and Personnel (\$1.4M) – After suspending compensation increases and pay for performance programs in FY21, the City hopes to restore existing compensation policies and proactively respond to the recommendations of the Mercer pay and compensation analysis and the Blue Ribbon Commission. This strategy will better equip the City’s compensation program to recover to its FY19 budgets.

Overall, Park City’s General and Capital Improvement Funds remain well-positioned to continue to invest in City infrastructure while also initiating several large new initiatives. While not included in the FY22 provisional budget, the City maintains the capability to implement a financial strategy that can support an Arts & Cultural District, Homestake Housing public-private-partnership, preserves the Additional Resort Community Sales Tax for future uses, and programs the remaining Walkability Bond funds towards exciting neighborhood improvement projects such as the Rail Trail.

I thank the Mayor and Council, the public, and our dedicated workforce and stakeholders for their partnership. Respectfully, I present the provisional City Manager Recommended Budget for FY22 for your review.

Sincerely,

Matthew Dias
City Manager
Park City Municipal Corporation

INTRODUCTION

PARK CITY COMMUNITY PILLARS



The Strategic Pillars were developed from community and Council input. The pillars represent the major theme or topic areas that underpin the aggregated preferred future, called 'Embracing Bold Action'. They have been synthesized directly from the scenario planning and community engagement process. The Strategic Pillars are the fundamental building blocks for the future actions that support the vision. Within each Pillar are Council's Desired Outcomes.

- **Social Equity & Affordability – Cultivating and engaging an inclusive and diverse community, while working to address disparities**
 - Social Justice and Well-being for All
 - Mental, Physical, and Behavioral Health
 - Engaged and Informed Citizenry
 - Affordable Cost of Living
 - Live and Work Locally

INTRODUCTION

- **Environmental Leadership – Protect, enhance, and support our natural world and local ecosystems, so we all can thrive**
 - High Quality and Sustainable Water
 - Net-zero Carbon City
 - Net-zero Carbon Government
 - Environmental Pollution Mitigation
 - Abundant, Preserved, and Accessible Open Space
- **Authentic Local Culture – Fostering economic diversity through arts, culture, and local entrepreneurship, and create a balance between resident and visitor quality of experience**
 - World-class Resort Community
 - Resilient and Sustainable Economy
 - Wide Variety of Exceptional Recreation
 - Varied and Multi-seasonal Event Offerings
 - Balance Between Tourism and Local Quality of Life
 - Safe Community
 - Vibrant Arts and Culture
 - Distinctive Sense of Place
 - Protected and Celebrated History
 - Walkable and Bike-able Community
- **Transportation Innovation – Envisioning bold, multi-modal transportation solutions**
 - Sustainable and Effective Multi-modal Transportation
- **Core or Essential Services**
 - Fiscally and Legally Sound
 - Well-maintained Assets and Infrastructure
 - Transparent Government
 - Responsive Customer Engagement
 - High Performance Organization
 - Strong Working Relationship with Strategic Stakeholders

INTRODUCTION



COMBINED STRATEGIC ACTION FRAMEWORK

The framework for action developed through the visioning and planning process has identified a set of 20 core actions that will help Park City pivot its trajectory towards the ‘Embracing Bold Action’ future. This framework is the culmination of community input, surveys and deliberations by the focus groups. The resulting overall framework creates the basis of the roadmap to the future for Park City.

KEY PERFORMANCE INDICATORS

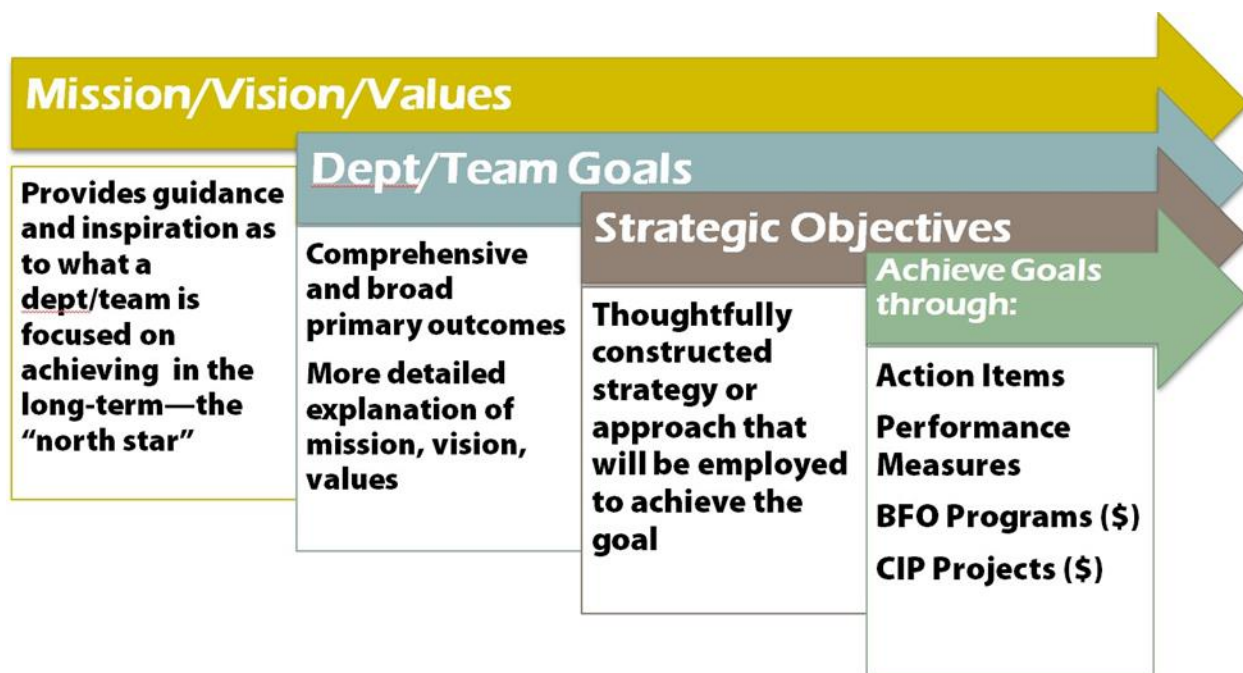
Similarly, the Key Performance Indicators are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to that of similar service providers and monitor their efforts over time. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for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

INTRODUCTION

FROM PLANS TO ACTION

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

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



BUDGET OVERVIEW

FROM GOALS TO RESOURCE ALLOCATION

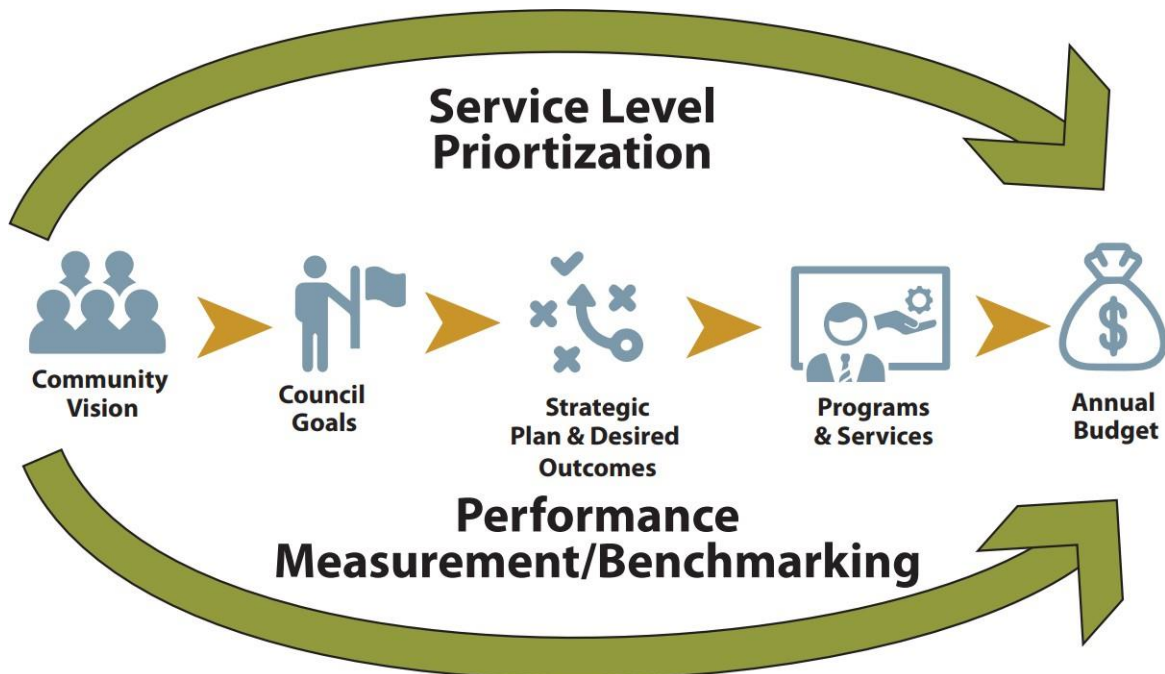
The budget process is an essential element of financial planning, management, control, and evaluation for the City. It provides an opportunity for the citizens paying for governmental services to be heard by their elected representatives.

Budgeting for Outcomes (BFO)

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

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

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



BUDGET OVERVIEW

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

Department Manager's Role

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

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

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

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

The Results Team

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

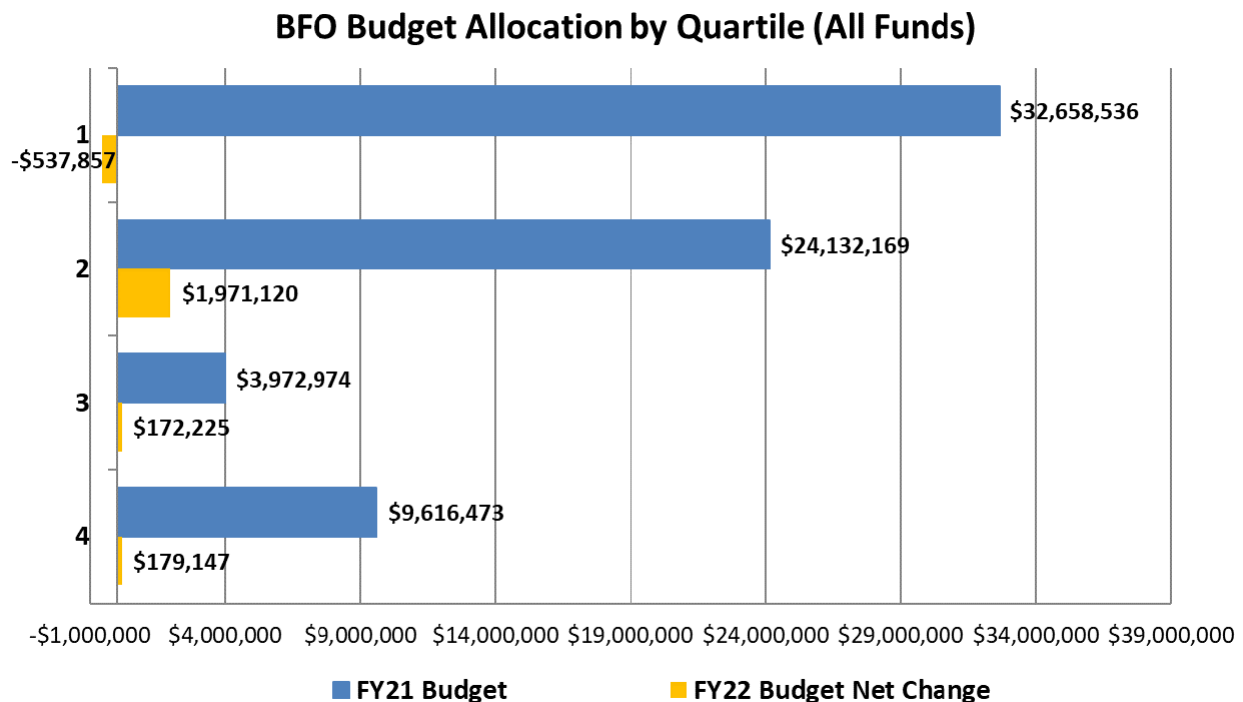
The Results Team then identifies questions or gaps in specific proposals and requests additional information from the proposal owner, including potential implications of level of service adjustments or the suggestion of additional collaboration. They will then score the program based off the department manager's explanation as well as with their own understanding of Council's priorities. The scoring and prioritization of the BFO programs is the start of the discussion on where to fund programs—not the end.

BUDGET OVERVIEW

Decisions on budget enhancements or decreases are based on the scoring of each BFO program, as well as the department manager's rationale, established need, and availability of resources. The team discusses their overall rankings and rationale for budget enhancements or decreases and prepares a final recommendation to the City Manager, who examines and refines this recommendation and may include it in the overall budget recommendation.

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

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



Allocation of Budgeted Resources by Quartile

Budget Considerations

It is the intention of BFO for managers to submit the most cost-effective program budgets. Last year, due to the impacts of COVID-19, each department was asked to implement serious reductions, while meeting new levels of demand created from COVID-19. Rather than arbitrarily restoring these budgets in FY22, Managers were encouraged to include this as part of their budget request if they felt it was important to restore funding.

BUDGET OVERVIEW

Throughout the budget process Council has many opportunities to consider service level reductions and corresponding program budget cuts as well as to consider program funding or program increases not recommended in the proposed FY22 budget.

Utah State law requires that the City Manager present to Council a balanced budget at the first regularly scheduled Council meeting in May. A balanced budget is defined by Utah Code: “The total of the anticipated revenues shall equal the total of appropriated expenditures.”¹ The proposed budget must be available for public inspection during normal business hours after it has been filed with the City Council. Per state code a tentative budget must be submitted to city council on or before the first scheduled meeting in May. The council then adopts the tentative budget and then begins to make it its own by modifying and amending it. Between the first City Council meeting in May and the presentation of the Final Budget on June 18, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. Before July 1, the Council must adopt either a tentative budget if the certified tax rate is to be exceeded (tax increase) or a final budget and proposed tax rate (no tax increase). If there is a property tax increase, the Council holds an additional public hearing before adopting the budget in August.

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

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

¹ Utah State Code Title 10-6-110 (2)

DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to Park City Municipal Corporation, Utah for its annual and biennial budgets for fiscal years beginning in 1991 through 2021.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget
Presentation Award*

PRESENTED TO

**Park City Municipal Corporation
Utah**

For the Biennium Beginning

July 01, 2020

Christopher P. Morill

Executive Director

BUDGET OVERVIEW

BUDGET OVERVIEW

Park City Municipal's FY21 Adjusted budget and FY22 budget reflect the City continuing to navigate forward on the path of recovery. The impacts of COVID-19 reverberated across our community, with the City being forced to reduce budgets due in FY20 and FY21 amidst realized and projected revenue shortfalls.

Nevertheless, as calendar year 2021 progressed, the City continued to see a robust rebound in both local and tourist demand. Visitors sought out Park City's vibrant trails in the summer and slopes in the winter, continuing to recognize the value of what Park City locals already know. Additionally, Park City's businesses response to the pandemic was vibrant and robust. With new health protocols required, the City partnered with the business community to develop new, outdoor events on the City's Main Street, while also seeking to assist local businesses and non-profits with grants and COVID-related assistance.

The FY22 budget is designed to restore levels of municipal services where they were cut in the past while at the same time making strategic and impactful investments in our community and our staff. Thus, the BFO process acted as a guide for the City in its steps toward recovery in the General Fund that total \$4M in increased expenditure plans. In the early stage of the pandemic, the City utilized a balanced approach of cuts across multiple funds in order to reduce its budgets. As we look forward to FY22, the City plans a similarly balanced approach as it restores budgets for the future.

Three areas of focus are clearly visible in the City's FY22 proposed General Fund budget increases with a brief summary of increases below.

- Capital Improvement (\$2.57M) – General Fund capital expenses are set to be deployed on key projects for community benefit, including new trail initiatives, wildfire mitigation efforts in open spaces, and key recreation facility maintenance programs.
- Operations (\$1.5M) – Targeting a restoration and expansion of key services, budgetary increases will allow managers to continue to deliver high service levels cut last year while also expanding capacity for anticipated increases in special event mitigation, capital project delivery, and water system operations.
- Workforce and Personnel (\$1.4M) – After suspending compensation increases and pay for performance programs in FY21, the City hopes to restore existing compensation policies and proactively respond to the recommendations of the Mercer pay and compensation analysis and the Blue Ribbon Commission. This strategy will better equip the City's compensation program to recover to its FY19 budgets.

The FY21 Operating Adjusted Budget reflects a 5.3% increase from the FY21 Original Budget (*excluding capital*) to \$65 million. Unlike operating budgets, capital projects may take multiple years to complete, thus the budgets for capital need to be renewed each year. At the end of each fiscal year, the unspent budget for each capital project is calculated and added to the new fiscal year's budget as part of the adjusted budget.

BUDGET OVERVIEW

The FY22 Operating Budget (*excluding capital*) will increase to \$63.5 million, a 2.9% increase from the FY21 Original Budget.

Expenditure Summary by Major Object - All Funds								
	Actuals FY 2017	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	Original Budget FY 2021	Adjusted Budget FY 2021	Original Budget FY 2022
Personnel	\$33,455,040	\$36,532,398	\$39,163,872	\$40,019,168	\$30,751,619	\$40,056,387	\$40,223,362	\$41,484,911
Mat, Suppls, Services	\$15,412,531	\$17,825,325	\$26,446,247	\$27,931,208	\$16,165,134	\$20,530,663	\$23,079,255	\$21,250,859
Capital Outlay	\$555,730	\$402,605	\$624,690	\$435,427	\$348,974	\$507,725	\$535,425	\$526,685
Contingency	\$116,958	\$75,437	\$67,018	\$362,218	\$172,741	\$700,000	\$700,000	\$300,000
TOTAL	\$49,540,259	\$54,835,765	\$66,301,826	\$68,748,021	\$47,438,468	\$61,794,774	\$64,538,042	\$63,562,455
Capital	\$76,532,985	\$60,601,638	\$73,693,985	\$23,654,074	\$41,204,434	\$89,689,564	\$182,912,942	\$73,325,334
Debt Service	\$11,130,107	\$16,216,948	\$16,853,649	\$24,538,521	\$13,894,869	\$13,791,615	\$13,791,615	\$13,791,615
Interfund Transfer	\$39,521,611	\$47,750,191	\$79,846,401	\$24,617,678	\$15,082,030	\$19,414,463	\$21,924,585	\$19,684,463
Ending Balance	\$83,017,228	\$83,191,254	\$117,717,331	\$130,691,480		\$50,020,436	\$75,596,125	\$87,359,929
TOTAL	\$259,742,190	\$262,595,797	\$354,413,192	\$272,249,775	\$117,619,801	\$234,710,852	\$358,763,309	\$257,723,796

Table B01 - Major Object All Funds

REVENUES

As global society continues to navigate the COVID pandemic, the drastic reductions in mobility and economic activity that occurred at the onset of the pandemic have abated to a significant extent. With that change, renewed green shoots of economic growth are arising around the world. Those positive effects, including continuing recovery in travel, lead Staff to increase revenue projections with the most material year-over-year change coming in sales taxes.

Currently, Staff conservatively projects an increase of \$4.6 million in sales tax collection within the General Fund for FY21 relative to the City's October 2020 FY21 Adjusted Budget. The change is up from \$8.7 million in the October 2020 FY21 Adjusted Budget to \$12.8 million in the final FY21 Adjusted Budget. Furthermore, on the back of a strong real estate market, FY21 property tax collections are projected up nearly \$1 million from original FY21 budgets. Holistically, these key drivers are projected to help the City's General fund bring in \$7 million more than previously projected in FY21.

Turning to FY22, continued sales tax growth is projected at a level of \$13.3 million within the General Fund. This implies a year-over-year increase of \$500k in General Fund sales tax revenues in FY22. Recovery in air and drive travel, along with the stabilizing and inflationary forces of more people seeking to live, work and play in Park City is expected to benefit the City's sales taxes.

On the property tax front, Staff expects an increase in collections in the range of approximately \$2 million in FY22 versus the final FY21 Adjusted Budget. This is due to the strength of the local real estate market and reduced expectations of delinquencies with respect to property tax. In regard to the long-term, property taxes do not gain exposure to broad real estate inflation and increases in assessed values. Given the City's land constraints, the addition of new assessed value growth is likely to continue, albeit at a pace that is not directly correlated with inflation.

BUDGET OVERVIEW

Overall, the General Funds portfolio of revenues in FY22 are projected to add \$8 million relative to original October 2020 FY21 projections. This amounts to a 27% year-over-year increase in projected revenues and equips the City to return to a path of expanded initiatives designed to target Council goals.

General Fund Summary - FY21 Revenue Budgets and FY22 Revenue Budget										
Revenue	FY21 Original Budget (June 2020)	FY21 Adj. Budget (October 2020)	FY21 Adj. Budget (May 2021)	FY22 Budget	\$, Variance FY22 Projection vs. FY21 Budget (June 2020)	% Variance FY22 Projection vs. FY21 Budget (June 2020)	\$, Variance FY22 Projection vs. FY21 Budget (October 2020)	% Variance FY22 Projection vs. FY21 Budget (October 2020)	\$, Variance FY22 Projection vs. FY21 Budget (May 2021)	% Variance FY22 Projection vs. FY21 Budget (May 2021)
Property Taxes	\$10,412,892	\$10,412,892	\$12,712,892	\$12,392,328	\$1,979,436	19%	\$1,979,436	19%	(\$320,564)	-3%
Sales Tax	\$9,347,918	\$8,728,066	\$12,847,918	\$13,333,686	\$3,985,768	43%	\$4,605,620	53%	\$485,768	4%
Franchise Tax	\$3,229,380	\$3,229,380	\$3,229,380	\$3,261,595	\$32,215	1%	\$32,215	1%	\$32,215	1%
Planning, Building and Engineering Fees	\$2,107,887	\$2,107,887	\$3,007,887	\$3,565,757	\$1,457,870	69%	\$1,457,870	69%	\$557,870	19%
Recreation	\$1,415,701	\$1,415,701	\$1,415,701	\$1,936,634	\$520,933	37%	\$520,933	37%	\$520,933	37%
Licenses	\$323,501	\$323,501	\$323,501	\$484,692	\$161,191	50%	\$161,191	50%	\$161,191	50%
Ice Revenue	\$617,073	\$627,373	\$627,373	\$913,628	\$296,555	48%	\$286,255	46%	\$286,255	46%
Intergovernmental Revenue	\$162,840	\$162,840	\$162,840	\$155,304	(\$7,536)	-5%	(\$7,536)	-5%	(\$7,536)	-5%
Fees/Other (Includes CARES)	\$1,116,592	\$4,049,449	\$4,316,592	\$493,961	(\$622,631)	-56%	(\$3,555,488)	-88%	(\$3,822,631)	-89%
Interfund Transfers	\$2,724,847	\$2,724,847	\$2,724,847	\$2,724,847	\$0	0%	\$0	0%	\$0	0%
Total	\$31,458,631	\$33,781,936	\$41,368,931	\$39,262,432	\$7,803,801	25%	\$5,480,496	16%	(\$2,106,499)	-5%

EXPENSES

Approaching FY22 budget increases, staff utilized a similar balanced framework for increases as had been previously used in the face of decreases in FY20 and FY21. Using the mentioned balanced approach of Fiscal Responsibility, Core Commitments and Compassion, and Shared Sacrifice, the initial budget distributes increases among personnel, operating and capital. A summary of increases is listed below.

- Personnel (\$1.4M) – After compensation deferrals in FY21, the City intends to add budget for personnel compensation according to best practices recommended by workforce consultant Mercer.
- Operations (\$1.5M) – Targeting a restoration and expansion of key services, operations increases will allow managers to continue to deliver high-levels of service.
- Capital (\$2.57M) – General Fund capital expenses are set to be deployed on key projects for community benefit, including new trail initiatives, key recreation facility maintenance programs and existing City infrastructure commitments.

REVENUE PROJECTION DETAIL

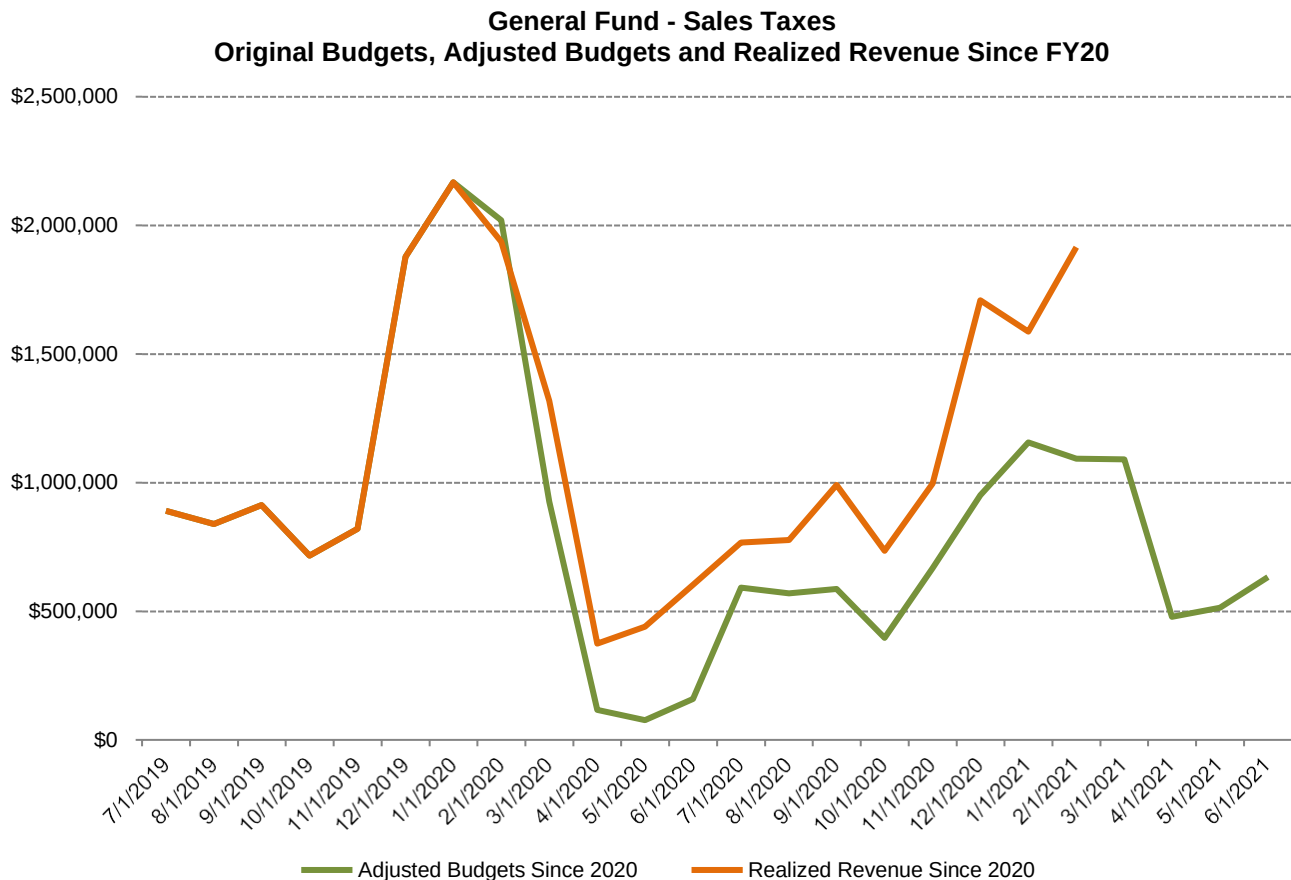
Park City Municipal Corporation receives multiple forms of tax, fee and service generated revenue in its general fund every year. Of these, sales taxes are the most directly exposed to consumer discretionary spending and are therefore subject to the most uncertainty.

Starting in fiscal year 2021, the City's budget team assembled a sales tax model based on machine learning techniques and more than 70 data sources. On upside momentum in many of these indicators, the budget team projects an adjusted increase for sales tax revenues in FY21 of 43% relative to original budgets for FY21. We project a further increase in sales taxes in FY22 of 4% relative to final adjusted budgets for FY21. The FY22 sales tax budgets imply a 53% year-over-year increase in projected sales tax revenues relative to October 2020 adjusted budgets for

BUDGET OVERVIEW

FY21, a projection that was formed at the depths of the pandemic. This revenue growth expectation arises from a combination of factors, with primary drivers being the continued recovery in national and regional travel, along with inflationary factors such as housing demand, construction spending and a recovery in consumer spending.

Indeed, even over the course of FY21, we see realized sales tax revenues have consistently beaten budgeted projections on stronger-than-expected recovery, giving the City additional financial strength and flexibility.



Source: Park City Municipal Corporation, 5/5/2021.

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

1. *Current Revenue Projection Estimates Assume:*

1. **Property Tax:** Property taxes assume a preservation of base revenue of \$11.1M from FY21. However, unlike FY21 original budgets, we assume minimal or no rise in delinquencies, bringing our total estimate to \$11.4M for FY22 on the back of minor delinquency and interest payments.

BUDGET OVERVIEW

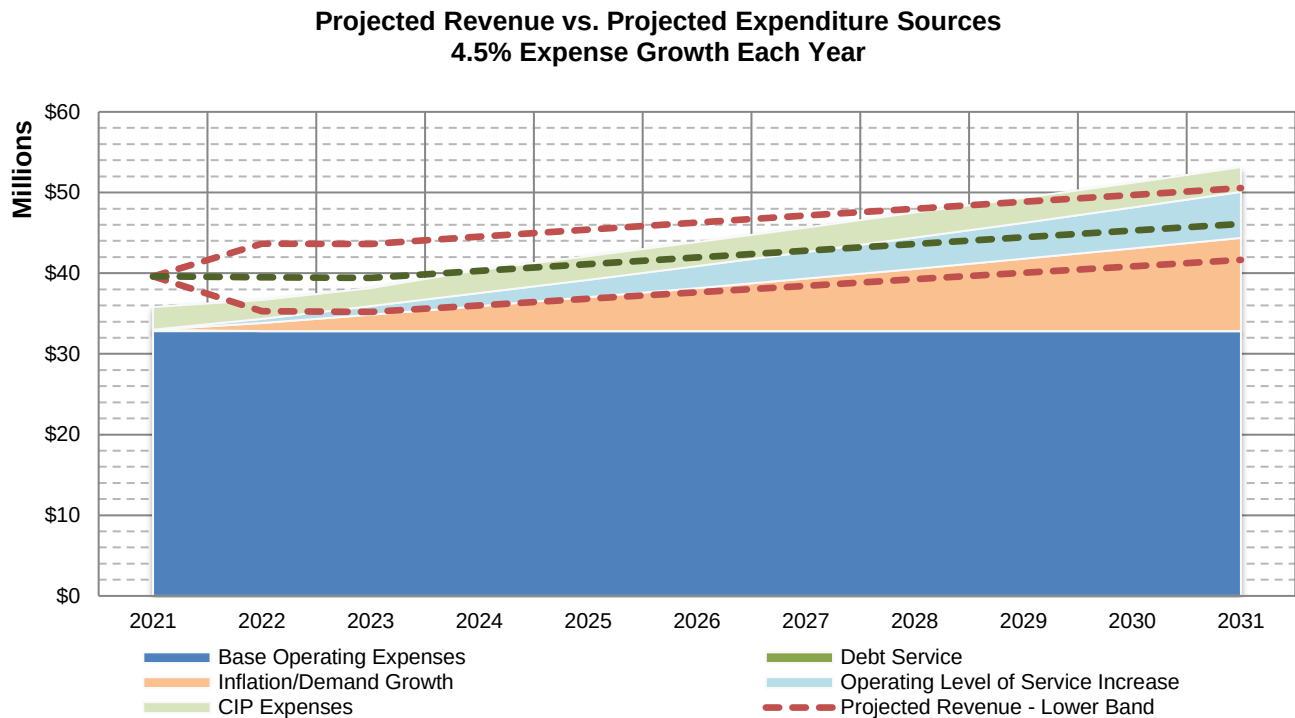
2. **Sales Tax:** Based on PCMC's statistical sales tax model.
3. **Franchise Tax:** Modeled as a log transformed function of time, this model was selected as we assume tapering demand for telecommunications services as new demand and new telecom services may hit saturation points.
4. **Licenses:** Assumes linear trend growth in-line with historical averages.
5. **BP&E Fees:** Assumes linear trend growth in-line with historical averages.
6. **Recreation:** Assumes linear trend growth in-line with historical averages.
7. **Other Revenue:** Assumes linear trend growth in-line with historical averages.
8. **Ice:** Assumes linear trend growth in-line with historical averages taking into account reduced actual revenues in FY21.
9. **Interfund Transfers:** Assumes growth of 4% from FY 2021.
10. **Intergovernmental Revenues:** Assumes linear trend growth in-line with historical averages., does not take into account any potential COVID-19 related funding opportunities.

Under these revenue assumptions we arrive at an \$1.1M increase in revenues in FY22, relative to the final FY21 adjusted budget.

CITY'S LONG TERM BUDGET STRATEGIES

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

BUDGET OVERVIEW



Throughout COVID related impacts and FY20, FY21 and FY22, the City Manager's Recommended Budget has been established with a **principled and balanced approach**:

- **Fiscal responsibility:** Transparent decision-making and revenue projections, and avoid irresponsible short-term spending at the expense of long-term prosperity.
- **Compassion & Commitment:** Maintain PCMC's core commitments, community safety and wellbeing.
- **Shared Sacrifice:** No group should bear a disproportionate burden from this challenge alone.

As economic conditions normalize over future years, below are the City's Long-Term Budget Strategies for crafting the City Manager's Recommended Budget:

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

BUDGET OVERVIEW



Figure B04 – Budget Recommendations to City Manager by Committee

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

The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. Our FY22 Health Insurance premiums will not be increasing.

Pay Plan

Park City Municipal wants to recruit and retain talented employees at appropriate compensation levels. Recently, the City's recruiting for key positions has struggled, resulting in long vacancies and impacts on the level of service existing employees are able to provide.

Low unemployment is usually regarded as a positive sign for the economy. A very low a rate of unemployment, however, beginning at a rate below 5%, hurts the economy and slows down productivity of the economy. Current Summit County unemployment rate is 2.8%. The national rate is 4.5% as of March 2021.

The City has also experienced higher turnover rates and general retention challenges, in part because the cost of living is lower in other jurisdictions, making their wages more competitive. Additionally, current staff often feels overwhelmed by the additional responsibility, increased workload, and the ongoing expectations associated with evening commitments.

The cost of replacing an individual employee can range from one-half to two times the employee's annual salary. Currently the City has 330 full-time staff, with an average salary of approx. \$77,500 and typical turnover of 8%, The City is likely to see turnover and replacement

BUDGET OVERVIEW

costs of approx. **\$3,849,780** per year in knowledge loss, recruitment costs, training expenses and community impacts.

Personnel expenses account for 65% of the operating budget. To help manage this expense and keep compensation levels where they attract qualified personnel, Human Resources performs an internal bi-annual salary survey based on other local government entities in the immediate area. But because of the challenges the City faces in this market, and to appropriately allocate taxpayer recourses, the decision was made to engage in an independent, comprehensive analysis in FY20. Mercer, an industry leader in pay equity was hired to review and benchmark 125 PCMC jobs (covering 281 employees) to the external market. The following steps were taken to ensure appropriate external market comparability:

- Determined appropriate benchmarking methodology
- Reviewed PCMC job descriptions
- Match PCMC jobs to selected compensation survey jobs

The City also formed a Blue-Ribbon Committee as a barometer to utilize community experts and an objective, third party lens with regard to the sometimes sensitive topic of employee compensation. The committee reviewed PCMC's pay philosophy, Mercer's methodology and recommendations.

Mercer delivered their results to the HR Manager and internal Compensation Committee in Spring of 2020. Due to COVID-19, the Committee suspended their work until economic conditions stabilized. For FY22, the Committee and Mercer presented the City Manager with a recommendation to increase wages to better align with the 75th percentile of market rate, not the 100th, or the top. The Blue-Ribbon Committee reviewed this analysis and recommendation and supports a goal to compensate workforce positions to the 75th percentile of the market benchmark.

The FY22 budget recommendation seeks to increase wages to align with the 75th percentile of the market rate, over the course of two years. During the work session meeting on June 17th, 2021, Council asked to consider accelerating the phased approach. This suggestion would add an additional \$400k to the General Fund budget for FY22. Staff recommended postponing additional changes until Fall, 2021. After managers assess and make pay level recommendations for their employees combined with the organization having a clearer picture of final FY21 revenues, Budget Staff will return to Council with a financial update.

Pay for Performance

Typically, employees are eligible to receive up to 5% of their base pay as a performance-based pay. Due to the impacts of COVID-19, both performance-based pay and increases to pay were eliminated in FY20. For FY21, performance-based pay has been reinstated at 50% (2.5% maximum eligibility for each employee). The recommendation for FY22 is to restore the pay for performance program back to normal. This is a critical step in our ability to compete and retain quality and high-performing employees in an increasingly competitive labor market.

Retirement Expense

All full-time Park City employees are part of the Utah Retirement System (URS) defined benefit program. The City is required by statute to contribute a certain percentage of employee pay toward the URS pool annually. For FY22, URS will not increase, and will remain at FY21 levels.

BUDGET OVERVIEW

Utilities

For FY22, utility budgets in all departments were evaluated through a model that calculates average usage over the past three years. This year, the model resulted in utility decreases in many departments due to sustainability investments and focus. Overall, the City's utility budget will decrease by \$22,600. We are also seeing savings from a large conservation project at the Mine Bench, where the City will save over \$50k per year in energy costs (electricity and natural gas).

Discretionary Operating Items

Department	Total Request	CM Recommendation
IT	\$ 202,160	\$ 202,160
City Manager*	\$ 111,000	\$ (17,207)
MARC	\$ 19,628	\$ 10,000
Legal	\$ 185,600	\$ 185,600
Finance	\$ 68,116	\$ 68,116
Economy	\$ 334,266	\$ 199,266
Sustainability	\$ 105,000	\$ 80,000
Emergency Management	\$ 60,000	\$ 50,000
Police	\$ 460,729	\$ 146,000
Engineering	\$ 162,980	\$ 162,980
Streets, Parks, Bldg Maint	\$ 155,200	\$ 249,000
Tennis	\$ 43,663	\$ 43,663
Affordable Housing	\$ 50,000	\$ 40,000
Library	\$ 21,033	\$ 21,033
Recreation	\$ 14,514	\$ 14,514
Ice	\$ 51,746	\$ 51,746
Total General Fund	\$ 2,045,635	\$ 1,506,871

*Net savings due to reduction in Personnel budget, \$21k approved for FY22

BUDGET OVERVIEW

CAPITAL IMPROVEMENT PLAN (CIP)

Sources of Capital Project Increases

For fiscal year 2021 and fiscal year 2022 capital budgets, most project increases will be funded by an expanded general fund transfer in the amount of \$2.57 million above a traditional base transfer amount of approximately \$2.3 million. This capital increase is achievable through expanded revenue growth and previous preservation of fund balance.

In FY22 project managers were aware of the potential opportunity to restore budgets that had been deferred in FY21 in addition to the ability to apply for new funding.

With this in mind, the recommended budget continues to provide budget for core services while also selectively adding new projects. The initial recommended budget does not include the City's

future planned Arts & Culture District. However, an independent budget strategy for this project has been discussed at length with City Council and can be ready to be deployed and configured in the FY22 final budget should Council direct staff to do so.

CRITERIA FOR INCREASE

1. Source of Revenue

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

2. CIP Process Score

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

3. Project Status

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

4. Manager Feedback

- a. Feedback from managers provides context on project priority

5. CIP Committee Analysis

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

BUDGET OVERVIEW

FISCAL YEAR 2021

The chart below comprises capital projects with proposed increases for FY21.

Project	Carry Forward	2021 Base	2021 Newly Requested	2022 Base	2022 Newly Requested	Score	Manager
CP0280 Aquatics Equipment Replacement	\$0	\$15,000	\$10,000	\$15,000	\$10,000	21.04	Fisher
CP0292 Cemetery Improvements	\$0	\$0	\$20,000	\$27,014	\$20,000	19.46	Fisher

FISCAL YEAR 2022

In FY21, staff recommends newly requested increases in the projects indicated below. Notable increases include additional budget to place Ice Arena maintenance on more stable footing, additional fire mitigation efforts in the City's open space and field replacement and enhancement at Quinn's junction, which will be funded by Impact Fee transfer. While not included in the FY22 provisional budget, the City maintains the capability to implement a financial plan to build the proposed Arts & Culture District in Bonanza Park. Staff remain prepared to deploy this financial strategy into a final or future adjusted budget should Council direct this action.

Project	Carry Forward	2021 Base	2021 Newly Requested	2022 Base	2022 Newly Requested	Score	Manager
CP0150 Ice Facility Capital Replacement	\$285,398	\$50,000	\$0	\$50,000	\$291,000	25.96	Angevine
CP0191 Walkability Maintenance	\$26,535	\$50,500	\$0	\$50,500	\$21,325	22.17	Dayley
CP0089 Public Art	\$318,000	\$0	\$0	\$0	\$50,000	22.21	Everitt
CP0280 Aquatics Equipment Replacement	\$0	\$15,000	\$10,000	\$15,000	\$10,000	21.04	Fisher
CP0352 Parks Irrigation System Efficiency Imp	\$33,204	\$25,000	\$0	\$25,000	\$5,000	21.00	Dayley
CP0292 Cemetery Improvements	\$0	\$0	\$20,000	\$27,014	\$20,000	19.46	Fisher
0000000568 MARC Leisure Pool Water Feature	\$0	\$0	\$0	\$0	\$53,000	21.29	Shaw
CP0351 Artificial Turf Replacement Quinn's	\$0	\$0	\$0	\$0	\$625,000	19.13	Dayley

BUDGET OVERVIEW

CP0092 Open Space Improvements	\$0	\$0	\$0	\$0	\$100,000	19.83	Deters

WATER FUND – FIVE-YEAR CAPITAL IMPROVEMENT PLAN

The City's Water department continues on its existing capital plan with the construction of its Three Kings Water Treatment Plan at the forefront of its efforts. Staff expects that water fund to continue its plan to bond for further proceeds for the project in FY22.

Project	Carry Forward	2021	2022	2023	2024	2025	2026
CP0007 Tunnel Maintenance	\$3,581,647	\$268,049	\$274,750	\$281,619	\$292,884	\$304,599	\$319,829
CP0010 Water Department Service Equipment	\$170,346	\$80,000	\$80,000	\$80,000	\$83,200	\$86,528	\$89,989
CP0040 Water Dept Infrastructure Improvement	\$1,223,115	(\$592,000)	\$1,745,250	\$2,154,863	\$2,196,538	\$1,126,879	\$1,183,223
CP0178 Rockport Water, Pipeline, and Storage	\$518,504	\$1,458,700	\$1,458,700	\$1,458,700	\$1,498,200	\$1,391,306	\$1,460,871
CP0256 Storm Water Improvements	\$275,638	\$450,000	\$300,000	\$300,000	\$300,000	\$315,000	\$330,750
CP0275 Smart Irrigation Controllers	\$4,353	\$0	\$0	\$0	\$0	\$0	\$0
CP0276 Water Quality Study	\$4,269	\$50,000	\$350,000	\$350,000	\$300,000	\$250,000	\$250,000
CP0304 Quinn's Water Treatment Plant Asset Repl	\$730,728	\$210,000	\$220,500	\$231,525	\$238,471	\$245,625	\$252,994
CP0341 Regional Interconnect	\$700,154	\$0	\$0	\$0	\$0	\$0	\$0
CP0342 Meter Replacement	\$380,308	\$150,000	\$150,000	\$150,000	\$150,000	\$50,000	\$150,000
CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	\$0	\$0
CP0344 PRV Improvements for Fire Flow Storage	\$0	\$0	\$805,000	\$0	\$0	\$0	\$0
CP0347 Queen Esther Drive	\$0	\$0	\$669,143	\$0	\$0	\$0	\$0

BUDGET OVERVIEW

CP0354 Streets and Water Maintenance Building	\$100,809	\$0	\$0	\$0	\$0	\$0	\$0
CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$2,077,043	\$1,850,000	\$1,110,000	\$0	\$0	\$0	\$0
CP0372 Regionalization Fee	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
CP0389 MIW Treatment	\$16,146,449	\$35,712,816	\$28,200,000	\$10,600,000	\$0	\$0	\$0
CP0390 QJWTP	\$3,196,880	\$0	\$0	\$0	\$0	\$0	\$0

Treatment Upgrades							
CP0393 Energy Projects	\$191,195	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
CP0396 Park Ave SD	\$0	\$750,000	\$750,000	\$0	\$0	\$0	\$0
CP0397 Vehicle and Equipment Replacement	\$70,000	\$70,000	\$70,000	\$70,000	\$160,000	\$72,100	\$74,263
CP0405 Golf Building	\$763,305	\$0	\$0	\$0	\$0	\$0	\$0
CP0418 JSSD Interconnection Improvements	\$22,155	\$0	\$0	\$0	\$0	\$0	\$0
CP0442 MIW Offsite Improvements	\$1,494,153	\$0	\$0	\$0	\$0	\$0	\$0
CP0443 West Neck Tank	\$148,914	\$1,250,000	\$1,250,000	\$1,250,000	\$0	\$0	\$0
Total	\$34,678,875	\$42,107,565	\$37,833,343	\$17,326,707	\$5,619,293	\$4,242,037	\$4,511,919

BUDGET OVERVIEW

TRANSPORTATION

The Transportation fund continues to evolve as Park City focuses its transportation operations on the core of Park City while High Valley Transit District will initiate operations in the broader county. Based on a new revenue profile and the addition of CARES act funding, staff has assembled a new financial model for the Transportation fund. As such, transportation capital projects increases in the amount of \$4.5 million and \$3.1 million are proposed for FY21 and FY22, respectively. These projects are listed below.

Project	Newly Requested FY 2021	Manager
CP0420 Enhanced Bus Stops at Fresh Market and P	\$24,852	Collins
0000000593 Active Transportation Master Plan	\$95,000	Collins
0000000594 Short Range Transit Plan	\$180,000	Collins
CP0465 SR-248 Corridor and Safety Improvement Project	\$1,691,000	Collins
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$200,000	Collins
CP0316 Transit Facility Capital Renewal Account	\$1,606,429	Fjeldsted
CP0244 Transit Contribution to County	\$659,324	Fjeldsted
CP0466 Scheduling Software	\$20,000	Williams

Project	Newly Requested FY 2022	Manager
0000000579 Arts and Culture Exterior Bus Stops	\$330,000	Collins
CP0419 VMS Signs	\$15,000	Collins
0000000595 TDM Capital Improvement Projects	\$280,000	Collins
0000000592 Electric Bus Charging Infrastructure	\$1,296,000	Fjeldsted
CP0316 Transit Facility Capital Renewal Account	\$180,000	Fjeldsted
CP0244 Transit Contribution to County	\$1,000,000	Fjeldsted

BUDGET OVERVIEW

Additionally, decreases in the amount of \$4.5 million and \$511k are recommended for FY21 and FY22. Please see these projects immediately below.

Project	Newly Requested FY 2021	Manager
CP0411 SR 248/US 40 Park and Ride Lot	(\$1,171,780)	Collins
CP0313 Transportation Plans and Studies	(\$65,000)	Collins
CP0444 SR 248 New Tunnel	(\$1,179,974)	Collins
CP0009 Transit Rolling Stock Replacement	(\$2,713)	Fjeldsted
CP0289 Ironhorse Transit Facility Asset Managem	(\$1,651,083)	Fjeldsted
CP0438 Remodel for Transit Driver Housing	(\$283,895)	Fjeldsted
CP0363 Traffic Management Cameras	(\$76,916)	Williams
CP0336 Prospector Avenue Reconstruction	(\$42,707)	Robertson

Project	Newly Requested FY 2022	Manager
CP0009 Transit Rolling Stock Replacement	(\$331,477)	Fjeldsted
CP0289 Ironhorse Transit Facility Asset Managem	(\$180,000)	Fjeldsted

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

LOWER PARK AVENUE RDA

Projects in the Lower Park Avenue RDA (LPARDA) have undergone no increase or decrease in the FY22 provisional budget. The predominant use of revenues from the LPARDA continues to be debt service on the City's 2019 sales tax revenue bond, which serves to fund the City's existing housing initiatives. Current balances for housing from the 2019 sales tax revenue bond continue to stand at \$22 million at the start of FY22.

Project	Carry Forward	2021	2022	2023	2024	2025	2026
CP0003 Old Town Stairs	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0
CP0005 City Park Improvements	\$542,248	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0
CP0013 Affordable Housing Program	\$25,886	\$0	\$0	\$0	\$0	\$0	\$0

BUDGET OVERVIEW

CP0020 City-wide Signs Phase I	\$7,156	\$0	\$0	\$0	\$0	\$0	\$0
CP0036 Traffic Calming	\$39,845	\$0	\$0	\$0	\$0	\$0	\$0
CP0089 Public Art	\$42,749	\$0	\$0	\$0	\$0	\$0	\$0
CP0167 Skate Park Repairs	\$9,749	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000	\$0
CP0265 Crescent Tramway Trail	\$193,858	\$0	\$0	\$0	\$0	\$0	\$0
CP0308 Library Remodel	\$449	\$0	\$0	\$0	\$0	\$0	\$0
CP0309 Woodside Phase I	\$182	\$0	\$0	\$0	\$0	\$0	\$0
CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	\$0	\$0
CP0362 Woodside Phase II	\$2,208	\$0	\$0	\$0	\$0	\$0	\$0
CP0386 Recreation Building in City Park	\$243,539	\$0	\$0	\$0	\$0	\$4,200,000	\$0
CP0406 Central Park	\$1,364	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,250,623	\$255,000	\$255,000	\$255,000	\$105,000	\$4,230,000	\$0

This year's the City Manager's Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and City infrastructure which have been identified by Council as a critical priorities.

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

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2021 Budget is \$101.9 million. The proposed FY 2022 CIP budget is \$77.4 million. The General Fund transfer required to fund capital projects in FY2020 will be approximately \$3.7 million—the majority of which is dedicated to completing new projects related open space and recreation while ensuring the maintenance of existing infrastructure. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management and open space acquisition and potential environmental liabilities.

CHANGES BETWEEN TENTATIVE AND FINAL BUDGET

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

- Align Self Insurance/Risk Account with actual expenses - \$50k for insurance premium cost increases

BUDGET OVERVIEW

- Increases to the General (\$100k) and Transportation (\$122k) Funds to cover expenses associated with risk management
- Net decrease of \$212k into the Fleet Fund from other funds at the City based on actual fuel and maintenance costs
- Increase of \$225k for the Administrative Interfund Transfer (Admin IFT) from other funds at the City into the General Fund based on calculated cost estimates
- Increase Workers' Compensation Fund revenue by \$275k to reflect actual interfund transfers into the fund
- Decrease of an IFT by \$1M from General, Capital Improvement, and Main Street RDA Funds to Sales Tax Bond Debt Service Fund due to expiration of 2014A Sales Tax Bond
- Increase of \$6,875 from Lower Park RDA to Sales Tax Bond Debt Service Fund based on debt payment schedule
- Planning – Senior Planner \$143,934 (includes all benefits), net budget increase of \$11,143 (partially offset by reallocation of funds from vacant position in other department and duties being absorbed in Engineering)
- Finance – Contract services added to project multi-year contract to monitor nightly rentals and assist with online licensing program \$100,000, partially offset by decrease in Economy budget
- Budget – Increase contract services line by \$15k to pay for lodging data, partially offset by decrease in Economy budget
- Economy – Decrease contract service budget by \$25k and reallocate to the Budget and Finance departments
- Community Engagement – Digital Communications Specialist, \$94,156 (including all benefits) Communications FTE (title TBD), \$133,386 (including all benefits), Community Liaison (contract position) adjusted to 10 hours per week
- Revenues
- Increased General Sales Tax budget by \$757k from \$4.7M to \$5.5M to reflect improved economic conditions
- Increased Resort Tax budget by \$3.7M from \$9.2M to \$12.8M to reflect improved economic conditions
- Increased Additional Resort Sales Tax budget by \$1.6M from \$3.9M to \$5.6M to reflect improved economic conditions
- Increased Transit Sales Tax budget by \$647k from \$4.4M to \$5.0M

Debt

- Increase Water Fund by \$4,552,969 to match debt service payments as determined by the latest Water Revenue Bond issued in FY20
- Decrease Golf Fund by \$24,283 due to the retirement of loan for golf carts
- Increase Sales Tax Revenue Bond Fund by \$2,418,250 to match debt service payments

BUDGET OVERVIEW

accurately

- Increase Debt Service Fund by \$1,809,338 to match debt service payments accurately
- Capital Improvement Fund
- Increased CP0019 Library Development & Donations by \$11,593 to reflect the reception of a State grant
- Increased CP0292 by \$26,000 in General Fund Transfer to reflect additional interest earning capacity on impact fees. This amount will be added to our General Fund/Impact Fee-related reimbursement strategy for 2022.
- Increased CP0005 City Park Improvements by \$140,235 to reflect an increase in Impact Fee revenue balance and accrued interest
- Increased CP0041 Trails Master Plan Implementation by \$53,543 to reflect an increase in Impact Fee revenue balance and accrued interest
- Increased CP0001 Planning/Capital analysis by \$15,000 to reflect an increase in Impact Fee revenue balance and accrued interest

Transit Fund

- Transit Rolling Stock CP009 – Increased federal grants budget by \$43,165 and decreased the transit sales tax budget by \$304,851 due to updates in the electric bus procurement. These changes reflect the most current financial scenario that uses the VW match money for the local match of federal grants
- CP0244 Transit Contribution to County - Increasing it by \$192,194 which should be the exact amount we owe the county for operating assistance on the FFY19 grant
- CP0478 Pathway along Silver King, Three Kings & Thayne's moved \$960K from FY25 to FY24
- CP0411 SR248/US 40 Park and Ride Lot
- ☐ Added \$1.8M to FY22 Third Quarter County Tax, reduced \$400k from FY24
- ☐ Reduced Federal Grant funding from FY24 by \$2M, added \$600k to FY23
- CP0540 Snow Creek Crossing – Reduced \$300k in Third Quarter Tax in FY23, added \$350k to FY22
- CP0385 Park Avenue Reconstruction added \$260k to FY23 of Third Quarter County Tax
- CP0465 SR-248 Corridor and Safety Improvement added \$1M in FY24 due to DMV money coming from Summit County
- \$2.5M increase to Regional Transit Revenue based on separation with Summit County terms

BUDGET OVERVIEW

FUTURE ISSUES

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

- **Housing:** efforts to provide a robust and sustainable middle income, attainable, and affordable housing program within City limits remains a formidable challenge in our high performing resort community. The result of our economic success and exceptional quality of life is a prohibitively high cost of living. Though several new workforce housing programs and initiatives are underway, each project comes with considerable costs, public investment, and in most cases, years to develop;
- **Transportation:** planning and mitigation efforts to better address traffic and congestion via local and regional transit, integrated City/County transportation planning, and forward looking capital infrastructure projects are well underway and gaining community momentum. Though public investments in transportation infrastructure and transit are, perhaps, the most formidable future budgetary issue we face, the community is clearly supportive of improving the way residents and visitors move around town. Fortunately, two new sales taxes were passed in 2016 that are helping with immediate infusion of new monies and projects, such as the pedestrian tunnel on Highway 248, paid parking in Old Town, Electric Express busses, and the new Ecker Hill Park and Ride;
- **Health Insurance:** providing quality and affordable health insurance for PCMC employees remains a top organizational priority. Year over year premium increases, coupled with expanded Federal regulations, continue to make this organizational commitment difficult to maintain. It remains a high priority and is critical to workforce recruitment and retention strategies.
- **Infrastructure and Development:** public and private projects, such as additional resort development (DV & PCMR), Lower Park Avenue, Arts & Culture District, Woodside Affordable Housing, etc., etc. will continue to present both opportunities and challenges for PCMC. Additional development will increase tax revenues, but it will also increase the demand and scope for complex and expensive public services (inspections, planning, engineering, streets, water, Public Safety, Transit, etc., etc.).
- **Economic (*This is a Critical Issue*):** the economic recovery has resulted in increased costs in contractual, construction, and ongoing maintenance costs. Recent PCMC capital projects initiated and advertised by City staff typically come in over initial budgets and have created project budget shortfalls. Staff continues to work to better define and estimate capital projects costs in an increasingly expensive and competitive construction market;

BUDGET OVERVIEW

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

In addition, actions from the State Legislature will always pose a moderate financial risk to the City's ability to continue to deliver high-quality services. Though recent efforts to prevent unfunded mandates and efforts to adjust the redistribution of tax revenues from wealthier towns and school districts to other jurisdictions continue to be successful, these challenges remain ongoing and formidable. Thus, the City will continue its efforts to retain a coordinated and strong legislative apparatus to ensure proactive measures are implemented. For example, the City was successful this year preventing a change to the State's sales tax redistribution formula, which would have likely created budgetary shortfalls as the tax moved away from point of sale and towards population.

BUDGET OVERVIEW

BUDGET CALENDAR

May 13

Work Session

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

Regular Meeting

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

May 27

Work Session

CIP Budget, RDA Budget

Regular Meeting

[Public Hearing on the Tentative Budget](#)

June 17

Work Session

Miscellaneous Budget Items
City Fee Resolution
Recommendations Budget Policies
Outstanding Budget Issues
City Council Compensation

Regular Meeting

[Public Hearing on the Tentative Budget](#)

June 24

Work Session

Regular Meeting

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

Regular Meeting

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

Redevelopment Agency Meeting

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

Municipal Building Authority Meeting

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

* Schedules and topics subject to change

Expenditure Summary by Fund and Major Object (FY 2021 Original Budget)

Description	Personnel FY 2021	Mat, Supplies, Services FY 2021	Capital FY 2021	Debt Service FY 2021	Contingency FY 2021	Sub - Total FY 2021	Interfund Transfer FY 2021	Ending Balance FY 2021	Total FY 2021
Park City Municipal Corporation									
011 GENERAL FUND	\$23,607,514	\$8,106,143	\$307,620	\$0	\$700,000	\$32,721,277	\$2,834,061	\$7,504,960	\$43,060,298
012 QUINNS RECREATION COMPLEX	\$902,829	\$348,835	\$1,000	\$0	\$0	\$1,252,664	\$0	\$-6,033,938	\$-4,781,273
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 DRUG CONFISCATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$37,534,575	\$0	\$0	\$37,534,575	\$3,580,329	\$3,128,714	\$44,243,618
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,460,138	\$0	\$0	\$1,460,138	\$0	\$7,429	\$1,467,567
051 WATER FUND	\$3,258,424	\$3,589,138	\$40,896,797	\$1,028,266	\$0	\$48,772,625	\$1,773,085	\$4,484,094	\$55,029,804
052 STORM WATER FUND	\$607,137	\$290,025	\$1,221,500	\$0	\$0	\$2,118,662	\$127,425	\$58,813	\$2,304,900
055 GOLF COURSE FUND	\$899,687	\$486,435	\$114,565	\$24,283	\$0	\$1,524,970	\$134,913	\$26,248	\$1,686,131
057 TRANSPORTATION & PARKING FUND	\$8,902,923	\$2,268,672	\$8,281,094	\$0	\$0	\$19,452,689	\$3,334,501	\$2,187,998	\$24,975,188
058 PARKING FUND	\$849,924	\$707,900	\$125,000	\$0	\$0	\$1,682,824	\$8,000	\$2,338,730	\$4,029,554
062 FLEET SERVICES FUND	\$995,989	\$1,853,155	\$0	\$0	\$0	\$2,849,144	\$0	\$864,661	\$3,713,805
064 SELF INSURANCE FUND	\$0	\$1,733,060	\$0	\$0	\$0	\$1,733,060	\$0	\$493,142	\$2,226,202
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,040,066	\$0	\$5,040,066	\$0	\$27,906,245	\$32,946,311
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$7,699,000	\$0	\$7,699,000	\$0	\$2,581,847	\$10,280,847
Total Park City Municipal Corporation	\$40,024,428	\$19,383,363	\$89,942,289	\$13,791,615	\$700,000	\$163,841,695	\$11,792,314	\$45,548,943	\$221,182,953
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$31,958	\$692,300	\$0	\$0	\$0	\$724,258	\$3,092,532	\$2,689,797	\$6,506,587
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$994,151	\$2,149,151
033 REDEVELOPMENT AGENCY- LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,782,840	\$340,776	\$3,378,616
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$1,046,777	\$5,853	\$1,052,630
Total Park City Redevelopment Agency	\$31,958	\$1,147,300	\$255,000	\$0	\$0	\$1,434,259	\$7,622,149	\$4,030,577	\$13,086,985
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$440,916	\$440,916
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$440,916	\$440,916
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$40,056,387	\$20,530,663	\$90,197,289	\$13,791,615	\$700,000	\$165,275,954	\$19,414,463	\$50,020,436	\$234,710,853

BUDGET OVERVIEW

Expenditure Summary by Fund and Major Object (FY 2021 Adjusted Budget)

Description	Personnel FY 2021	Mat, Supplies, Services FY 2021	Capital FY 2021	Debt Service FY 2021	Contingency FY 2021	Sub - Total FY 2021	Interfund Transfer FY 2021	Ending Balance FY 2021	Total FY 2021
Park City Municipal Corporation									
011 GENERAL FUND	\$23,810,858	\$11,948,355	\$335,320	\$0	\$700,000	\$36,794,534	\$2,880,849	\$14,053,298	\$53,728,681
012 QUINNS RECREATION COMPLEX	\$860,060	\$355,485	\$1,000	\$0	\$0	\$1,216,545	\$0	\$-5,727,889	\$-4,511,343
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$35,773	\$0	\$0	\$35,773	\$0	\$0	\$35,773
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$23,168	\$0	\$0	\$23,168	\$0	\$0	\$23,168
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$86,741,120	\$0	\$0	\$86,741,120	\$3,589,254	\$8,076,937	\$98,407,311
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$2,577,863	\$0	\$0	\$2,577,863	\$0	\$313,515	\$2,891,378
051 WATER FUND	\$3,258,424	\$3,589,138	\$75,214,366	\$5,567,426	\$0	\$87,629,353	\$1,777,085	\$861,624	\$90,268,063
052 STORM WATER FUND	\$607,137	\$290,025	\$1,578,834	\$0	\$0	\$2,475,996	\$127,775	\$453,808	\$3,057,579
055 GOLF COURSE FUND	\$899,687	\$486,435	\$313,682	\$24,283	\$0	\$1,724,087	\$134,513	\$740,043	\$2,598,643
057 TRANSPORTATION & PARKING FUND	\$8,909,323	\$2,268,672	\$18,855,935	\$0	\$0	\$30,033,931	\$3,043,501	\$6,035,444	\$39,112,876
058 PARKING FUND	\$849,924	\$707,900	\$250,000	\$0	\$0	\$1,807,824	\$16,500	\$1,282,502	\$3,106,826
062 FLEET SERVICES FUND	\$995,989	\$1,853,155	\$0	\$0	\$0	\$2,849,144	\$0	\$638,176	\$3,487,320
064 SELF INSURANCE FUND	\$0	\$2,583,060	\$0	\$0	\$0	\$2,583,060	\$0	\$522,814	\$3,105,874
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$7,454,365	\$0	\$7,454,365	\$0	\$26,123,690	\$33,578,055
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,522,280	\$0	\$9,522,280	\$0	\$1,680,641	\$11,202,921
Total Park City Municipal Corporation	\$40,191,403	\$24,082,225	\$185,927,060	\$22,568,354	\$700,000	\$273,469,043	\$11,569,477	\$55,054,603	\$340,093,124
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$31,958	\$692,300	\$0	\$0	\$0	\$724,258	\$3,092,532	\$1,480,029	\$5,296,819
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$1,200,000	\$812,130	\$2,467,130
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,505,623	\$0	\$0	\$2,505,623	\$2,780,340	\$417,505	\$5,703,468
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$397,971	\$0	\$0	\$397,971	\$1,046,777	\$490,567	\$1,935,315
Total Park City Redevelopment Agency	\$31,958	\$1,147,300	\$2,903,594	\$0	\$0	\$4,082,853	\$8,119,649	\$3,200,231	\$15,402,733
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$40,223,362	\$25,229,526	\$188,830,655	\$22,568,354	\$700,000	\$277,551,896	\$19,689,126	\$58,704,025	\$355,945,048

BUDGET OVERVIEW

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

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingency FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$26,421,544	\$10,340,190	\$346,443	\$0	\$300,000	\$37,408,177	\$3,084,785	\$12,134,585	\$52,627,547
012 QUINNS RECREATION COMPLEX	\$944,214	\$379,800	\$1,000	\$0	\$0	\$1,325,014	\$0	\$-6,139,275	\$-4,814,261
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$16,556,629	\$0	\$0	\$16,556,629	\$4,174,626	\$27,326,315	\$48,057,570
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,585,600	\$0	\$0	\$1,585,600	\$0	\$313,515	\$1,899,115
051 WATER FUND	\$3,709,472	\$4,109,243	\$37,422,575	\$5,577,420	\$0	\$50,818,710	\$1,807,429	\$1,087,844	\$53,713,983
052 STORM WATER FUND	\$668,062	\$291,444	\$1,121,500	\$0	\$0	\$2,081,006	\$135,448	\$237,354	\$2,453,808
055 GOLF COURSE FUND	\$915,363	\$517,875	\$114,565	\$0	\$0	\$1,547,803	\$142,377	\$438,113	\$2,128,293
057 TRANSPORTATION & PARKING FUND	\$7,241,515	\$1,915,272	\$19,186,993	\$0	\$0	\$28,343,780	\$3,306,502	\$6,622,049	\$38,272,331
058 PARKING FUND	\$886,149	\$706,500	\$125,000	\$0	\$0	\$1,717,649	\$16,500	\$2,151,717	\$3,885,866
062 FLEET SERVICES FUND	\$1,018,016	\$1,853,155	\$0	\$0	\$0	\$2,871,171	\$0	\$115,705	\$2,986,876
064 SELF INSURANCE FUND	\$0	\$1,446,500	\$0	\$0	\$0	\$1,446,500	\$0	\$934,764	\$2,381,264
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,113,690	\$33,085,906
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,720,007	\$11,229,695
Total Park City Municipal Corporation	\$41,804,336	\$21,559,979	\$76,460,306	\$22,059,324	\$300,000	\$162,183,945	\$12,667,667	\$73,056,383	\$247,907,995
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$692,300	\$0	\$0	\$0	\$692,300	\$3,092,532	\$1,947,197	\$5,732,029
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$933,449	\$2,088,449
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,787,590	\$467,447	\$3,510,037
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$0	\$1,160,567	\$1,190,567
Total Park City Redevelopment Agency	\$0	\$1,147,300	\$285,000	\$0	\$0	\$1,432,300	\$6,580,122	\$4,508,660	\$12,521,082
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$41,804,336	\$22,707,279	\$76,745,306	\$22,059,324	\$300,000	\$163,616,245	\$19,247,789	\$78,014,234	\$260,878,268

BUDGET OVERVIEW

All Funds Combined

Revenue	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Original FY 2021	Adjusted FY 2021	Collection % FY 2021	Original FY 2022
RESOURCES								
Property Taxes	\$21,149,343	\$21,368,077	\$25,486,395	\$27,988,278	\$25,378,173	\$27,682,173	101%	\$27,430,335
Sales Tax	\$26,024,963	\$29,273,042	\$30,409,928	\$27,473,268	\$23,489,626	\$27,989,626	98%	\$32,326,725
Franchise Tax	\$3,147,847	\$3,230,881	\$3,161,759	\$2,758,185	\$3,229,380	\$3,229,380	85%	\$3,261,596
Licenses	\$1,387,755	\$1,395,163	\$1,315,865	\$1,212,774	\$979,790	\$979,790	124%	\$1,437,989
Planning Building & Engineering Fees	\$4,606,175	\$5,820,662	\$7,513,747	\$4,917,895	\$3,646,825	\$4,546,825	108%	\$5,157,166
Special Event Fees	\$60,697	\$178,413	\$178,672	\$8,081	\$127,595	\$127,595	6%	\$115,681
Federal Revenue	\$2,733,886	\$3,969,044	\$5,698,041	\$5,173,384	\$3,642,753	\$19,127,233	27%	\$20,638,912
State Revenue	\$520,528	\$518,845	\$818,625	\$528,573	\$501,187	\$501,187	105%	\$440,577
County/SP District Revenue	\$2,537,580	\$705,240	\$3,888,378	\$1,128,101	\$2,055,705	\$2,066,005	55%	\$474,143
Water Charges for Services	\$19,159,083	\$20,092,203	\$19,944,310	\$19,879,383	\$21,889,201	\$21,889,201	91%	\$21,819,145
Transit Charges for Services	\$6,247,276	\$7,425,047	\$5,286,336	\$828,747	\$9,366,000	\$4,566,000	18%	\$6,080,819
Cemetery Charges for Services	\$29,186	\$18,816	\$22,922	\$18,237	\$95,465	\$95,465	19%	\$80,182
Recreation	\$3,557,947	\$3,348,293	\$3,294,003	\$3,637,895	\$2,756,197	\$2,756,197	132%	\$3,267,017
Ice	\$833,126	\$828,397	\$691,828	\$564,804	\$612,867	\$612,867	92%	\$907,421
Other Service Revenue	\$57,470	\$45,786	\$59,527	\$45,553	\$151,702	\$151,702	30%	\$56,768
Library Fees	\$27,946	\$20,198	\$14,357	\$11,695	\$18,645	\$18,645	63%	
Fines & Forfeitures	\$2,240,548	\$2,611,357	\$1,934,534	\$856,485	\$2,603,364	\$2,603,364	33%	\$2,603,364
Misc. Revenues	\$8,809,064	\$4,078,297	\$8,426,163	\$2,986,886	\$15,507,058	\$15,782,058	19%	\$15,946,624
Interfund Transactions (Admin)	\$6,187,564	\$6,821,583	\$6,898,975	\$4,915,439	\$6,871,385	\$6,495,085	76%	\$6,882,441
Interfund Transactions (CIP/Debt)	\$41,562,627	\$73,024,818	\$17,718,703	\$11,497,794	\$12,543,078	\$13,194,041	87%	\$12,365,348
Special Revenues & Resources	\$1,719,697	\$1,059,990	\$1,000,912	\$4,127,277	\$639,127	\$3,839,127	108%	\$691,988
Bond Proceeds	\$35,227,871	\$85,387,786	\$10,768,465		\$9,000,000	\$67,000,000		\$40,190,000
Beginning Balance	\$74,767,615	\$83,191,254	\$117,717,331		\$89,605,728	\$130,691,480		\$58,704,025
TOTAL	\$262,595,797	\$354,413,190	\$272,249,775	\$120,558,734	\$234,710,851	\$355,945,046	1,477	\$260,878,266

BUDGET OVERVIEW

Change in Fund Balance

Fund	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Budget FY 2021	Adjusted FY 2021	Change over FY20 Actuals	Change over FY21 Budget	% Inc (red) FY 2021	Budget FY 2022	Increase (red) FY 2022	% Inc (red) FY 2022
Park City Municipal Corporation											
011 GENERAL FUND	\$12,266,079	\$13,995,937	\$12,987,123	\$7,504,960	\$14,053,298	\$1,066,175	\$7,504,960	8%	\$12,134,585	\$-1,918,713	-14%
012 QUINNS RECREATION COMPLEX	\$-4,450,108	\$-4,803,352	\$-5,138,717	\$-6,033,938	\$-5,727,889	\$-589,172	\$-6,033,938	11%	\$-6,139,275	\$-411,386	7%
021 POLICE SPECIAL REVENUE FUND	\$34,404	\$35,773	\$35,773	\$0	\$0	\$-35,773	\$0	-100%	\$0	\$0	
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$23,168	\$23,168	\$23,168	\$0	\$0	\$-23,168	\$0	-100%	\$0	\$0	
031 CAPITAL IMPROVEMENT FUND	\$40,859,511	\$47,522,284	\$59,750,463	\$3,128,714	\$8,076,937	\$-51,673,526	\$3,128,714	-86%	\$27,326,315	\$19,249,378	238%
038 EQUIPMENT REPLACEMENT CIP	\$1,990,746	\$1,912,090	\$1,431,240	\$7,429	\$313,515	\$-1,117,725	\$7,429	-78%	\$313,515		
051 WATER FUND	\$2,415,273	\$8,601,446	\$11,194,924	\$4,484,094	\$861,624	\$-10,333,300	\$4,484,094	-92%	\$1,087,844	\$226,220	26%
052 STORM WATER FUND	\$598,027	\$717,233	\$1,057,579	\$58,813	\$453,808	\$-603,771	\$58,813	-57%	\$237,354	\$-216,454	-48%
055 GOLF COURSE FUND	\$1,210,441	\$1,234,194	\$1,195,758	\$26,248	\$740,043	\$-455,715	\$26,248	-38%	\$438,113	\$-301,930	-41%
057 TRANSPORTATION & PARKING FUND	\$13,647,186	\$13,034,167	\$11,187,402	\$2,187,998	\$6,035,444	\$-5,151,958	\$2,187,998	-46%	\$6,622,049	\$586,605	10%
058 PARKING FUND	\$0	\$0	\$503,462	\$2,338,730	\$1,282,502	\$779,040	\$2,338,730	155%	\$2,151,717	\$869,215	68%
062 FLEET SERVICES FUND	\$1,207,403	\$1,210,535	\$1,138,620	\$864,661	\$638,176	\$-500,444	\$864,661	-44%	\$115,705	\$-522,471	-82%
064 SELF INSURANCE FUND	\$1,163,647	\$1,348,568	\$1,431,831	\$493,142	\$522,814	\$-909,017	\$493,142	-63%	\$934,764	\$411,950	79%
070 SALES TAX REV BOND - DEBT SVS FUND	\$7,396,945	\$25,749,908	\$26,139,189	\$27,906,245	\$26,123,690	\$-15,499	\$27,906,245	0%	\$26,113,690	\$-10,000	0%
071 DEBT SERVICE FUND	\$710,461	\$1,575,743	\$1,641,274	\$2,581,847	\$1,680,641	\$39,367	\$2,581,847	2%	\$1,720,007	\$39,366	2%
Total Park City Municipal Corporation	\$79,073,183	\$112,157,694	\$124,579,089	\$45,548,943	\$55,054,603	\$-69,524,486	\$45,548,943	-529%	\$73,056,383	\$18,001,780	246%
Park City Redevelopment Agency											
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$857,555	\$1,604,087	\$1,044,819	\$2,689,797	\$1,480,029	\$435,210	\$2,689,797	42%	\$1,947,197	\$467,168	32%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$730,611	\$904,151	\$1,272,130	\$994,151	\$812,130	\$-460,000	\$994,151	-36%	\$933,449	\$121,319	15%
033 REDEVELOPMENT AGENCY- LOWER PRK	\$1,026,025	\$1,774,703	\$2,610,936	\$340,776	\$417,505	\$-2,193,431	\$340,776	-84%	\$467,447	\$49,942	12%
034 REDEVELOPMENT AGENCY- MAIN ST	\$1,073,963	\$835,780	\$735,315	\$5,853	\$490,567	\$-244,748	\$5,853	-33%	\$1,160,567	\$670,000	137%
Total Park City Redevelopment Agency	\$3,688,154	\$5,118,721	\$5,663,200	\$4,030,577	\$3,200,231	\$-2,462,969	\$4,030,577	-112%	\$4,508,660	\$1,308,429	195%
Municipal Building Authority											
035 BUILDING AUTHORITY	\$429,917	\$440,916	\$449,191	\$440,916	\$449,191		\$440,916		\$449,191		

BUDGET OVERVIEW

Resources & Requirements - All Funds Combined									
Description	2020 Actuals	2021 Actuals	2021 Original Budget	2021 Adjusted Budget	Change - 21 Orig to 21 Adj \$ Increase (Reduction)	%	2022 Budget	Change - 21 Adj to 22 \$ Increase	%
RESOURCES (Revenues)					RESOURCES (Revenues)				
Sales Tax	\$ 30,409,928	\$ 27,473,268	\$ 23,489,626	\$ 27,989,626	\$ 4,500,000	19%	\$ 32,326,725	\$ 4,337,099	15%
Planning Building & Engineering Fees	\$ 7,513,747	\$ 4,985,753	\$ 3,646,825	\$ 4,546,825	\$ 900,000	25%	\$ 5,157,166	\$ 610,341	13%
Charges for Services	\$ 25,253,567	\$ 20,727,717	\$ 31,350,666	\$ 26,550,666	\$ (4,800,000)	-15%	\$ 27,980,146	\$ 1,429,480	5%
Intergovernmental Revenue	\$ 10,405,045	\$ 6,830,059	\$ 6,199,645	\$ 21,694,425	\$ 15,494,780	250%	\$ 21,553,632	\$ (140,793)	-1%
Franchise Tax	\$ 3,161,759	\$ 2,887,069	\$ 3,229,380	\$ 3,229,380	\$ -	0%	\$ 3,261,596	\$ 32,216	1%
Property Taxes	\$ 25,486,395	\$ 27,988,278	\$ 25,378,173	\$ 27,682,173	\$ 2,304,000	9%	\$ 27,430,335	\$ (251,838)	-1%
General Government	\$ 691,828	\$ 563,123	\$ 612,867	\$ 612,867	\$ -	0%	\$ 907,421	\$ 294,554	48%
Other Revenues	\$ 16,224,033	\$ 13,445,609	\$ 22,783,478	\$ 26,258,478	\$ 3,475,000	15%	\$ 24,119,431	\$ (2,139,047)	-8%
TOTAL	\$ 119,146,302	\$ 104,900,876	\$ 116,690,660	\$ 138,564,440	\$ 21,873,780	19%	\$ 142,736,452	\$ 4,172,012	3%
REQUIREMENTS (Expenditures By Function)					REQUIREMENTS (Expenditures By Function)				
Executive	\$ 14,560,496	\$ 12,359,050	\$ 16,756,924	\$ 15,711,022	\$ (1,045,902)	-6%	\$ 19,507,139	\$ 3,796,117	24%
Police	\$ 6,918,277	\$ 6,172,116	\$ 6,868,706	\$ 6,771,756	\$ (96,950)	-1%	\$ 7,030,376	\$ 258,620	4%
Public Works	\$ 30,943,036	\$ 25,521,679	\$ 30,270,352	\$ 30,401,410	\$ 131,058	0%	\$ 30,278,381	\$ (123,029)	0%
Library & Recreation	\$ 5,688,515	\$ 5,318,291	\$ 5,996,621	\$ 5,995,763	\$ (858)	0%	\$ 6,499,126	\$ 503,363	8%
Non-Departmental	\$ 9,379,192	\$ 2,337,218	\$ 290,773	\$ 3,020,903	\$ 2,730,130	939%	\$ 6,878	\$ (3,014,025)	-100%
Special Service Contracts	\$ 533,708	\$ 360,000	\$ 773,500	\$ 758,500	\$ (15,000)	-2%	\$ 733,500	\$ (25,000)	-3%
Contingency	\$ 421,218	\$ 172,741	\$ 800,000	\$ 800,000	\$ -	0%	\$ 400,000	\$ (400,000)	-50%
Capital Outlay	\$ 303,578	\$ 90,302	\$ 37,900	\$ 37,900	\$ -	0%	\$ 37,900	\$ -	0%
TOTAL	\$ 68,748,020	\$ 52,331,397	\$ 61,794,776	\$ 63,497,254	\$ 1,702,478	3%	\$ 64,493,300	\$ 996,046	2%
REQUIREMENTS (Expenditures by Type)					REQUIREMENTS (Expenditures by Type)				
Personnel	\$ 40,019,168	\$ 35,099,282	\$ 40,056,387	\$ 40,223,362	\$ 166,975	0%	\$ 41,804,336	\$ 1,580,974	4%
Materials, Supplies & Services	\$ 27,931,208	\$ 20,109,256	\$ 20,530,663	\$ 25,229,525	\$ 4,698,862	23%	\$ 22,707,279	\$ (2,522,246)	-10%
Contingency	\$ 362,218	\$ 172,741	\$ 700,000	\$ 700,000	\$ -	0%	\$ 300,000	\$ (400,000)	-57%
Capital Outlay	\$ 435,427	\$ 406,961	\$ 507,725	\$ 594,366	\$ 86,641	17%	\$ 526,685	\$ (67,681)	-11%
TOTAL	\$ 68,748,021	\$ 55,788,240	\$ 61,794,775	\$ 66,747,253	\$ 4,952,478	8%	\$ 65,338,300	\$ (1,408,953)	-2%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS	\$ 50,398,281	\$ 49,112,636	\$ 54,895,885	\$ 71,817,187	\$ 16,921,302	31%	\$ 77,398,152	\$ 5,580,965	8%
OTHER FINANCING SOURCES (Uses)					OTHER FINANCING SOURCES (Uses)				
Bond Proceeds	\$ 10,768,465	\$ -	\$ 9,000,000	\$ 67,000,000	\$ 58,000,000	644%	\$ 40,190,000	\$ (26,810,000)	-40%
Debt Service	\$ (24,538,521)	\$ (16,034,769)	\$ (13,791,615)	\$ (22,568,354)	\$ (8,776,739)	64%	\$ (22,059,324)	\$ 509,030	-2%
Interfund Transfers In	\$ 24,617,678	\$ 16,413,233	\$ 19,414,463	\$ 19,689,126	\$ 274,663	1%	\$ 19,247,789	\$ (441,337)	-2%
Interfund Transfers Out	\$ (24,617,678)	\$ (16,413,233)	\$ (19,414,463)	\$ (19,689,126)	\$ (274,663)	1%	\$ (19,247,789)	\$ 441,337	-2%
Capital Improvement Projects	\$ (47,829,798)	\$ (49,404,848)	\$ (89,689,564)	\$ (188,236,289)	\$ (98,546,725)	110%	\$ (76,218,620)	\$ 112,017,669	-60%
TOTAL	\$ (61,599,854)	\$ (65,439,617)	\$ (94,481,179)	\$ (143,804,643)	\$ (49,323,464)	52%	\$ (58,087,944)	\$ 85,716,699	-60%
EXCESS (Deficiency) OF RESOURCES OVER REQUIREMENTS AND OTHER SOURCES (Uses)	\$ (11,201,573)	\$ (16,326,981)	\$ (39,585,294)	\$ (71,987,456)	\$ (32,402,162)	82%	\$ 135,486,096	\$ 207,473,552	-288%
Beginning Balance	\$ 117,717,331	\$ 106,515,758	\$ 89,605,728	\$ 130,691,480	\$ 41,085,752	46%	\$ 58,704,025	\$ (71,987,455)	-55%
Ending Balance	\$ 106,515,758		\$ 50,020,436	\$ 58,704,025	\$ 8,683,589	17%	\$ 78,014,234	\$ 19,310,209	33%

REVENUES

Property and sales taxes are the most significant sources of City revenue, representing an anticipated 46 percent share in FY22 when Beginning Balance and Inter-fund Transfers are excluded. Intergovernmental Revenue, Charges for Service, Franchise Taxes, Licenses and Fees comprise the remaining portion of revenue. Figure R1 shows the makeup of Park City's anticipated revenues for FY22.

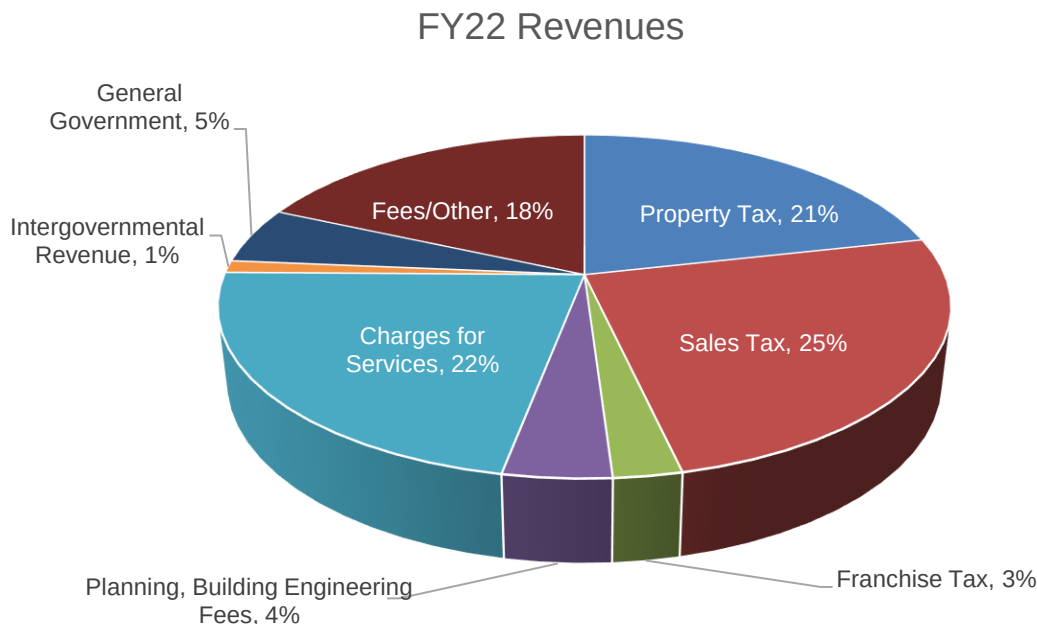


Figure R1 – Budgeted Revenue by Source

PROPERTY TAX

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

Summit County levies, collects, and distributes property taxes for Park City and all other taxing jurisdictions within the County. Utah law prescribes how taxes are levied and collected. Generally, the law provides as follows: the County Assessor determines property values as of January 1 of each year and is required to have the assessment roll completed by May 15. If any taxing district within the County proposes an increase in the certified tax rate, the County Auditor must mail a notice to all affected property owners stating, among other things, the assessed valuation of the property, the date the Board of Equalization will meet to hear complaints on the assessed valuation, the tax impact of the proposed increase, and the time and place of a public hearing (described above) regarding the proposed increase.

After receiving the notice, the taxpayer may appear before the Board of Equalization. The County Auditor makes changes in the assessment roll depending upon the outcome of taxpayer's hearings before the Board of Equalization. After the changes have been made, the Auditor delivers the assessment roll to the County Treasurer before November 1. Taxes are due November 30, and delinquent taxes are subject to a penalty of 2 percent of the amount of such taxes due or a \$10 minimum penalty. The delinquent taxes and penalties bear interest at the federal discount rate plus 6 percent from the first day of January until paid. If after four and one-half years (May of the fifth year) delinquent taxes have not been paid, the County advertises and sells the property at a tax sale.

REVENUES

Park City's certified property tax rate is made up of two rates: (1) General Levy Rate and (2) Debt Service Levy Rate. The two rates are treated separately. The general levy rate is calculated in accordance with Utah State law to yield the same amount of revenue as was received the previous year (excluding revenue from new growth). If an entity determines that it needs greater revenues than what the certified tax rate will generate, statutes require that the entity must then go through a process referred to as "Truth in Taxation." The debt service levy is calculated based on the City's debt service needs pertaining only to General Obligation bonds. Figure R2 below shows Park City's property tax levies since calendar year 2013.

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

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

Table R2 – Property Tax Rates and Collections

SALES TAX

Park City depends a great deal on sales tax revenue to fund City services. Sales tax also helps to fund the infrastructure to support special events and tourism. Of the 8.7 percent sales tax on general purchases in Park City, the municipality levies a 1 percent local option sales tax, a 1.10 percent resort community tax, and a 0.30 percent transit tax. As part of the FY 2013 budget process City Council authorized a voter approved 0.50 percent Additional Resort Communities Sales and Use Tax. The additional tax went into effect April 1, 2013. The proceeds of the additional tax are received entirely into the City's Capital Improvement Fund or related Debt Service Fund.

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

Sales tax revenue growth has shown significant growth over the past three years. The City projects annual sales tax revenue using a combination of machine learning and linear trend models. Sales tax revenue is projected to rise for FY22 on the back of recovery from COVID-19 impacts. Figure R3 shows actual sales tax amounts along with the forecasted amounts for FY 2021 and 2022. The shift upwards in FY 2014 relates to the Additional Resort Communities Sales Tax.

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

REVENUES

Realized Tax Rate Projected by Fiscal Year

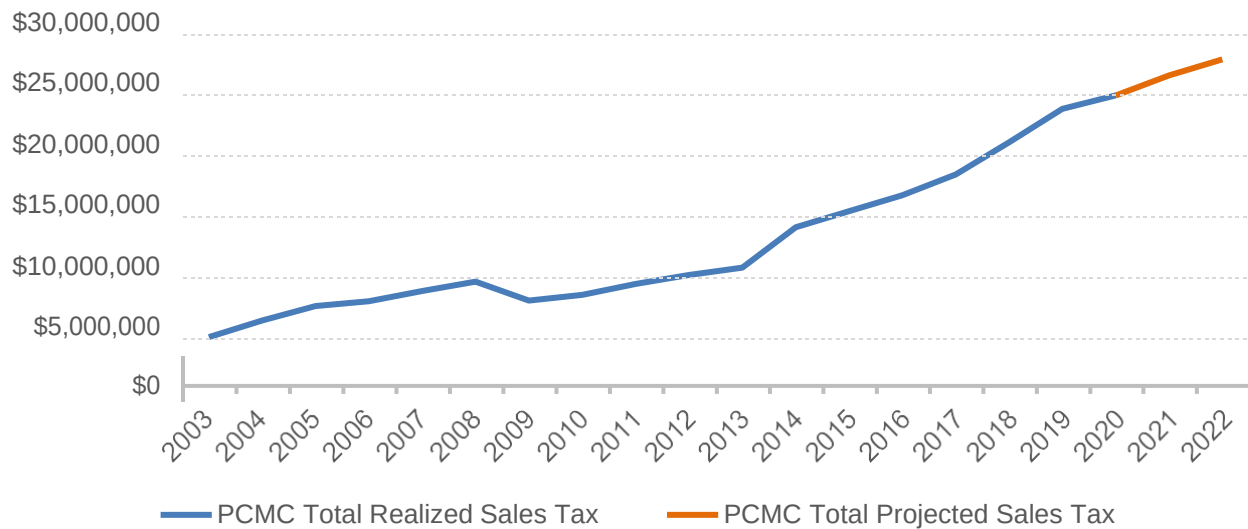


Figure R3- Sales Tax Actuals and Projections

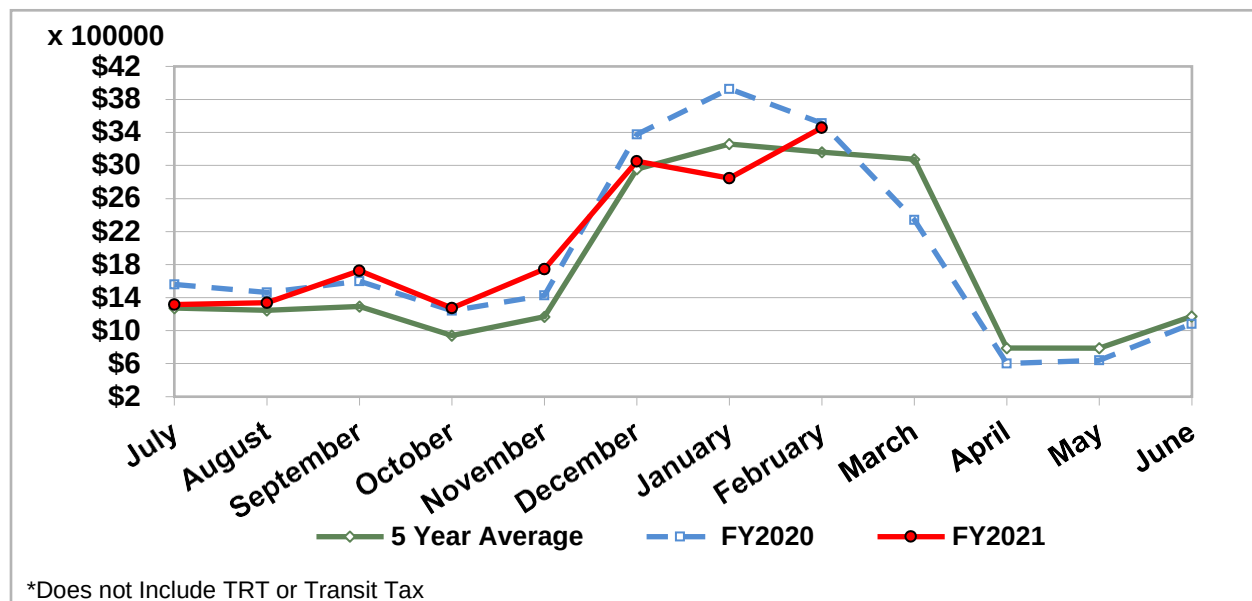


Figure R4 – Sales Tax for FY 2021 (Compared to a Five-year Average and FY 2020)

REVENUES

STATE LEGISLATION AND SALES TAX

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

Sales Tax Rates

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

Table R5 – Sales Tax Rates

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

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

REVENUES

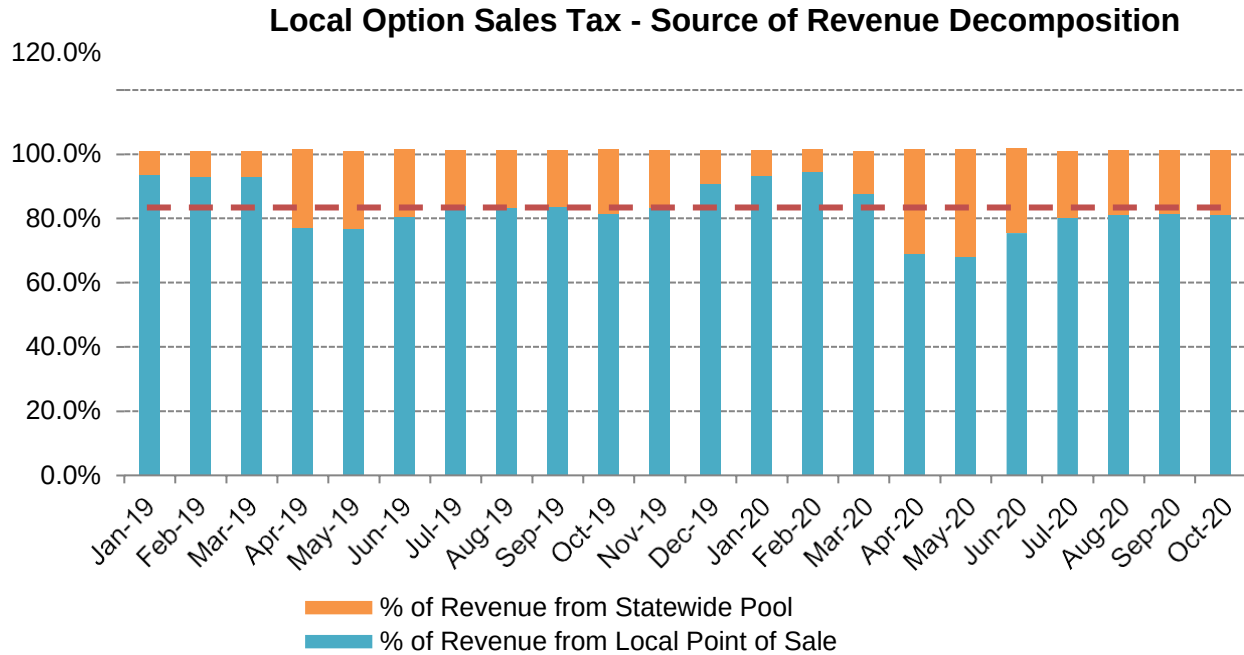


Figure R6 – Local Option Tax Distribution

The local option tax contributes a significant portion of the total sales tax revenue. Figure R7 shows the portions of total sales tax attributable to local option, resort community and transit taxes.

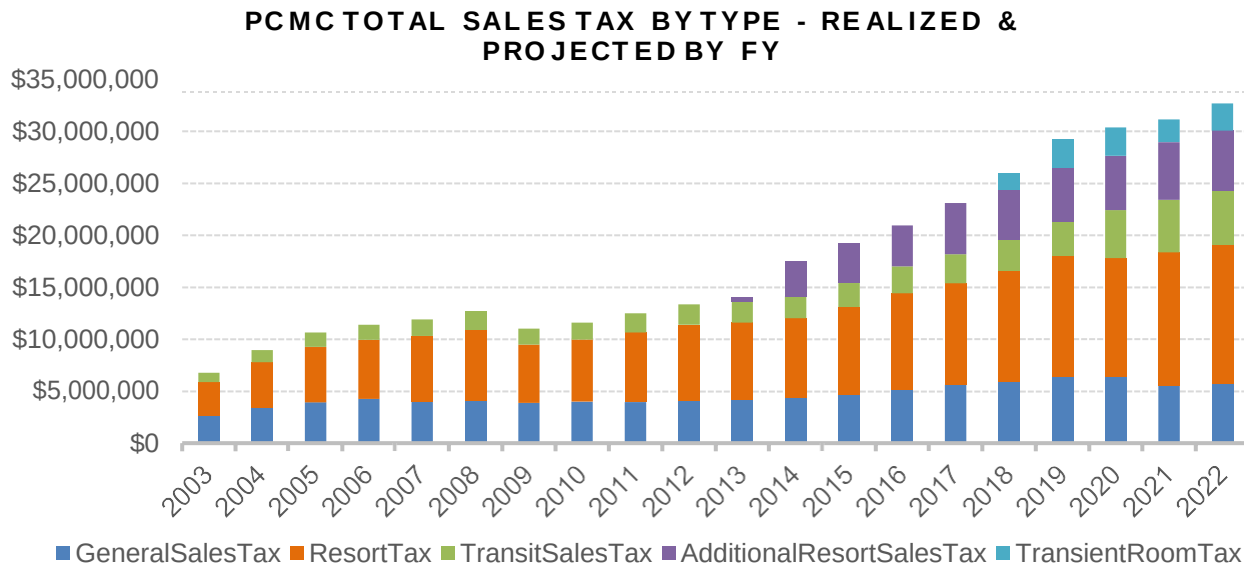


Figure R7 - Sales Taxes Breakdown

REVENUES

OTHER REVENUE

Revenue sources other than property and sales tax include fees, franchise taxes, grants and other miscellaneous revenue. Total revenue from sources other than property and sales tax make up a large portion of the FY22 Budget. Figure R6 shows a projected breakdown of other revenue by type and amount.

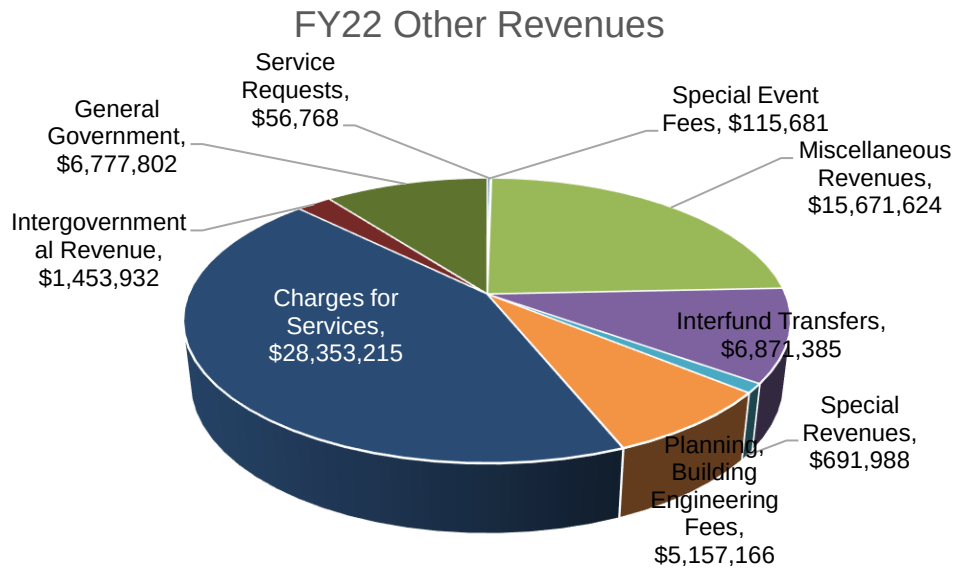


Figure R8 – Other Revenue Breakdown

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

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

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

Park City receives additional revenue by collecting development impact fees. These fees include street impact fees, water impact fees, public safety impact fees, and open space impact fees. These fees reflect the calculated cost of providing city services to new, private development projects. State law requires that collected impact fees are applied to the capital facilities plan within six years of the collection date. Figure R7 details Impact Fees:

Impact Fees

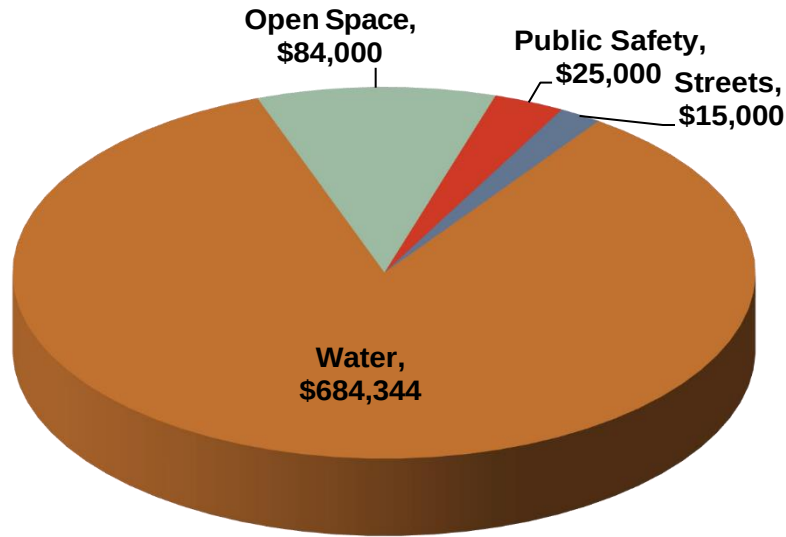


Figure R9 – Impact Fees Breakdown

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

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

REVENUES

Municipal bonds are another way for Park City to fund capital projects and the redevelopment agencies on Main Street and Lower Park Avenue. In 2010 Moody's and Fitch increased their rating on Park City General Obligation debt to Aa1 and AA+ respectively. In 2008, Standard & Poor's increased their rating of Park City's General Obligation debt to AA and in 2014 the rating was increased to AA+. As part of the 2019 Treasure Hill Bond the City's GO debt rating was confirmed by S&P and Fitch at AA+ and by Moody's at Aaa, this is the highest rating available by the rating agencies. In 2020, an additional GO debt issuance was confirmed again by S&P and Fitch at AA+ and by Moody's at Aaa. Additionally, Park City's 2020 Water Revenue Bond was rated AA by S&P and Aa2. In 2021, additional due diligence guidance by Fitch confirmed their past ratings of AA+. The State of Utah limits a city's direct GO debt to 4 percent of assessed valuation. The City's debt policy is more conservative, limiting total direct GO debt to 2 percent of assessed valuation. Park City's direct debt burden in 2020 was 0.90 percent or approximately one-half of the City's 2 percent policy limits. For more information on Park City's debt management policies, see the Policies and Objectives section of this budget document.

EXPENSES

The FY21 Operating Adjusted Budget reflects a 5.3% increase from the FY21 Original Budget (*excluding capital*). Unlike operating budgets, capital projects may take multiple years to complete, thus the budgets for capital need to be renewed each year. At the end of each fiscal year, the unspent budget for each capital project is calculated and added to the new fiscal year's budget as part of the adjusted budget.

Expenditure Summary by Major Object - All Funds								
	Actuals Is FY 2017	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	Original Budget FY 2021	Adjusted Budget FY 2021	Original Budget FY 2022
Personnel	\$33,455,040	\$36,532,398	\$39,163,872	\$40,019,168	\$30,751,619	\$40,056,387	\$40,223,362	\$41,484,911
Mat, Suppls, Serv	\$15,412,531	\$17,825,325	\$26,446,247	\$27,931,208	\$16,165,134	\$20,530,663	\$23,619,619	\$21,250,859
Capital Outlay	\$555,730	\$402,605	\$624,690	\$435,427	\$348,974	\$507,725	\$535,425	\$526,685
Contingency	\$116,958	\$75,437	\$67,018	\$362,218	\$172,741	\$700,000	\$700,000	\$300,000
TOTAL	\$49,540,259	\$54,835,765	\$66,301,826	\$68,748,021	\$47,438,468	\$61,794,774	\$65,078,406	\$63,562,455
Capital	\$76,532,985	\$60,601,638	\$73,693,985	\$23,654,074	\$41,204,434	\$89,689,564	\$182,912,942	\$73,325,334
Debt Service	\$11,130,107	\$16,216,948	\$16,853,649	\$24,538,521	\$13,894,869	\$13,791,615	\$13,791,615	\$13,791,615
Interfund Transfe	\$39,521,611	\$47,750,191	\$79,846,401	\$24,617,678	\$15,082,030	\$19,414,463	\$21,924,585	\$23,551,825
Ending Balance	\$83,017,228	\$83,191,254	\$117,717,331	\$130,691,480		\$50,020,436	\$74,355,761	\$84,729,406
TOTAL	\$259,742,190	\$262,595,797	\$354,413,192	\$272,249,775	\$117,619,801	\$234,710,852	\$358,063,310	\$258,960,636

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

This year, PCMC has taken a bold approach in order to align budget to Council goals and priorities. Although the FY22 Budget is decreasing to \$63.5 million, a 2.33% decrease from the FY21 Adjusted Budget, this is due to reductions in the Transportation Fund and CARES Act funds, which are not included in the FY22 Budget.

OPERATING BUDGET

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

PERSONNEL

Health, Dental, & Life Insurance Costs

The City maintains a health and dental insurance plan through Regence Blue Cross Blue Shield of Utah. Each year, Regence examines the City's "use" of the plan and its total costs to Regence, and then determines the price for the following year. No increase for FY22.

Personnel Changes

Personnel is accounted for using a full-time equivalent (FTE) measure, where 1 FTE indicates the equivalent of a full-time (FT) position (2,080 annual work-hours), which could be filled by multiple bodies at any given time. Generally, one full-time Regular employee is measured as 1 FTE, whereas a part-time (PT) non-benefited or seasonal employee might account for a fraction of an FTE.

EXPENSES

FTE's by Department							
Department	FTE's	Adjusted	Change	FTE's	Change	Contract	Contract
	FY 21	FY21	FY 21	FY 22	FY 22	FY22	CHG FY 22
CITY MANAGER	5.62	5.62	0.00	7.12	1.50		
CITY ATTORNEY	7.90	7.90	0.00	8.90	1.00		
BUDGET, DEBT & GRANTS	3.10	3.10	0.00	4.00	0.90		
HUMAN RESOURCES	4.68	4.68	0.00	4.68	0.00	1.25	
FINANCE	6.31	6.31	0.00	7.00	0.69		
TECHNICAL & CUSTOMER SERVICES	8.35	8.35	0.00	9.35	1.00		
BLDG MAINT ADM	7.25	7.25	0.00	7.25	0.00		
MARC	15.39	15.39	0.00	15.39	0.00		
TENNIS	2.37	2.37	0.00	3.56	1.19	6.00	
MCPOLIN BARN	0.38	0.38	0.00	0.38	0.00		
ICE FACILITY	8.43	8.43	0.00	8.43	0.00	1.00	
FIELDS	2.45	2.45	0.00	2.45	0.00		
RECREATION PROGRAMS	9.59	9.59	0.00	9.89	0.30		
COMMUNITY ENGAGEMENT	2.55	2.55	0.00	4.55	2.00	0.25	-0.75
ECONOMY	7.25	7.25	0.00	8.25	1.00	0.13	
ENVIRONMENTAL SUSTAINABILITY	3.95	3.95	0.00	2.95	-1.00	0.50	
EMERGENCY MANAGEMENT	1.00	1.00	0.00	1.00	0.00	0.50	0.50
LEADERSHIP			0.00		0.00	1.00	
ARTS & CULTURE	2.15	2.15	0.00	1.00	-1.15	1.00	
SOCIAL EQUITY	0.50	0.50	0.00	0.50	0.00		
POLICE	42.57	42.57	0.00	45.53	2.96		
DRUG EDUCATION	0.20	0.20	0.00	0.20	0.00		
STATE LIQUOR ENFORCEMENT	1.30	1.30	0.00	1.30	0.00		
COMMUNICATION CENTER			0.00		0.00		
AFFORDABLE HOUSING	2.00	3.00	1.00	3.00	0.00		
ENGINEERING	4.34	4.34	0.00	4.75	0.41		
PLANNING DEPT.	9.00	9.00	0.00	10.00	1.00		
BUILDING DEPT.	19.00	19.00	0.00	19.00	0.00		
PARKS & CEMETERY	18.42	18.70	0.28	18.70	0.00		
STREET MAINTENANCE	16.81	16.81	0.00	17.81	1.00	0.25	
WATER OPERATIONS	29.21	29.21	0.00	32.21	3.00	0.75	
STORM WATER OPER	5.90	5.90	0.00	5.90	0.00		
FLEET SERVICES DEPT	9.60	9.72	0.12	9.72	0.00		
TRANSPORTATION OPER	115.34	115.34	0.00	83.00	-32.34	1.25	
TRANSPORTATION PLANNING	2.25	2.25	0.00	2.25	0.00		
PARKING	10.20	10.20	0.00	10.20	0.00		
LIBRARY	13.50	13.50	0.00	13.50	0.00		
GOLF MAINTENANCE	8.53	8.53	0.00	8.53	0.00		
GOLF PRO SHOP	8.12	8.12	0.00	8.12	0.00		
LOWER PARK AVENUE RDA	0.50	0.50	0.00	0.00	-0.50	0.09	
CIP PROJECTS			0.00		0.00	3.00	
TOTAL	416.26	417.66	1.40	400.37	-17.04	17.72	-0.25

EXPENSES

City Manager - \$21,000

With the move towards online (and eventually hybrid meetings), part-time support is needed for technical and visual coordination of cameras and audio equipment. Ensuring that meetings are correctly staged and recorded has become an essential aspect of public meetings during the pandemic and is a process expected to be continued. Currently, the IT department is filling this role, but it has impacted core responsibilities of staff. The additional FTE shown in the FY22 budget is due to reallocating the Deputy City Manager positions from Community Development into the City Manager Department.

Community Engagement - \$141,191 (net)

Workload and time requirements have grown significantly in the Community Engagement department. Two new FTE's have been requested in FY22 to meet increase in demand. The full-time contract position from FY21 has been reduced to .25 for FY22.

Legal - \$167,400

The Legal department has not added an Attorney in over 20 years. In the past, Legal has relied on high level law clerks/interns and selective, cost-effective outside counsel. Due to the recent retirement of two long-standing contractors, the City began exploring new outside counsel options, but the cost would increase drastically. A new Attorney V is being requested to support the increase in workload. An additional FTE will allow for greater capacity within the department and enable the Legal team to offer a higher level of service to all departments and in general civil matters.

Budget, Debt and Grants

No increase in the FY22 budget or actual employee count, the increase in FTE shown above is due to reallocating of analyst and manager positions from Arts and Culture and Transportation back to the Budget department. The Budget department is a support department and it is assumed that staff will support multiple areas and departments across the organization, therefore it makes sense to represent the positions in the Budget department at 100%.

IT - \$119,189

The IT team has not added a staff member since 2014. During that time, work orders have increased 70%, along with increased needs in software, equipment, access and 24/7 on-call support. The IT department has requested a full-time Coordinator position in order to meet demand.

Finance - \$63,500

The City continues to expand its offering of services throughout each department which directly effects the various internal services that the Finance Department provides (payroll, A/P, A/R, accounting, etc.). The Finance department is requesting to reclass their current part-time position to a full-time Accounting Clerk. Due to the tight constraints in the department, Finance asks for seasonal staff support each year in order to meet increased demand. Reclassing this position would eliminate the need to bring in seasonal help throughout the year.

EXPENSES

Economy/Open Space - \$45,130

Over the last three years, PCMC has added almost 1700 acres of open space to manage and maintain, which represents a 28% increase. Additionally, over the last three years, PCMC has constructed three new trailheads and fifteen miles of trails. Trails and Parks visitation in Summit County, Utah, saw a 270% increase last summer. Two part-time Trail Rangers have been requested to provide customer service and monitor and enforce open space/trails rules and regulations.

Emergency Management - \$50,000

This part-time position has been requested to lead a team comprised of police, streets, transit, events, parking and communications to manage and mitigate traffic on peak days. This position will also oversee the Traffic Operations Center, working closely with the transit team, police and UDOT to coordinate signal adjustments and other tactics to keep traffic moving.

Arts & Culture

No change in budget or employee count, the variance in the table reflects reallocating positions to their home department (ex. Budget department), where they still support Arts & Culture in addition to other departmental support throughout the organization.

Engineering - \$155,000

Engineering is requesting a new Transportation Engineer to provide technical support for proposed transportation/transit projects early in the planning phase of a project, leading to transportation capital project design projects and general project management of these projects during the design to construction phase in order to deliver a robust program for the City.

Engineering is also requesting to reclass the Analyst II position to a Staff Engineer, due to the increased workload in capital projects. These additional tasks require more technical training and experience. With these changes, the part-time Engineering position was eliminated.

Environmental Sustainability – (\$132,791)

Budget for vacant position has been moved to Planning

Police - \$122,000

The Police department requested additional Officer support to mitigate traffic during holidays, events and peak ski days.

Planning - \$143,934

The Planning department has requested a new Senior Planner. Net increase to overall budget is \$11,143 due to savings from a vacant position in another department.

Streets - \$96,000

The Streets department is requesting a Streets III position to enable the department to have a flexible and responsive paint crew. It has become increasingly difficult to hire contractors to paint within the City's schedule. This addition allows for the Streets department to bring 80% of painting projects in-house.

Public Works/Utilities - \$36,224

On-Call pay was established over 25 years ago to ensure dedicated coverage after hours for Public Utilities and Public Works programs and to compensate field crews for the inconvenience of being

EXPENSES

available and responsive during snowstorms, water breaks, bus repairs, path salting, restroom cleaning, etc. On-call shifts are currently paid at \$18/day and require employee to be fit for duty, remain within one hour of the City, be available after hours, monitor systems as warranted and respond if needed. The Wasatch Compensation survey targets on-call pay at \$59/day for the ninetieth percentile and \$36/day for the seventy-fifth percentile. The recommendation for FY22 is \$36/day.

Water - \$328,000

The new Three Kings Water Treatment Plant will start-up in 2022 and will require additional positions to properly staff the facility and support the Water department. Two additional Water Treatment Operators (Grade IV) are needed to operate and maintain the equipment and produce water that meets Utah Division of Drinking Water and Division of Water Quality regulatory requirements. These positions have been forecasted on the Public Utilities organizational chart for several years and water rate planning accounts for the positions. Water operator training takes 1-2 years to gain proficiency for complex water plants in Park City. A new Analyst IV is also needed to meet increased customer support demands and additional accounts, ensuring 100% coverage during business hours.

Transportation Operations

The FY22 Transportation Operations budget shows a large decrease in FTE due to the separation of Transit services between the City and County. This reflects a new staffing plan to meet City Transit demands. The City is hopeful that the separation will yield a more focused and higher-level of service for Park City residents.

Tennis - \$25,663

The Tennis department is requesting a reclass for the Tennis Director from a Contractor to an Employee and reclassing the Front Desk Team Lead to Tennis Coordinator. This position has evolved over time to fully support the administration of the Tennis program, including marketing, organizing and programming. The department no longer has a Tennis Operations Supervisor as this person is fulfilling that role. A new part-time Pickleball Instructor has also been requested. Pickleball has significant growth and Recreation is requesting a part-time position to meet the demand for instruction and programming. Total revenue projection for FY21 is estimated at over \$60,000.

Ice - \$6,548

Ice is requesting to reclass the current Program Coordinator to Recreation Supervisor. This position has a very high workload, similar to that of a Supervisor rather than a Coordinator. Similar positions throughout the City are classified as a Supervisor, this request will meet internal equity criteria and align role and duties to title and compensation.

Recreation - \$14,514

There are two requests for new part-time, seasonal positions in the Recreation department to help with both adult and youth sports and camps.

- On-site Supervisor – Part-time position to help across all programs with main responsibility being supervision of Mobile Rec Trailer, Adult Softball, Volleyball, Flag Football and Soccer as well as Youth Soccer and Holiday Break/Summer Camps.

EXPENSES

- Mountain Biking Staff - Mt Biking programs continue to have high demand and the Recreation department is looking to build on last summer's success. Additional part-time staff is being requested to help lead both adult & youth programs as they look to expand youth camps to week-long programs.

Personnel Changes by Fund

The following Table E4 shows the changes in FTEs by fund:

Fund	Fund Name	FY 2021(Adj)	FY22	Change
11	General Fund	216.76	229.56	12.80
12	Quinn's Recreation Complex	10.88	10.88	
23	Lower Park Avenue RDA	0.50	0.00	-0.50
51	Water Fund	29.21	32.21	3.00
55	Golf Fund	16.65	16.65	
57	Transportation Fund	117.59	85.25	-32.34
58	Parking Fund	10.20	10.20	
62	Fleet Services Fund	9.72	9.72	
52	Storm Water Fund	5.90	5.90	
	TOTAL	417.41	400.37	-17.04

Table E4 – FTE by Fund

General Fund Increase

In order to achieve the aggressive vision of Park City and appropriately staff support departments to meet increased demand, Managers had several new personnel requests in FY22. New positions were added to Legal, IT, Finance, Streets, Recreation Programs, Engineering, Trails/Open Space and Traffic Mitigation.

Transportation Fund Decrease

The FY22 Transportation Operations budget shows a decrease of \$2M in the Personnel budget and \$415k in the operations budget, due to the separation of Transit services between the City and County.

EXPENSES

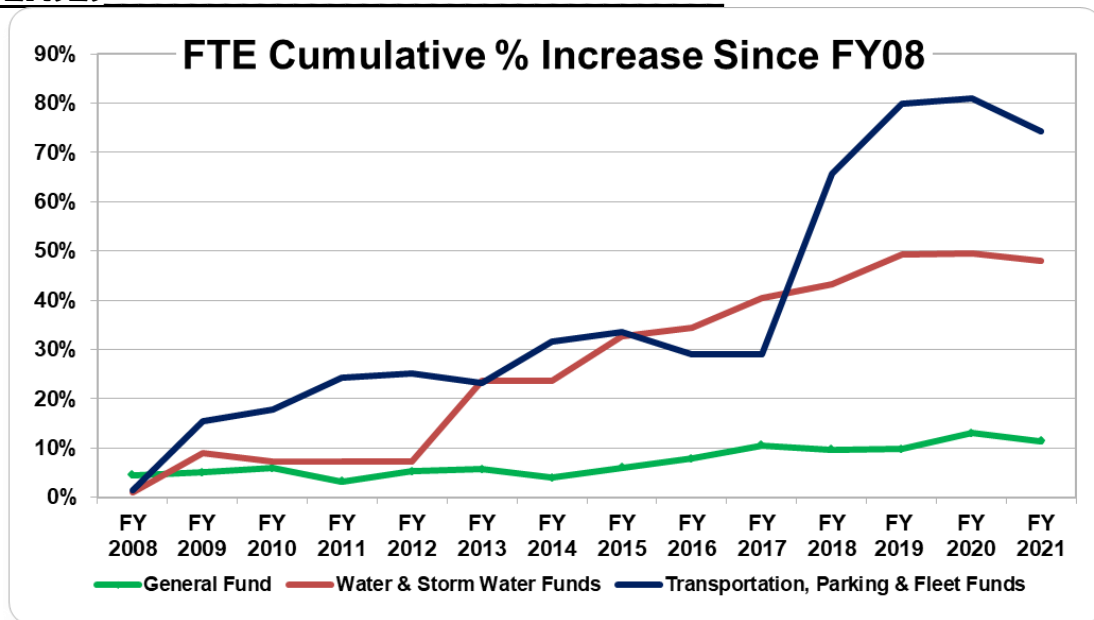


Figure E5 - Percentage Change by Fund

EXPENSES

MATERIALS, SUPPLIES, AND SERVICES

The table below displays the changes to materials, supplies, and services by fund over the FY21 adopted budget. For FY22, the main increases are for software, contract services, supplies and bank fees.

Total Materials, Supplies & Services Options by Fund	
Fund	FY22 Budget
Fund 11 GENERAL FUND	\$ 96,807
Fund 12 QUINNS RECREATION COMPLEX	\$ 24,315
Fund 51 WATER FUND	\$ 520,105
Fund 52 STORM WATER FUND	\$ 1,419
Fund 55 GOLF COURSE FUND	\$ 31,440
Fund 57 TRANSPORTATION	\$ (373,263)
Fund 58 PARKING FUND	\$ (1,400)
Total	\$ 299,423

Table E7 – Materials, Supplies & Services Options by Fund

BUDGETING FOR OUTCOMES (BFO)

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

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

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

EXPENSES

Each BFO program is scored by the results team in accordance with the aforementioned process. Quartile 1 is made up of the top 25% of programs that received the highest scoring in the City. Figure E8 demonstrates that the items most important to Council and the community (Quartile 1) are being funded at the highest level. Quartile 1 shows a decrease in FY22 due to a reduction in the Transportation budget, the result of the separation of Transit Services between the City and County.

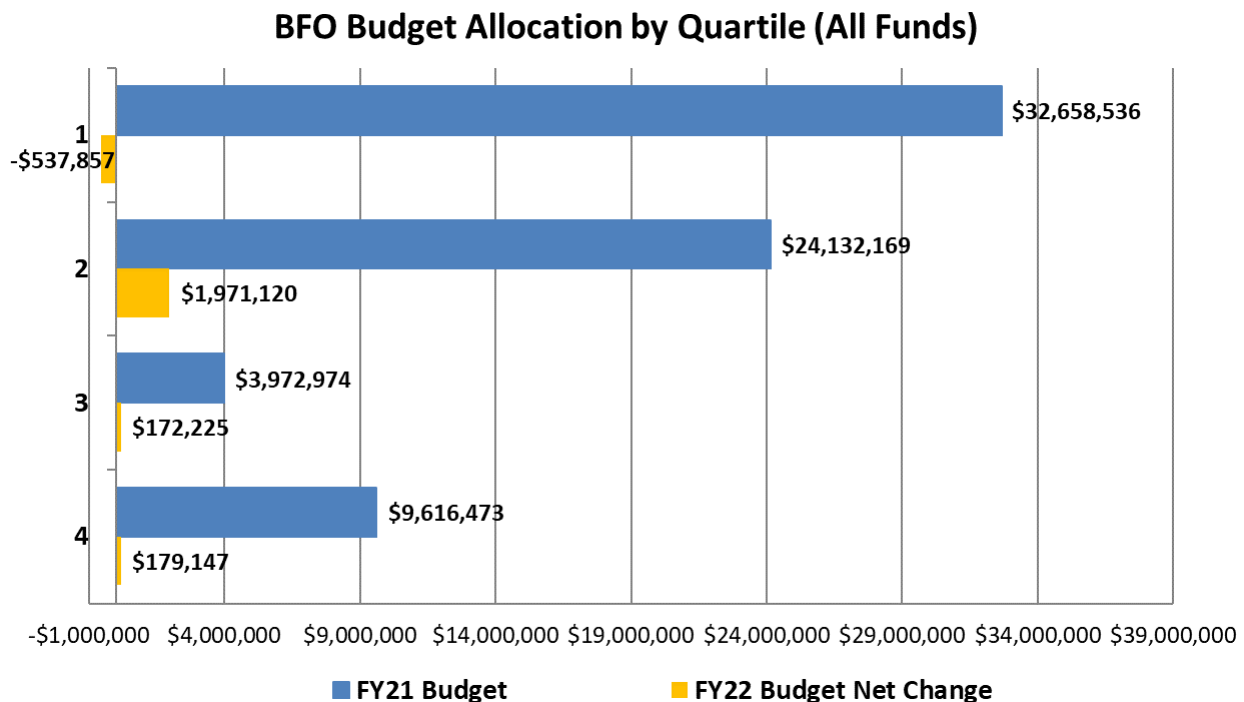


Figure E8 – Allocation of Budgeted Resources by Quartile

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

EXPENSES

Strategic Pillars

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



EXPENSES

Desired Outcomes

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

- **Social Equity & Affordability – Cultivating and engaging an inclusive and diverse community, while working to address disparities**
 - Social Justice and Well-being for All
 - Mental, Physical, and Behavioral Health
 - Engaged and Informed Citizenry
 - Affordable Cost of Living
 - Live and Work Locally
 - \$120k for Affordable Housing Specialist added as part of the FY21 adjusted budget to provide technical analysis for proposed affordable housing developments and support growing department needs. \$40k in FY22 for outside Legal counsel to provide additional support.
- **Environmental Leadership – Protect, enhance, and support our natural world and local ecosystems, so we all can thrive**
 - High Quality and Sustainable Water
 - \$837k in FY22 for Water Department for materials, supplies & equipment to monitor, detect and repair water leaks and the addition of three new staff & reclassification of existing staff for the Three Kings Water Treatment Plant
 - Net-zero Carbon City
 - \$35k in Environmental Sustainability for involvement in statewide renewable energy project.
 - Net-zero Carbon Government
 - Environmental Pollution Mitigation
 - Abundant, Preserved, and Accessible Open Space
 - \$20k for open space improvements, \$74k for two part-time open space rangers & vehicle to provide customer service and monitor and enforce open space/trails rules and regulations.
- **Authentic Local Culture – Fostering economic diversity through arts, culture, and local entrepreneurship, and create a balance between resident and visitor quality of experience**
 - World-class Resort Community
 - Resilient and Sustainable Economy
 - Wide Variety of Exceptional Recreation
 - \$140k for Ice, Tennis, Recreation, Golf to invest in part-time staff for adult and youth programs, tournaments, equipment, software upgrades and facility maintenance

EXPENSES

- Varied and Multi-seasonal Event Offerings
- Balance Between Tourism and Local Quality of Life
 - \$125k in Special Events to assist with event logistics, residential mitigation, pedestrian management, parking enforcement and taxi management.
- Safe Community
- Vibrant Arts and Culture
- Distinctive Sense of Place
- Protected and Celebrated History
- Walkable and Bike-able Community
 - \$138k for a Senior Transportation Planner concentrating on walkability and other alternatives to vehicle travel.
- **Transportation Innovation – Envisioning bold, multi-modal transportation solutions**
 - Sustainable and Effective Multi-modal Transportation
 - \$50k for a part-time Traffic Operations Manager and \$115k in additional officer support to mitigate traffic impacts on peak days. The Traffic Operations position has been requested to lead a team comprised of police, streets, transit, events, parking and communications to manage and mitigate traffic impact on the community.
 - Programmed the remaining Walkability bond proceeds through a prioritization process in order to ensure a more deliberate and strategic use of funds.
 - Additional capital funding for parks, fields, and recreation facilities to ensure meeting community needs and proper maintenance.
 - Park City Transportation has been aggressively pursuing state and federal funding opportunities and has been successful in securing funding for a Short Range Transit Plan and for the Active Transportation Master Plan. Additionally, Park City has been awarded a significant amount of federal grant funding to procure new electric buses and charging infrastructure.
- **Core or Essential Services**
 - Fiscally and Legally Sound
 - The City continues to expand its offering of services throughout each department which directly effects the various internal services that the Finance & Legal Departments provide. \$65k in the FY22 budget for a full-time Finance Clerk and
 - \$165k for an Attorney in the Legal department.
 - Well-maintained Assets and Infrastructure
 - \$200k in Street Maintenance for a full-time Streets III position as well as equipment to bring street maintenance projects in-house. \$53k in FY22 for enhanced air filters in City facilities and contract services for landscaping and maintenance of City owned property.

EXPENSES

- Transparent Government
 - \$21k for part-time A/V and technical support to continue hosting online and hybrid meetings to ensure greater ease of accessibility.
- Responsive Customer Engagement
- High Performance Organization
 - Comprehensive compensation analysis performed to ensure the City is aligned with neighboring communities for equitable pay. Pay for Performance program restored after being cut in FY20 and reduced in FY21.
- Strong Working Relationship with Strategic Stakeholders

CAPITAL BUDGET

CAPITAL IMPROVEMENT PLAN (CIP)

Sources of Capital Project Increases

For fiscal year 2021 and fiscal year 2022 capital budgets, most project increases will be funded by an expanded general fund transfer in the amount of \$2.57 million above a traditional base transfer amount of approximately \$2.3 million. This capital increase is achievable through expanded revenue growth and previous preservation of fund balance.

In FY22 project managers were aware of the potential opportunity to restore budgets that had been deferred in FY21 in addition to the ability to apply for new funding.

With this in mind, the recommended budget continues to provide budget for core services while also selectively adding new projects. The initial recommended budget does not include the City's future planned Arts & Culture District. However, an independent budget strategy for this project has been discussed at length with City Council and can be ready to be deployed and configured in the FY22 final budget should Council direct staff to do so.

CRITERIA FOR INCREASE

6. Source of Revenue

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

7. CIP Process Score

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

8. Project Status

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

EXPENSES

9. Manager Feedback

- a. Feedback from managers provides context on project priority

10. CIP Committee Analysis

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

FISCAL YEAR 2021

The chart below comprises capital projects with proposed increases for FY21.

Project	Carry Forward	2021 Base	2021 Newly Requested	2022 Base	2022 Newly Requested	Score	Manager
CP0280 Aquatics Equipment Replacement	\$0	\$15,000	\$10,000	\$15,000	\$10,000	21.04	Fisher
CP0292 Cemetery Improvements	\$0	\$0	\$20,000	\$27,014	\$20,000	19.46	Fisher

FISCAL YEAR 2022

In FY21, staff recommends newly requested increases in the projects indicated below. Notable increases include additional budget to place Ice Arena maintenance on more stable footing, additional fire mitigation efforts in the City's open space and field replacement and enhancement at Quinn's junction, which will be funded by Impact Fee transfer. While not included in the FY22 provisional budget, the City maintains the capability to implement a financial plan to build the proposed Arts & Culture District in Bonanza Park. Staff remain prepared to deploy this financial strategy into a final or future adjusted budget should Council direct this action.

Project	Carry Forward	2021 Base	2021 Newly Requested	2022 Base	2022 Newly Requested	Score	Manager
CP0150 Ice Facility Capital Replacement	\$285,398	\$50,000	\$0	\$50,000	\$291,000	25.96	Angevine
CP0191 Walkability Maintenance	\$26,535	\$50,500	\$0	\$50,500	\$21,325	22.17	Dayley
CP0089 Public Art	\$318,000	\$0	\$0	\$0	\$50,000	22.21	Everitt
CP0280 Aquatics Equipment Replacement	\$0	\$15,000	\$10,000	\$15,000	\$10,000	21.04	Fisher

EXPENSES

CP0352 Parks Irrigation System Efficiency Imp	\$33,204	\$25,000	\$0	\$25,000	\$5,000	21.00	Dayley
CP0292 Cemetery Improvements	\$0	\$0	\$20,000	\$27,014	\$20,000	19.46	Fisher
0000000568 MARC Leisure Pool Water Feature	\$0	\$0	\$0	\$0	\$53,000	21.29	Shaw
CP0351 Artificial Turf Replacement Quinn's	\$0	\$0	\$0	\$0	\$625,000	19.13	Dayley
CP0092 Open Space Improvements	\$0	\$0	\$0	\$0	\$100,000	19.83	Deters

WATER FUND – FIVE-YEAR CAPITAL IMPROVEMENT PLAN

The City's Water department continues on its existing capital plan with the construction of its Three Kings Water Treatment Plan at the forefront of its efforts. Staff expects that water fund to continue its plan to bond for further proceeds for the project in FY22.

Project	Carry Forward	2021	2022	2023	2024	2025	2026
CP0007 Tunnel Maintenance	\$3,581,647	\$268,049	\$274,750	\$281,619	\$292,884	\$304,599	\$319,829
CP0010 Water Department Service Equipment	\$170,346	\$80,000	\$80,000	\$80,000	\$83,200	\$86,528	\$89,989
CP0040 Water Dept Infrastructure Improvement	\$1,223,115	(\$592,000)	\$1,745,250	\$2,154,863	\$2,196,538	\$1,126,879	\$1,183,223
CP0178 Rockport Water, Pipeline, and Storage	\$518,504	\$1,458,700	\$1,458,700	\$1,458,700	\$1,498,200	\$1,391,306	\$1,460,871
CP0256 Storm Water Improvements	\$275,638	\$450,000	\$300,000	\$300,000	\$300,000	\$315,000	\$330,750
CP0275 Smart Irrigation Controllers	\$4,353	\$0	\$0	\$0	\$0	\$0	\$0
CP0276 Water Quality Study	\$4,269	\$50,000	\$350,000	\$350,000	\$300,000	\$250,000	\$250,000
CP0304 Quinn's Water	\$730,728	\$210,000	\$220,500	\$231,525	\$238,471	\$245,625	\$252,994

EXPENSES

Treatment Plant Asset Repl							
CP0341 Regional Innterconnect	\$700,154	\$0	\$0	\$0	\$0	\$0	\$0
CP0342 Meter Replacement	\$380,308	\$150,000	\$150,000	\$150,000	\$150,000	\$50,000	\$150,000
CP0343 Park meadows Well	\$2,678,908	\$0	\$0	\$0	\$0	\$0	\$0
CP0344 PRV Improvements for Fire Flow Storage	\$0	\$0	\$805,000	\$0	\$0	\$0	\$0
CP0347 Queen Esther Drive	\$0	\$0	\$669,143	\$0	\$0	\$0	\$0
CP0354 Streets and Water Maintenance Building	\$100,809	\$0	\$0	\$0	\$0	\$0	\$0
CP0371 C1 - Quinns WTP to Boothill - Phase 1	\$2,077,043	\$1,850,000	\$1,110,000	\$0	\$0	\$0	\$0
CP0372 Regionalization Fee	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
CP0389 MIW Treatment	\$16,146,449	\$35,712,816	\$28,200,000	\$10,600,000	\$0	\$0	\$0
CP0390 QJWTP Treatment Upgrades	\$3,196,880	\$0	\$0	\$0	\$0	\$0	\$0
CP0393 Energy Projects	\$191,195	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
CP0396 Park Ave SD	\$0	\$750,000	\$750,000	\$0	\$0	\$0	\$0
CP0397 Vehicle and Equipment Replacement	\$70,000	\$70,000	\$70,000	\$70,000	\$160,000	\$72,100	\$74,263
CP0405 Golf Building	\$763,305	\$0	\$0	\$0	\$0	\$0	\$0
CP0418 JSSD Interconnection Improvements	\$22,155	\$0	\$0	\$0	\$0	\$0	\$0
CP0442 MIW Offsite Improvements	\$1,494,153	\$0	\$0	\$0	\$0	\$0	\$0
CP0443 West Neck Tank	\$148,914	\$1,250,000	\$1,250,000	\$1,250,000	\$0	\$0	\$0
Total	\$34,678,875	\$42,107,565	\$37,833,343	\$17,326,707	\$5,619,293	\$4,242,037	\$4,511,919

EXPENSES

TRANSPORTATION

The Transportation fund continues to evolve as Park City focuses its transportation operations on the core of Park City while High Valley Transit District will initiate operations in the broader county. Based on a new revenue profile and the addition of CARES act funding, staff has assembled a new financial model for the Transportation fund. As such, transportation capital projects increases in the amount of \$4.5 million and \$3.1 million are proposed for FY21 and FY22, respectively. These projects are listed below.

Project	Newly Requested FY 2021	Manager
CP0420 Enhanced Bus Stops at Fresh Market and P	\$24,852	Collins
0000000593 Active Transportation Master Plan	\$95,000	Collins
0000000594 Short Range Transit Plan	\$180,000	Collins
CP0465 SR-248 Corridor and Safety Improvement Project	\$1,691,000	Collins
CP0469 Deer Valley Drive Bicycle and Pedestrian	\$200,000	Collins
CP0316 Transit Facility Capital Renewal Account	\$1,606,429	Fjeldsted
CP0244 Transit Contribution to County	\$659,324	Fjeldsted
CP0466 Scheduling Software	\$20,000	Williams

Project	Newly Requested FY 2022	Manager
0000000579 Arts and Culture Exterior Bus Stops	\$330,000	Collins
CP0419 VMS Signs	\$15,000	Collins
0000000595 TDM Capital Improvement Projects	\$280,000	Collins
0000000592 Electric Bus Charging Infrastructure	\$1,296,000	Fjeldsted
CP0316 Transit Facility Capital Renewal Account	\$180,000	Fjeldsted
CP0244 Transit Contribution to County	\$1,000,000	Fjeldsted

Additionally, decreases in the amount of \$4.5 million and \$511k are recommended for FY21 and FY22. Please see these projects immediately below.

Project	Newly Requested FY 2021	Manager
CP0411 SR 248/US 40 Park and Ride Lot	(\$1,171,780)	Collins
CP0313 Transportation Plans and Studies	(\$65,000)	Collins
CP0444 SR 248 New Tunnel	(\$1,179,974)	Collins
CP0009 Transit Rolling Stock Replacement	(\$2,713)	Fjeldsted
CP0289 Ironhorse Transit Facility Asset Managem	(\$1,651,083)	Fjeldsted
CP0438 Remodel for Transit Driver Housing	(\$283,895)	Fjeldsted
CP0363 Traffic Management Cameras	(\$76,916)	Williams
CP0336 Prospector Avenue Reconstruction	(\$42,707)	Robertson

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Project	Newly Requested FY 2022	Manager
CP0009 Transit Rolling Stock Replacement	(\$331,477)	Fjeldsted
CP0289 Ironhorse Transit Facility Asset Mgmt	(\$180,000)	Fjeldsted

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

LOWER PARK AVENUE RDA

Projects in the Lower Park Avenue RDA (LPARDA) have undergone no increase or decrease in the FY22 provisional budget. The predominant use of revenues from the LPARDA continues to be debt service on the City's 2019 sales tax revenue bond, which serves to fund the City's existing housing initiatives. Current balances for housing from the 2019 sales tax revenue bond continue to stand at \$22 million at the start of FY22.

Project	Carry Forward	2021	2022	2023	2024	2025	2026
CP0003 Old Town Stairs	\$150,000	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0
CP0005 City Park Improvements	\$542,248	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0
CP0013 Affordable Housing Program	\$25,886	\$0	\$0	\$0	\$0	\$0	\$0
CP0020 City-wide Signs Phase I	\$7,156	\$0	\$0	\$0	\$0	\$0	\$0
CP0036 Traffic Calming	\$39,845	\$0	\$0	\$0	\$0	\$0	\$0
CP0089 Public Art	\$42,749	\$0	\$0	\$0	\$0	\$0	\$0
CP0167 Skate Park Repairs	\$9,749	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000	\$0
CP0265 Crescent Tramway Trail	\$193,858	\$0	\$0	\$0	\$0	\$0	\$0
CP0308 Library Remodel	\$449	\$0	\$0	\$0	\$0	\$0	\$0
CP0309 Woodside Phase I	\$182	\$0	\$0	\$0	\$0	\$0	\$0
CP0311 Senior Community Center	\$991,390	\$0	\$0	\$0	\$0	\$0	\$0
CP0362 Woodside Phase II	\$2,208	\$0	\$0	\$0	\$0	\$0	\$0
CP0386 Recreation Building in City Park	\$243,539	\$0	\$0	\$0	\$0	\$4,200,000	\$0
CP0406 Central Park	\$1,364	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,250,623	\$255,000	\$255,000	\$255,000	\$105,000	\$4,230,000	\$0

EXPENSES

This year's the City Manager's Recommended Budget continues to have an emphasis on funding affordable housing projects, transportation and transit projects and City infrastructure which have been identified by Council as a critical priorities.

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

The total proposed CIP budget (all funds combined, excluding carry forward) for the FY 2021 Budget is \$101.9 million. The proposed FY 2022 CIP budget is \$77.4 million. The General Fund transfer required to fund capital projects in FY2020 will be approximately \$3.7 million—the majority of which is dedicated to completing new projects related open space and recreation while ensuring the maintenance of existing infrastructure. Projects in these categories include Equipment Replacement – Rolling Stock, Aquatics Equipment Replacement, Pavement Management, Trails Master Plan Implementation, Traffic Calming, and Asset Management and open space acquisition and potential environmental liabilities. Projects specifically funded by the General Fund are highlighted below.

Project	Carry Forward	2021	2022	2023	2024	2025	2026
CP0006 Pavement Management Implementation	\$188,177	\$590,000	\$630,000	\$630,000	\$630,000	\$630,000	\$700,000
CP0028 5 Year CIP Funding	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0
CP0312 Fleet Management Software	\$74,106	\$0	\$0	\$0	\$0	\$0	\$0
0000000582 Empire Ave, Park Ave, SR224 Intersection and Street Improvements	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0
CP0075 Equipment Replacement - Computer	\$306,413	\$195,138	\$320,600	\$446,062	\$320,600	\$0	\$0
CP0020 City-wide Signs Phase I	\$0	\$0	\$40,513	\$0	\$0	\$0	\$0
CP0150 Ice Facility Capital Replacement	\$285,398	\$50,000	\$341,000	\$66,000	\$66,000	\$66,000	\$66,000
CP0432 Office 2016 Licenses	\$116,488	\$0	\$116,488	\$0	\$0	\$0	\$0
CP0041 Trails Master Plan Implementation	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$0
CP0074 Equipment Replacement - Rolling Stock	\$791,634	\$1,250,000	\$1,250,000	\$1,300,000	\$1,450,000	\$1,450,000	\$1,500,000
0000000584 SR248/ Bonanza Pedestrian Crossing Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$800,000
CP0267 Soil Repository	\$1,745,093	\$0	\$0	\$0	\$0	\$0	\$0
CP0146 Asset Management/Replacement Program	\$780,326	\$0	\$552,709	\$704,760	\$1,105,418	\$750,000	\$700,000
CP0036 Traffic Calming	\$84,272	\$0	\$20,000	\$10,000	\$10,000	\$0	\$0
CP0191 Walkability Maintenance	\$26,535	\$50,500	\$71,825	\$71,825	\$78,825	\$78,825	\$82,500
CP0324 Recreation Software	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
CP0325 Network & Security Enhancements	\$33,187	\$0	\$0	\$0	\$0	\$0	\$0
CP0003 Old Town Stairs	\$0	\$0	\$21,276	\$0	\$0	\$0	\$0
CP0089 Public Art	\$318,000	\$0	\$50,000	\$0	\$0	\$0	\$0

EXPENSES

CP0412 PC MARC Tennis Court Resurface	\$12,500	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0
CP0326 Website Remodel	\$12,378	\$0	\$0	\$0	\$0	\$0	\$0
CP0248 Middle Silver Creek Watershed	\$234,297	\$0	\$0	\$0	\$0	\$0	\$0
CP0483 LED Upgrade Quinn's Fields	\$0	\$100,000	\$500,000	\$0	\$0	\$0	\$0
CP0280 Aquatics Equipment Replacement	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0
CP0352 Parks Irrigation System Efficiency Imp	\$33,204	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
CP0354 Streets and Water Maintenance Building	\$100,809	\$0	\$0	\$0	\$0	\$0	\$0
CP0292 Cemetery Improvements	\$0	\$20,000	\$47,014	\$0	\$0	\$0	\$0
CP0142 Racquet Club Program Equipment Replaceme	\$150,919	\$65,000	\$65,000	\$65,000	\$65,000	\$0	\$0
CP0434 GIS GeoEvent Server License	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
CP0017 ADA Implementation	\$73,568	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0
CP0333 Engineering Survey Monument Re-establish	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0
CP0340 Fleet Shop Equipment Replacement	\$19,678	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
0000000590 Iron Horse Complete Street Improvements	\$0	\$0	\$0	\$0	\$0	\$660,000	\$0
CP0445 Add Uphill Marsac Gate Above Chambers Av	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0
0000000568 MARC Leisure Pool Water Feature	\$0	\$0	\$53,000	\$0	\$0	\$0	\$0
CP0351 Artificial Turf Replacement Quinn's	\$0	\$0	\$625,000	\$0	\$0	\$0	\$0
CP0092 Open Space Improvements	\$0	\$0	\$100,000	\$100,000	\$100,000	\$0	\$0
CP0334 Repair of Historic Wall/Foundation	\$326,200	\$0	\$0	\$0	\$0	\$0	\$0
CP0250 Irrigation Controller Replacement	\$33,756	\$0	\$0	\$0	\$0	\$0	\$0
CP0294 Spriggs Barn	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
CP0335 Engineering Small Projects Fund	\$0	\$0	\$12,000	\$0	\$0	\$0	\$0
CP0378 Legal Software for Electronic Document M	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0
CP0318 Bonanza Park/RMP Substation Mitigation	\$958,568	\$0	\$0	\$0	\$0	\$0	\$0
CP0353 Remote snow storage site improvements	\$74,898	\$0	\$0	\$0	\$0	\$0	\$0
0000000588 Mobility as a Service Curb Side Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000

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

Figure E15 shows projects recommended from the GF transfer.

Major Projects

Housing Plan

The budget includes funding for both construction and land costs. Affordable housing construction projects are recommended to be financed through the Lower Park RDA. Proceeds from sales of affordable housing units will be returned to the RDA to be put into the next set of affordable

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housing projects or community development projects in the RDA (Community Center in City Park). Staff has developed 15-year finance models the Lower Park RDA. The LPA RDA expires in 2030.

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

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

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

Initial funding for the proposed housing plan was recommended from two primary funding sources: the Lower Park RDA & the Additional Resort Communities Sales Tax (see Additional Resort Communities Sales Tax section below). The Additional Resort Communities Sales Tax funding was used for the purchase of the Homestake property in 2016. With the 2019 STR bonds all available RDA funds have been leveraged for the planned housing projects. The City continues to explore the idea of a Housing Authority Rental Model which could be used on the Homestake and arts and culture projects.

Streets, Building Maintenance and Water Maintenance Buildings

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

Due to explosive growth in Park City and increasing Federal and State regulations, additional land and financial capital must be allocated for the expansion of operational and administrative needs in order to continue the current Level of Service (LOS) provided by Public Works and Public Utilities. Park City's greatest assets include the built infrastructure and natural environments which offer a truly world class experience and lifestyle. Management of these assets and the services provided by Public Works and Public Utilities has provided the foundation for our unprecedented success and we must prioritize and invest in securing the long term Public Works

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and Public Utilities resource needs to achieve Council's vision and goals. Required resources include adequate space for equipment and material storage, employee workspaces, training and meeting spaces, and customer service. To continue the current LOS in the face of these challenges, we must expand our physical operational space and provide the tools, resources, and basic administrative needs for staff at all levels.

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

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

Arts & Culture District

Design of the buildings and MPD are underway.

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

- Needs assessment and recommended component concepts,
- Business planning, policies and economic analysis of recommended components,
- Examples of component concepts in other communities,
- Recommended governance and operations, including potential operating budget/balance sheet pro-forma.

Staff has presented Council with funding options for the City portions of the district will come from various sources including the municipal transient room tax, affordable housing funds, and transit and transportation funds and other sources.

The project will serve many of the community goals and goals outlined in the Park City General Plan. The project will include needed transit services as well as walking and biking connectivity. It will also include significant year round affordable housing development. The project will include open plaza space for local and guest events and will provide economic diversification to Park City

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and the region. The project also addresses several of the recommendations of Project ABC, which was recently completed by the Summit County Arts Council.

Transit and Transportation Projects

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

US 40/SR 248 Park and Ride Facility

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

Transportation and Traffic Master Plan Update

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

SR 248 Corridor and Safety Improvement Project

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

DEBT SERVICE

Park City has various bond issuances outstanding. The debt service to be paid on these bonds is as detailed in Figure E21. Debt service expense comprises 7.9% of the FY21 budgeted expenses, and 7.5% of the FY22 Budget. Comparatively, these amounts are well within responsible ranges for a municipality. The Utah State code states that direct debt issued by a municipal corporation should not exceed 4% of the assessed valuation—Park City has a more stringent policy of 2% of assessed valuation.

Annual Debt Service (by Type)

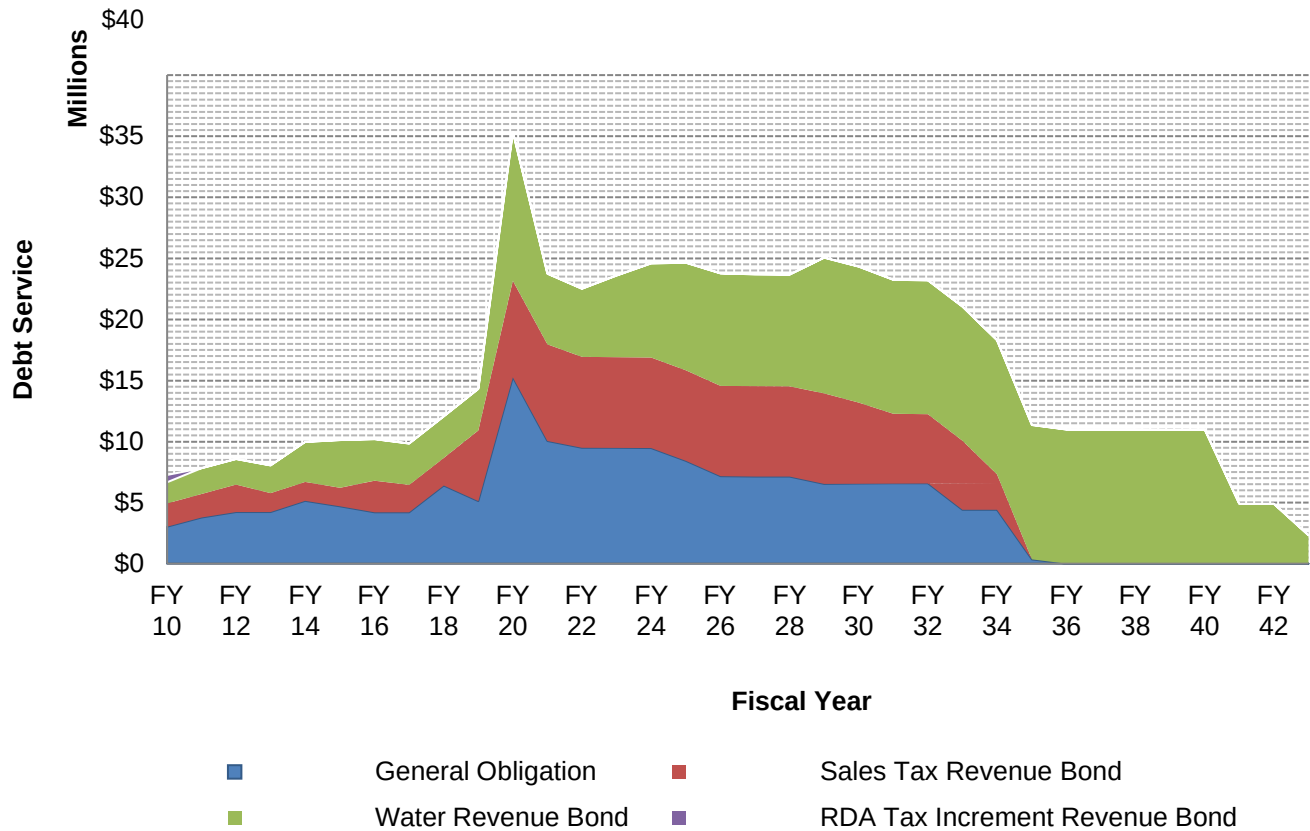


Figure E21 - Long Term Debt

Funding sources for debt service payments in FY 2020 are detailed in Figure E22. General Obligation Bonds have property tax as a dedicated source for repayment, while Water Bonds generally have water service fees as a dedicated revenue source. RDA Bonds are backed by property tax increment. Sales Tax Bonds are backed by sales tax revenue, but the City has dedicated a number of revenue sources for repayment, including lease revenue, impact fees, and unreserved general fund revenue.

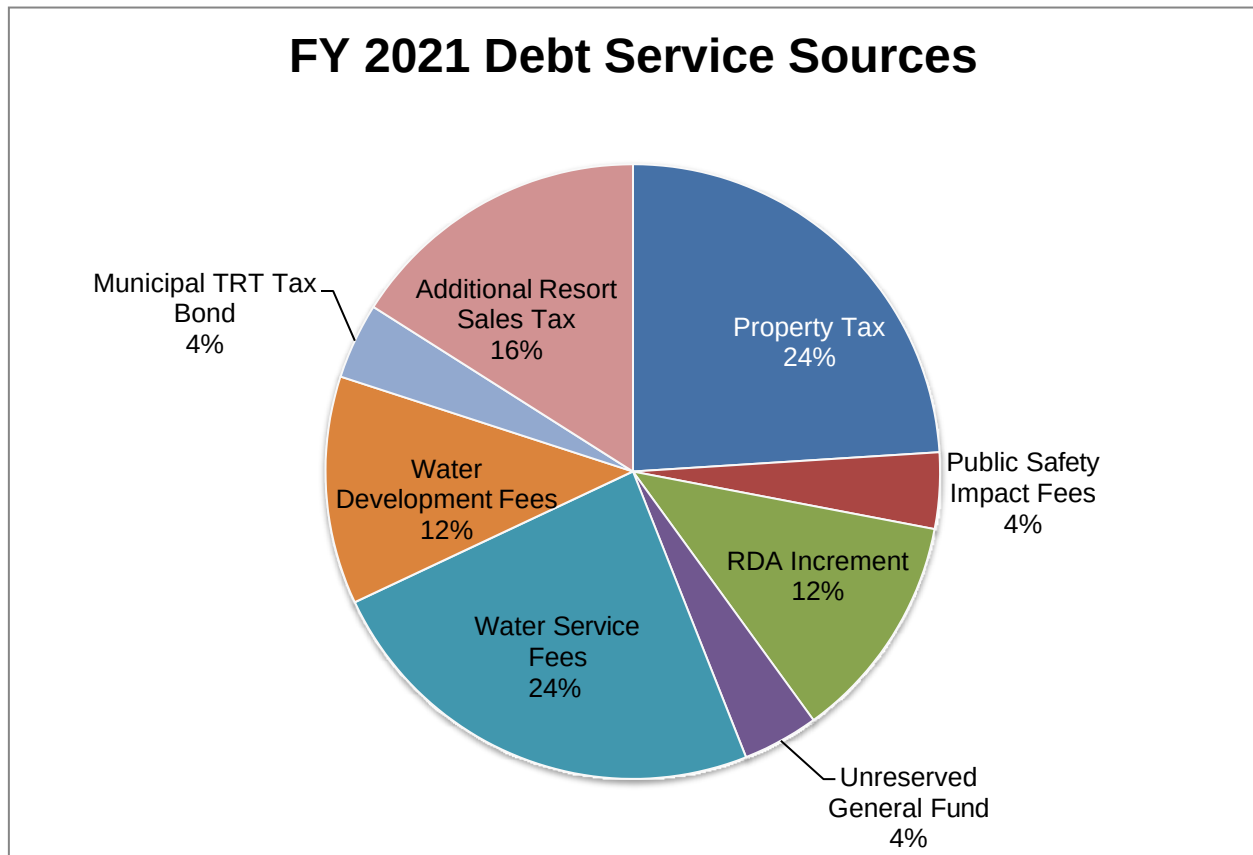


Figure E22 – Debt Funding Sources

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

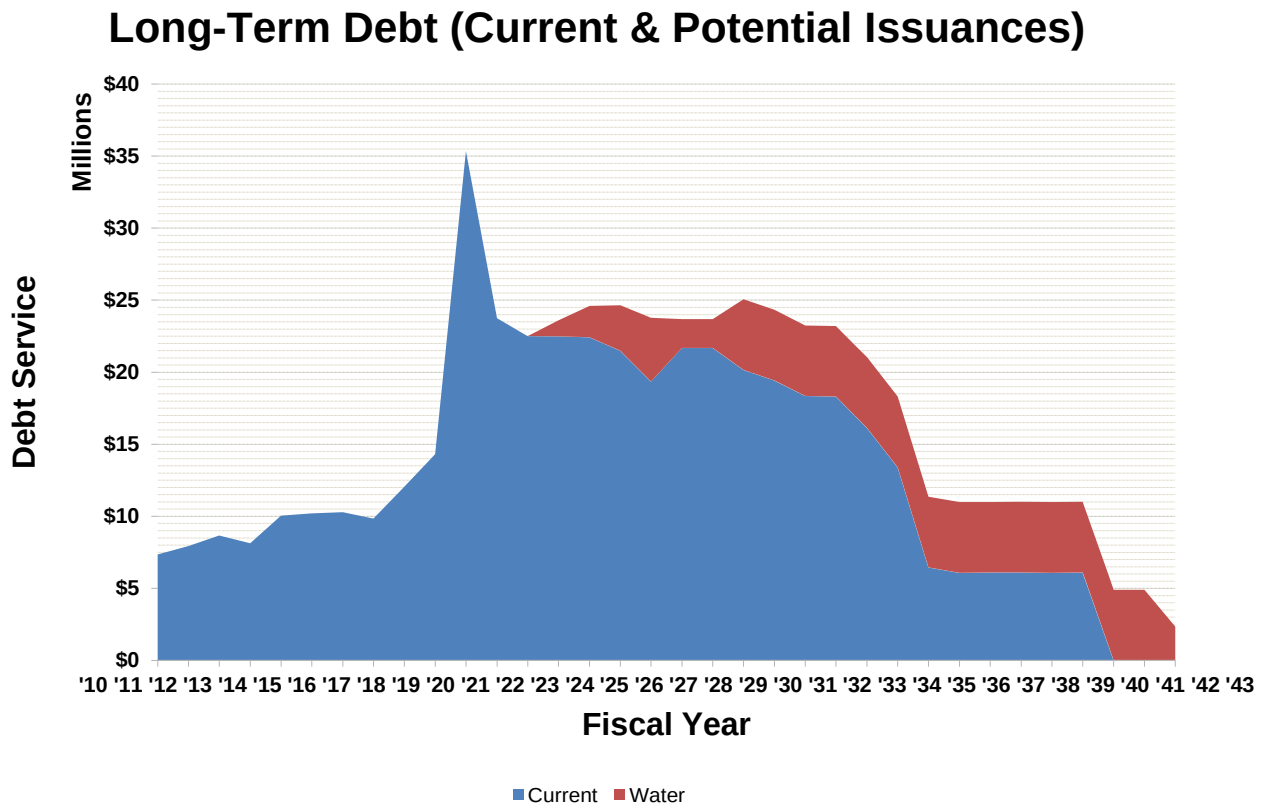


Figure E23 – Anticipated Future Debt Service Compared to Existing Debt

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

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

*This chart does not include anticipated future water debt.

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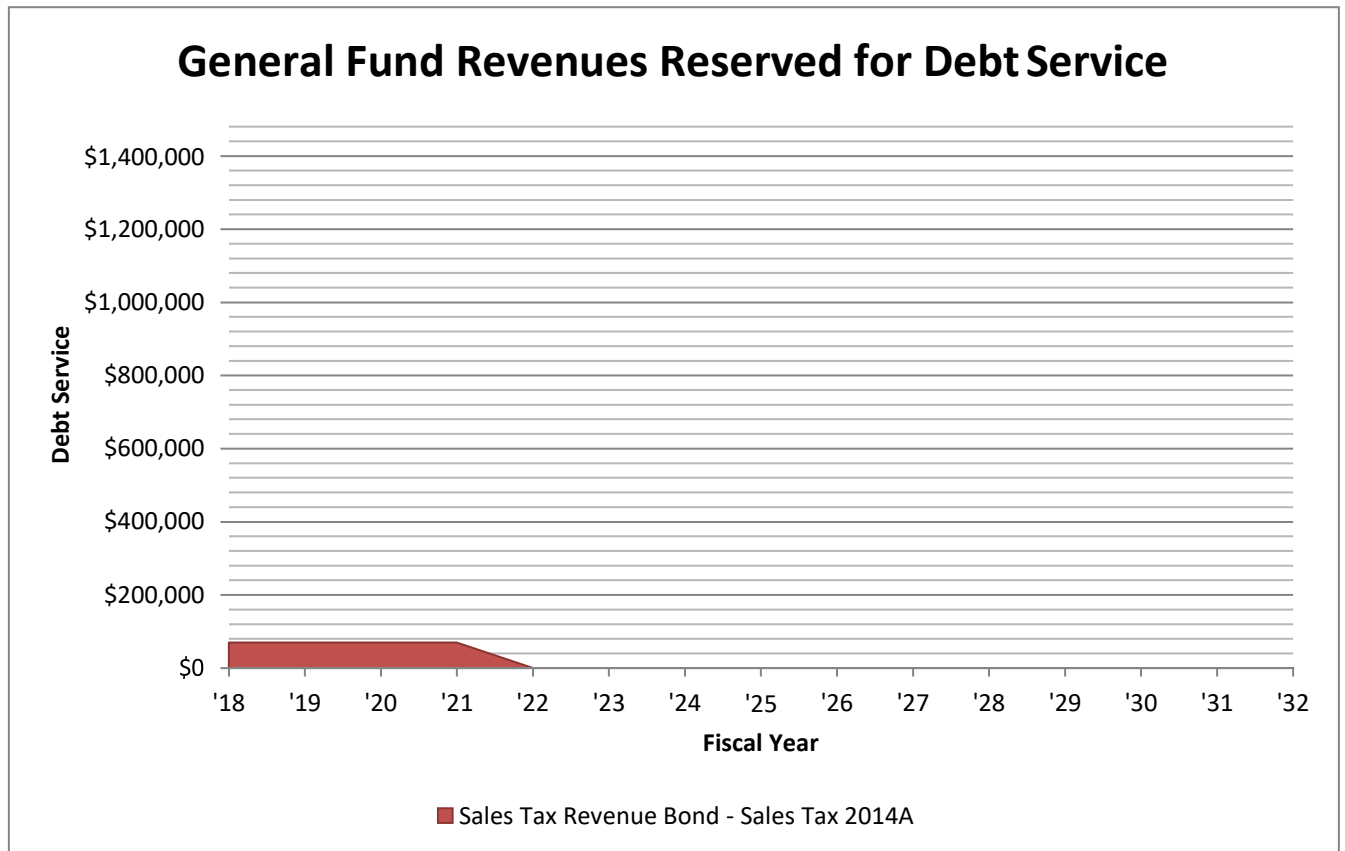
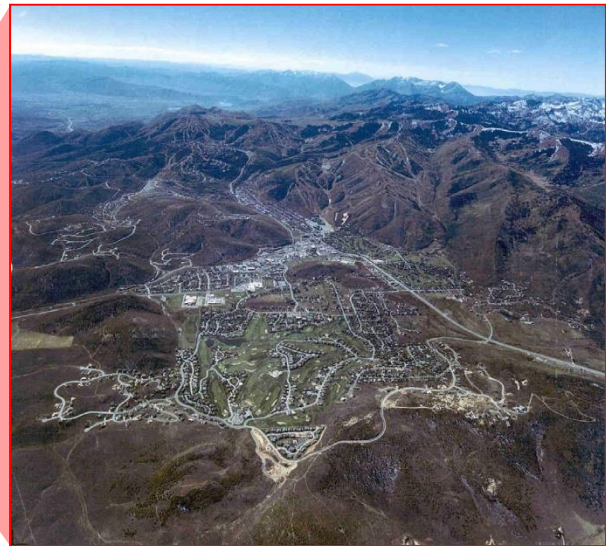
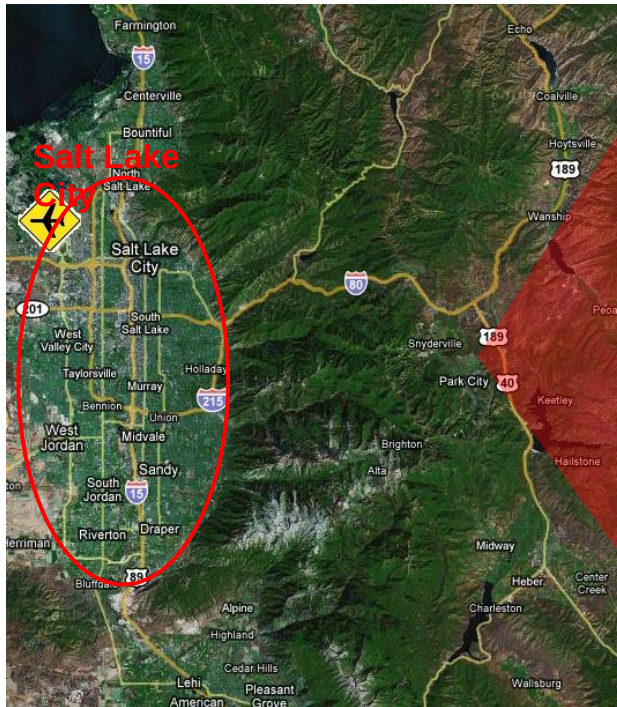


Figure E24 – General Fund Revenues Reserved for Debt Service

ECONOMIC REVIEW

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

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



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

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

In 2002, Salt Lake City hosted the 2002 Winter Olympic Games with two athletic venues in Park City and one just north of the City limits. Deer Valley Resort hosted the slalom, aerial, and mogul competitions; Park City Mountain Resort hosted the giant slalom, snowboarding slalom and snowboarding half-pipe; and the Utah Winter Sports Park (Summit County) hosted ski jumping, luge and bobsled events. In February 2009, Deer Valley hosted the first World Cup Skier Cross competition ever held in North America.

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Deer Valley Resort and Park City Mountain resort jointly hosted the FIS Freestyle World Championship event for the 1st time in February of 2019.

PARK CITY ECONOMY

Tourism is the backbone of the Park City economy and the majority of local tourism revolves around skiing and snowboarding. Encouraging tourism and the ski industry are objectives for Park City as well as for the State of Utah. With its close proximity to Salt Lake City and Salt Lake International airport, Park City is a major contributor to the State's goals. With the local economy dependent on tourism and skiing, employment in Park City tends to decline in the spring and summer months. Park City has been mitigating this by diversifying recreational activities in the "off-season". In FY 2019 the City hosted the Triple Crown Girls Fastpitch Softball World Series for the 16th year. This event draws teams from California, Arizona, Colorado, Oklahoma, Idaho, Utah and Texas. Other events include the Park City Marathon Road Race, Intermountain Cup Mountain Bike Races and the Endurance 100 Mountain Bike Race

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

The Sundance Film Festival made a predominantly digital appearance in 2021. However, in 2019 Sundance Institute cited that the Sundance Film Festival generated an overall economic impact of \$182.5 million for the State of Utah and supported over 1,400 jobs. Sundance and Park City Municipal Corporation have formally agreed that Park City will remain festival headquarters through the 2026 film festival, with a ten year option after that. The festival presents high quality, independent films. Nationally known actors, directors, writers and other members of the film industry conduct and attend workshops, classes, seminars, dinners and premiers which are open to the general public. It is estimated that the annual cultural event attracted more than 122,000 attendees in 2019.

The Kimball Arts Center also suspended its 2020 festival due to the impacts of COVID-19. However, the festival is anticipated to return at a reduced scale in 2021. The Park City Arts Festival is Utah's original, oldest and the longest running arts festival in the West. In the last decade this event has grown substantially and now attracts over 50,000 visitors over the three-day period and features more than 220 of North America's top artists. This is one of the most attended annual events in Utah and consistently makes the Top Ten List by the renowned Harris Poll.

ECONOMIC REVIEW

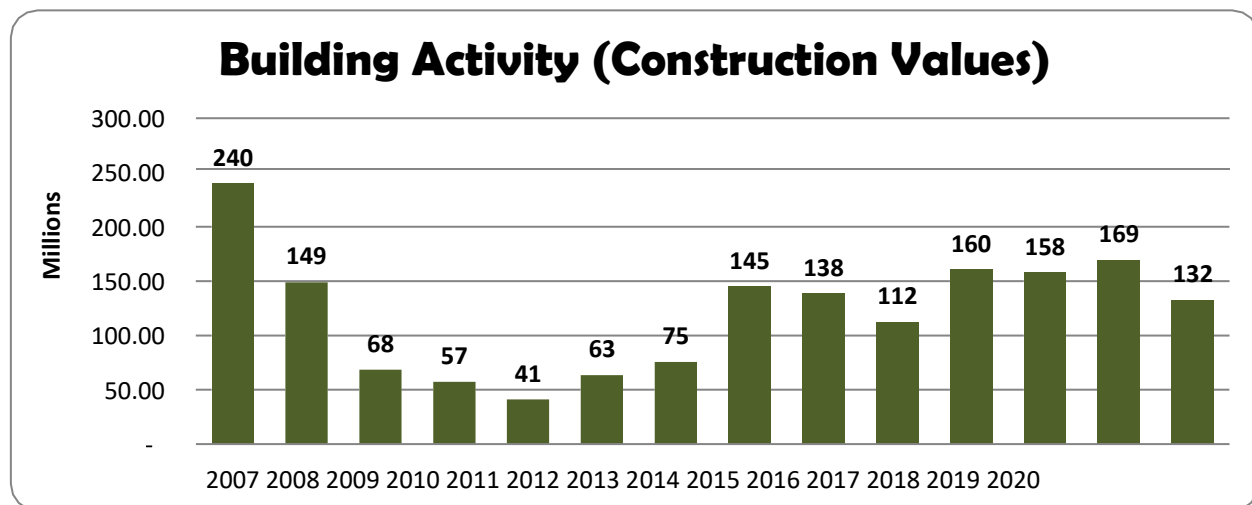
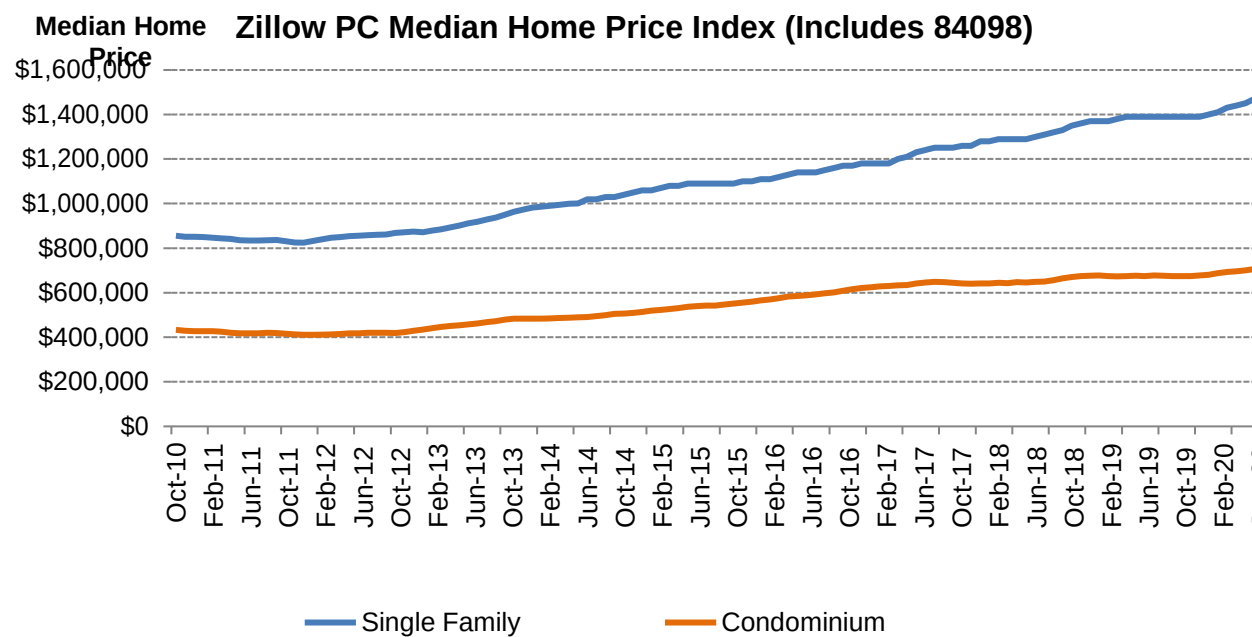


Figure EO1 – Annual Cost of Construction in Park City

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

Statistics compiled by Zillow indicate a continued rise in median home prices in Park City over the pandemic and the course of the last several years. The median single family home within city limits has risen to near \$1.6 million.



ECONOMIC REVIEW

Park City's debt service expenditures have increased in amount and as a percentage of total expenditures during the past decade. Much of this is due to the voter approved General Obligation Bonds that were passed in 1999, 2000, 2005, 2006, 2007, 2008, 2009, 2010, and 2013 as well as the Sales Tax Revenue Bonds issued in 2005, 2010, 2014 and 2015. The City's bond rating was upgraded in May 2006 by Moody's to Aa2. Furthermore, the City was upgraded in 2008 by Standard and Poor's and Fitch to AA. A bond rating of AA (AAA is generally the highest rating) indicates that Park City as an issuer offers "excellent financial security." The issued Sales Tax Revenue Bond also received a rating of A+ from Standard & Poor's. In the beginning of May 2010, Park City's bond rating moved from Aa2 (Moody's) and AA (Fitch) to Aa1 and AA+ respectively. In 2013 S&P increased the City's bond rating to AA+. In 2017 Standards & Poor's and Fitch confirmed the General Obligation bond rating of AA+. Moody's upgraded the city's rating to Aaa (the highest rating available). In 2020, ratings agencies reaffirmed these ratings on Park City's 2020 General Obligation bond with ratings of AA+, AA+ and Aaa from S&P, Moody's and Fitch respectively. In addition, the City's 2020 Water Revenue Bond was rated AA by S&P and Aa2 by Moody's as bonds related to enterprise funds traditionally carry marginally lower ratings relative to general obligations. Most recently, Fitch reaffirmed Park City's AA+ rating with a stable outlook during routine due diligence in winter 2021.

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

CITY SALES TRENDS

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

ECONOMIC REVIEW

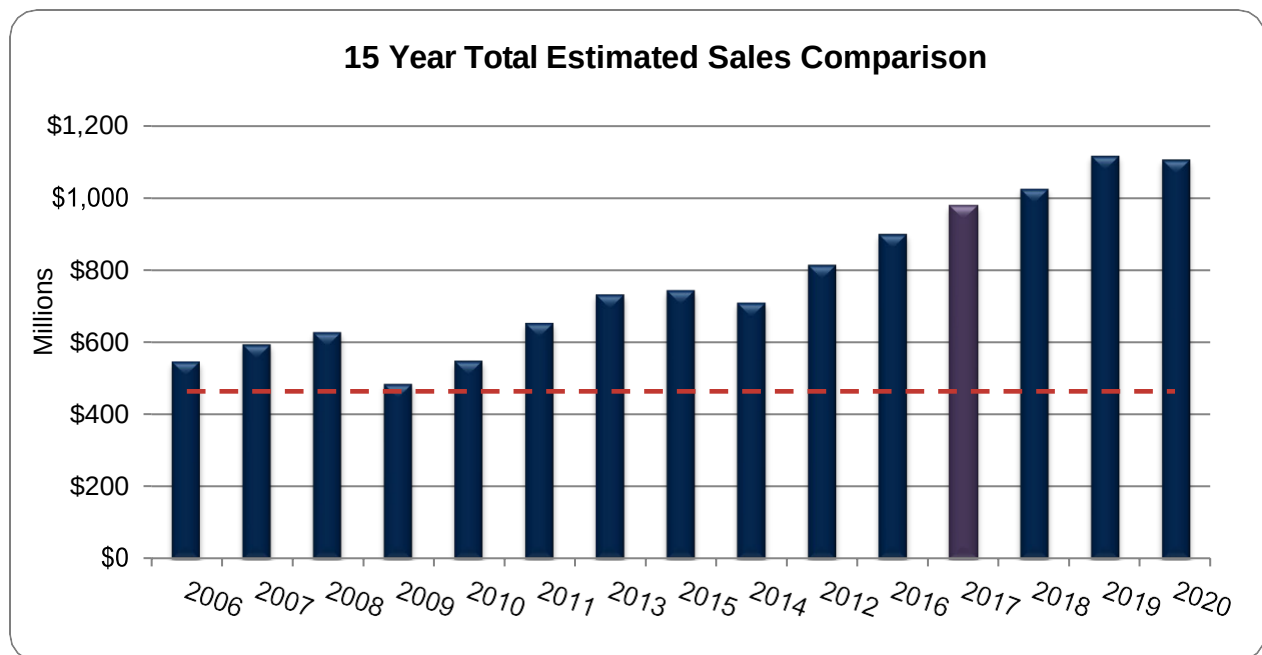


Figure EO2 – Total Estimated Sales

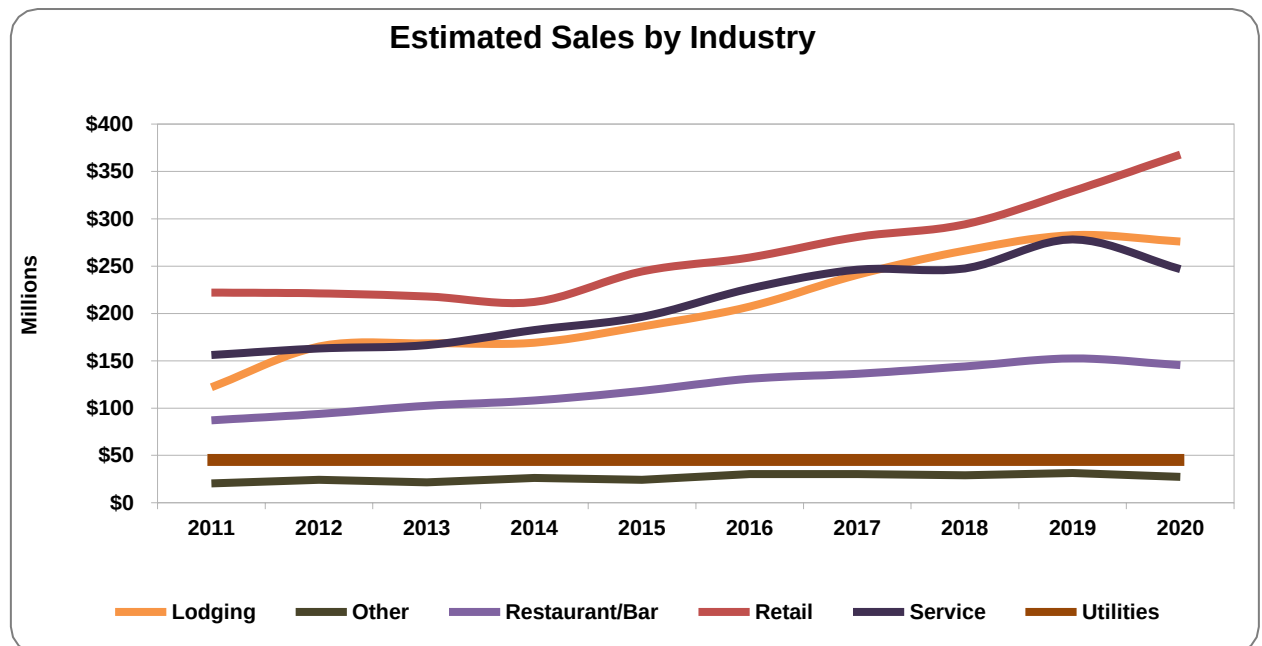


Figure EO3 – Estimated Sales by Industry

Figure EO3 shows the sales trends by industry from 2011 to 2020. The Lodging Sector has experienced the greatest change with a 10 percent average growth rate in the last 10 years until the impacts of COVID were felt amidst lodging restrictions. The Retail Industry still slightly leads all other sectors in absolute dollar terms.

Because Park City's economy relies heavily on the ski industry and tourism, sales tax revenues are extremely seasonable. Figure E04 represents seasonality by industry. The Service Sector is the most seasonal with 61 percent of service-related sales coming during Quarter 3. The Lodging

ECONOMIC REVIEW

Sector—which includes skiing and entertainment amongst other services—is also highly seasonal; 51 percent of sales tax revenues coming during Quarter 3. The Restaurant/Bar Sector showed slight seasonality with 41 percent of total sales coming in Quarter 3, with the rest of its quarters demonstrating minimal variance of seasonality.

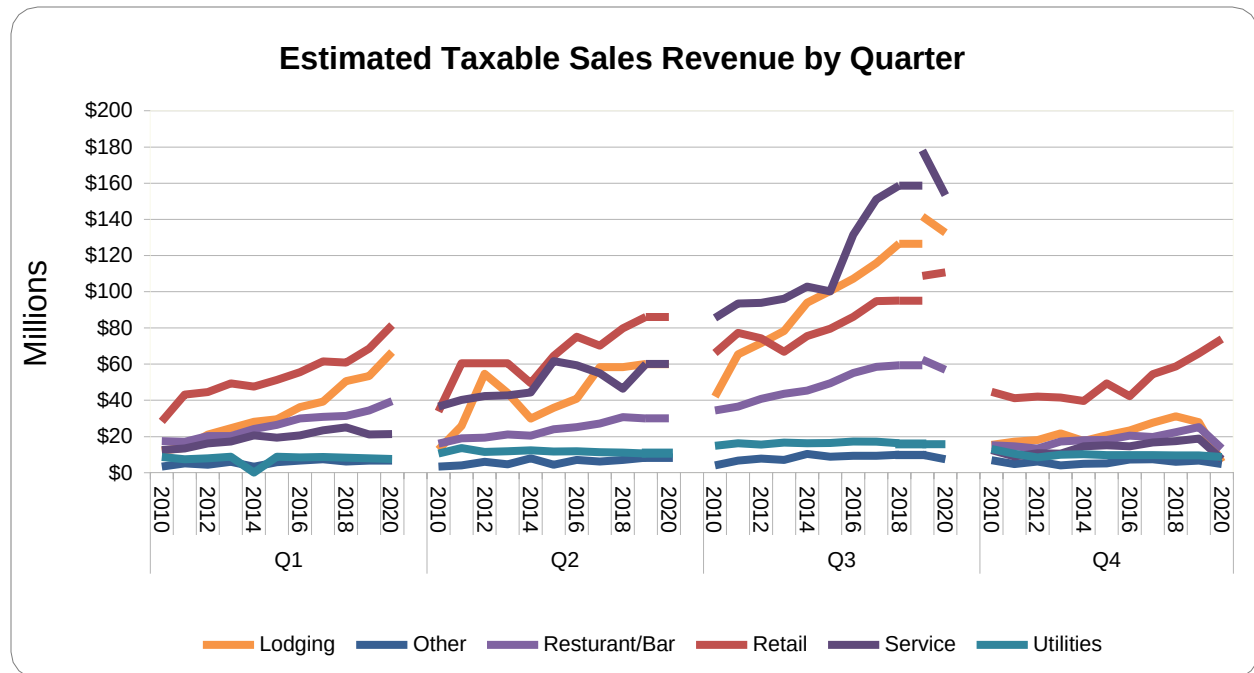


Figure EO4 – Estimated Taxable Sales Revenue by Quarter

CITY FINANCIAL HEALTH INDICATORS

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

TYPES OF FINANCIAL INDICATORS

The International City/County Management Association (ICMA) produces a manual entitled Evaluating Financial Condition. Within this manual, various indicators and methods for analysis are outlined and recommended. According to the ICMA, the financial condition of a municipality can be defined as "...a government's ability in the long run to pay all the costs of doing business, including expenditures that normally appear in each annual budget, as well as those that will appear only in the years in which they must be paid." By recording the necessary data and observing these indicators, certain warning trends can be seen and remedied before it becomes a problem for the Park City government.

ECONOMIC REVIEW

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

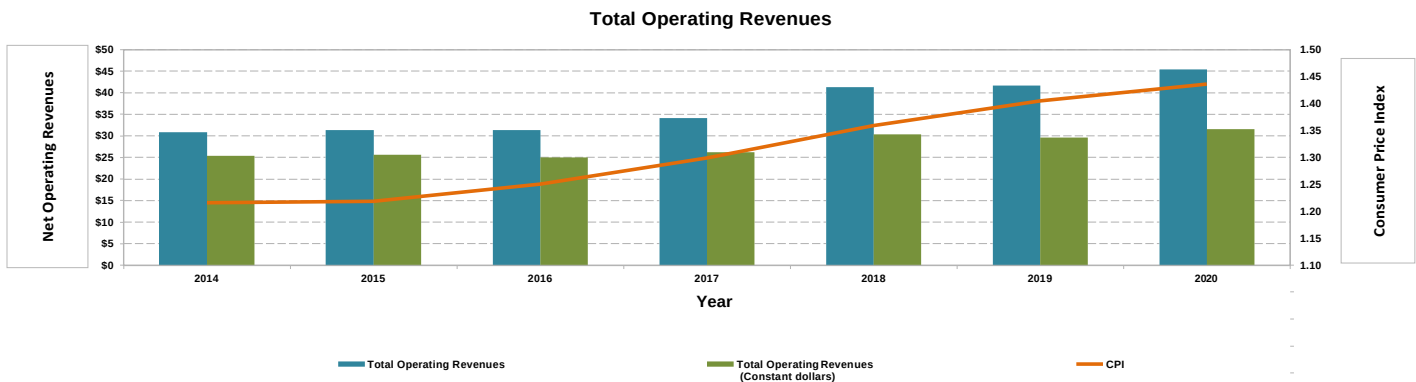
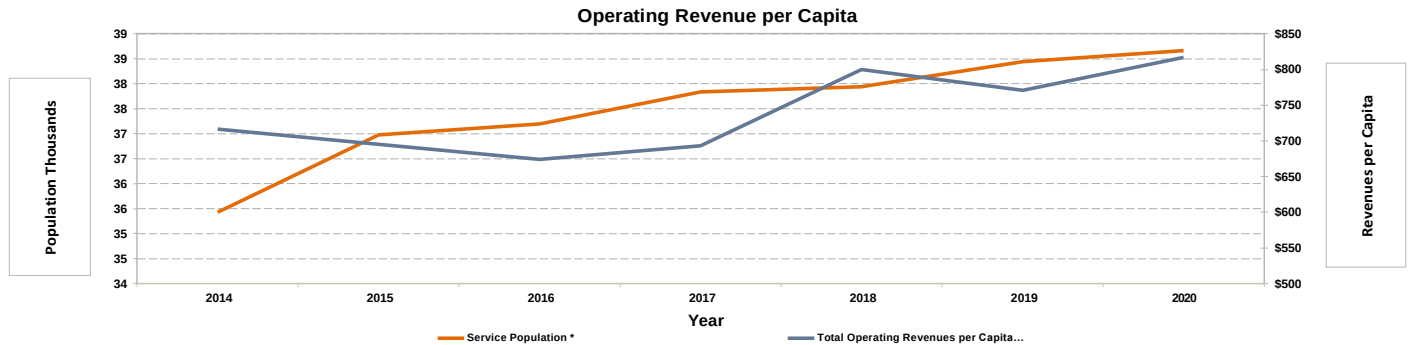
- A. Revenues per capita
- B. Expenditures per capita
- C. Municipal employees per capita
- D. Operating (deficit) surplus per capita
- E. Comparison of the liquidity ratio and long-term debt
- F. Long-term overlapping debt as a percentage of assessed valuation
- G. Administrative costs as a percentage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

ECONOMIC REVIEW

Revenues per Capita

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

Description	2014	2015	2016	2017	2018	2019	2020
Total Operating Revenues	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383	\$41,247,895	\$41,631,529	\$45,390,431
CPI	1.22	1.22	1.25	1.30	1.36	1.41	1.44
Total Operating Revenues (Constant dollars)	\$25,395,161	\$25,711,752	\$25,072,022	\$26,236,324	\$30,340,545	\$29,630,911	\$31,597,035
Service Population *	35,430	36,973	37,196	37,840	37,937	38,445	38,664
Total Operating Revenues per Capita (Constant Dollars)	\$716.77	\$695.42	\$674.05	\$693.34	\$799.76	\$770.74	\$817.23



Analysis

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

Source

Total Operating Revenues - Statement of Revenues, Expenditures, and Changes in Fund Balances, CAFR FY20 pg. 30. (General + Debt Service (Sales Tax Revenue and Refunding) + Debt Service (Park City General Obligation).)

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

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

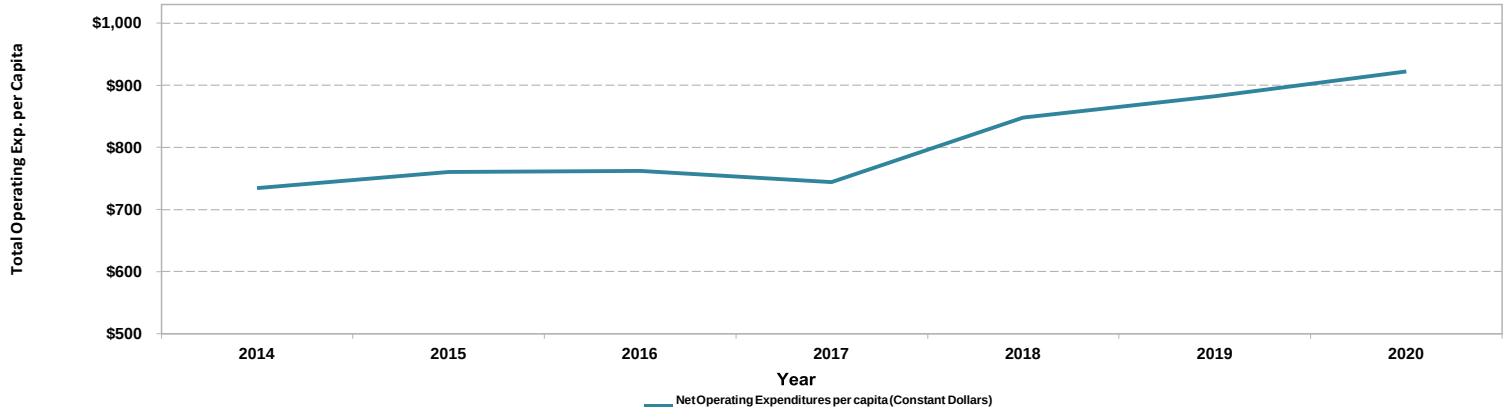
ECONOMIC REVIEW

Expenditures per Capita

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

Description	2014	2015	2016	2017	2018	2019	2020
Debt Service*	\$6,861,205	\$7,419,341	\$6,806,832	\$6,310,486	\$11,228,463	\$14,796,121	\$15,562,353
Operating Expenditures	\$24,776,540	\$26,821,743	\$28,656,831	\$30,251,414	\$32,514,740	\$32,839,564	\$35,672,142
Total Operating Expenditures	\$31,637,745	\$34,241,084	\$35,463,663	\$36,561,900	\$43,743,203	\$47,635,685	\$51,234,495
CPI	1.22	1.22	1.25	1.30	1.36	1.41	1.44
Total Operating Expenditures (Constant Dollars)	\$26,022,359	\$28,098,726	\$28,348,233	\$28,132,654	\$32,176,008	\$33,904,322	\$35,665,185
Service Population**	35,430	36,973	37,196	37,840	37,937	38,445	38,664
Net Operating Expenditures per capita (Constant Dollars)	\$734	\$760	\$762	\$743	\$848	\$882	\$922

Net Operating Expenditures per Capita



Analysis

Changes in per capita expenditures reflect changes in expenditures relative to changes in population. Taking into account the service population and the inflation factor, the indicator shows the increasing costs of providing city services. The rate has fluctuated slightly, but has remained stable since 2010. Total operating expenses increased in marginally 2019. The increase is mostly attributed to increased operating expenditures and the retirement of principal debt service payments.

Source

*Debt Service excludes CIP debt service pg. 30 (Total Governmental Funds: Principal + Interest + Bond issuance costs + Arbitrage rebate - CIP)
 Net Operating Expenditures - CAFR FY20 Table 1, CAFR FY20 Schedule 4
 Total Operating Expenditures pg. 30
 (General Total). CPI - Bureau of
 Labor Statistics www.bls.gov

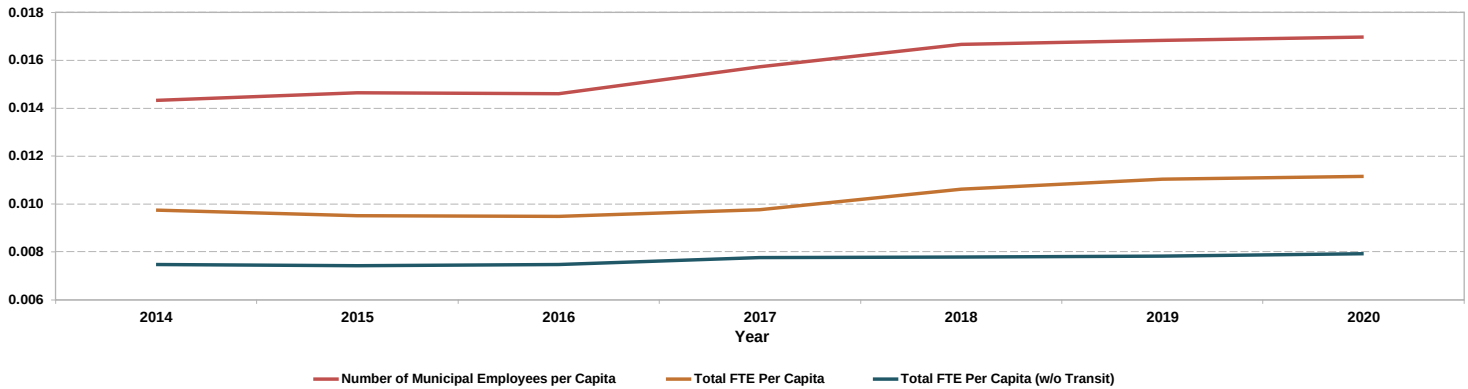
** Service Population = Permanent Population + Secondary Homeowners + Average Daily Visitors

ECONOMIC REVIEW

Employees per Capita
Municipal employees per capita (service population*)

Description	2014	2015	2016	2017	2018	2019	2020	% growth over 5 yrs
Number of Municipal Employees	507	541	543	595	632	647	656	19.15%
# FTE (Full-time equivalents)	345.12	351.76	353.06	369.15	403.05	424.2	430.8	20.15%
# FTE (w/o Transit)	264.32	274.56	277.46	293.45	295.25	300.4	306.2	8.27%
Service Population*	35,430	36,973	37,196	37,840	37,937	38,445	38,664	3.36%
Number of Municipal Employees per Capita	0.014	0.015	0.015	0.016	0.017	0.017	0.017	15.28%
Total FTE Per Capita	0.010	0.010	0.009	0.010	0.011	0.011	0.011	16.25%
Total FTE Per Capita (w/o Transit)	0.007	0.007	0.007	0.008	0.008	0.008	0.008	4.75%

Employees per Capita



Analysis

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

Source

Number of Employees - CAFR - Schedule 21, CAFR FY20 Table 16, 2005-06 from Human Resources Department.

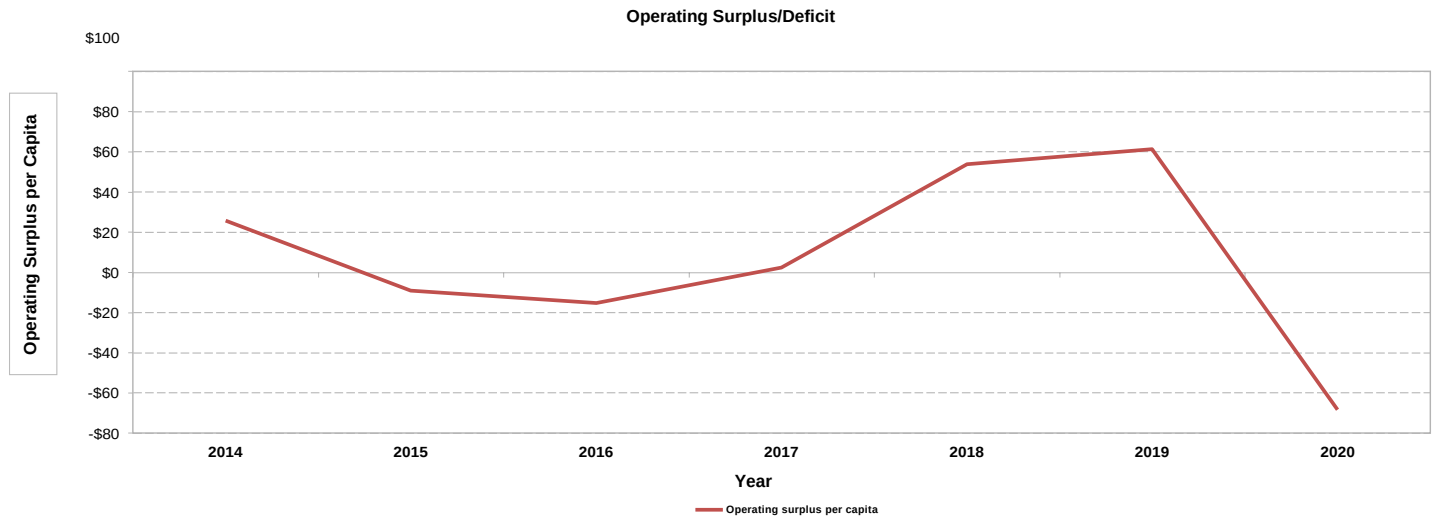
FTE counts - FY17 Staffing Summary 4-120 and past Budget Documents, FY20 from Schedule 22 in FY20 CAFR

Population - Census Bureau, www.census.gov

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

ECONOMIC REVIEW

Operating (Deficit) or Surplus							
Operating deficit or surplus as a percentage of operating revenues							
Description	2014	2015	2016	2017	2018	2019	2020
Operating deficit or surplus	\$918,471	-\$331,642	-\$561,351	\$89,848	\$2,049,806	\$2,363,097	-\$2,637,073
Net fund operating revenue	\$30,875,204	\$31,332,319	\$31,365,120	\$34,097,383	\$41,247,895	\$41,631,529	\$45,390,431
General fund operating surplus (deficit) as % of net fund operating revenues	3%	-1%	-2%	0%	5%	6%	-6%
Service Population*	35,430	36,973	37,196	37,840	37,937	38,445	38,664
Operating surplus per capita	\$26	-\$9	-\$15	\$2	\$54	\$61	-\$68



Analysis

An operating surplus is used to fund CIP and fund non-operating expenditures. The City has had a strong fund balance for several years in spite of the recent decrease in operating surplus/deficit from 2008 to 2011. In 2020 the City had a strong operating deficit due to impacts from the COVID-19 pandemic.

Source

General fund operating surplus/deficit - CAFR FY20 pg.30, Net Fund Operating Revenues - CAFR FY20 Table 2, CAFR FY20 Schedule 5 for Tax Revenue; Statement of Revenues, Expenditures, and Changes in Fund Balances pg. 29 for all other revenues. (Includes debt service for investment income and rental and other miscellaneous)

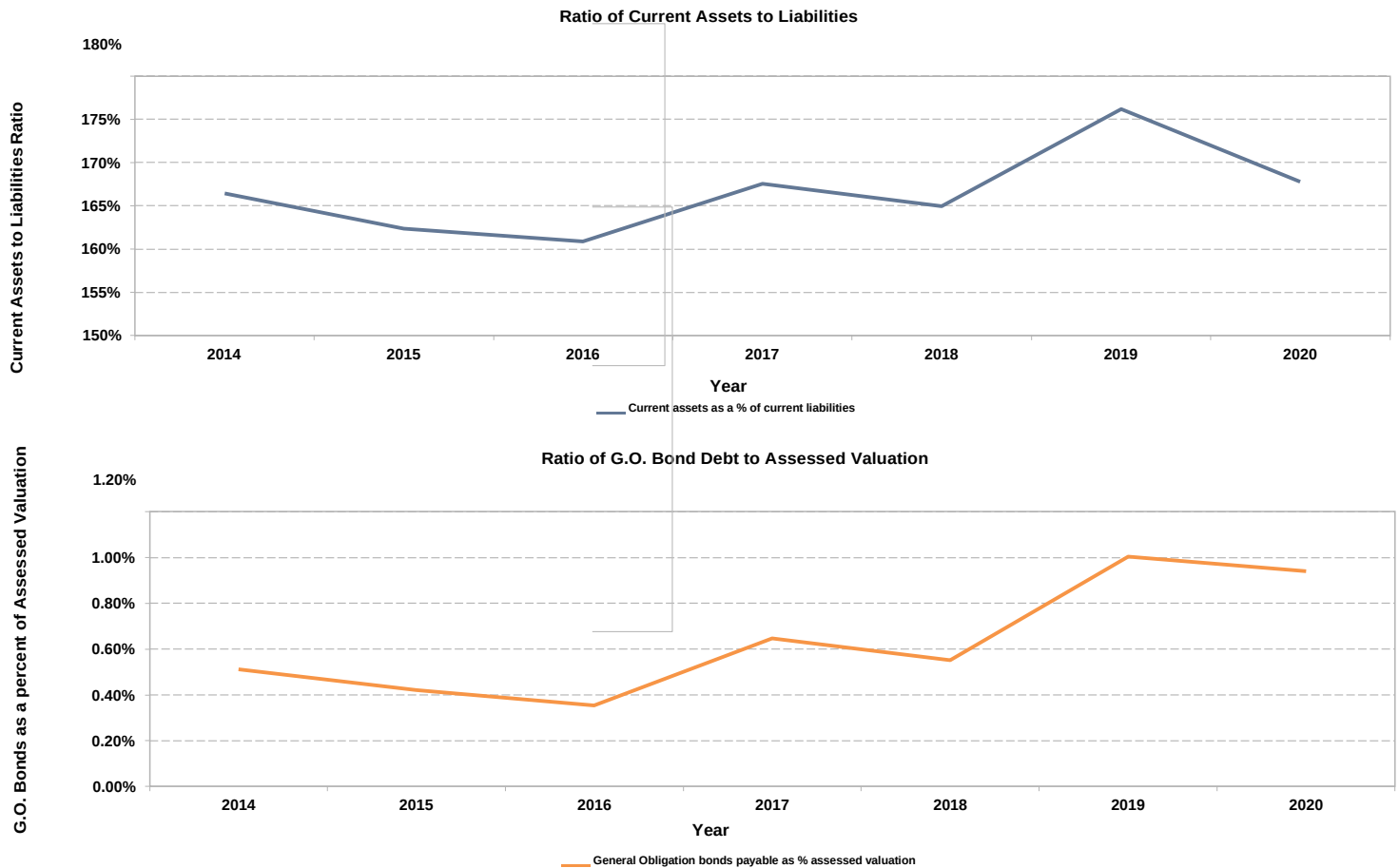
ECONOMIC REVIEW

Liquidity & Long Term Debt

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

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

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



Analysis

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

The liquidity indicator for Park City has decreased marginally in 2020 due to the issue of General Obligation (or voter approved) . These G.O. bonds were allocated for the purchase of open space*. Issuing these bonds increases the long term debt and the current liability account, thus decreasing the liquidity ratio. The warning trend to be aware of in analyzing these measures, is a decreasing liquidity ratio in conjunction with an increase in long term debt.

Although it is apparent that the liquidity ratio has declined over the time period shown, it should be noted that the ratio is still significantly above the 100% level, and that the issued G.O. bonds have a dedicated revenue source in property taxes. The Utah State Constitution states that direct debt issued by a municipal corporation should not exceed 4% of the assessed valuation, Park City has a more stringent policy of 2% of assessed valuation. The percentage of long-term debt to assessed valuation has been decreasing since 2019 and it is well below the City policy of 2%.

Source

Current Assets - CAFR FY20 pg. 28, (General - Total). Current Liabilities - CAFR FY20 pg. 28, (General - Total Liabilities+Total deferred inflows of resources). Taxable Valuation - Utah State Tax Commission, Net Debt Applicable to Limit - CAFR FY20 Schedule 17.

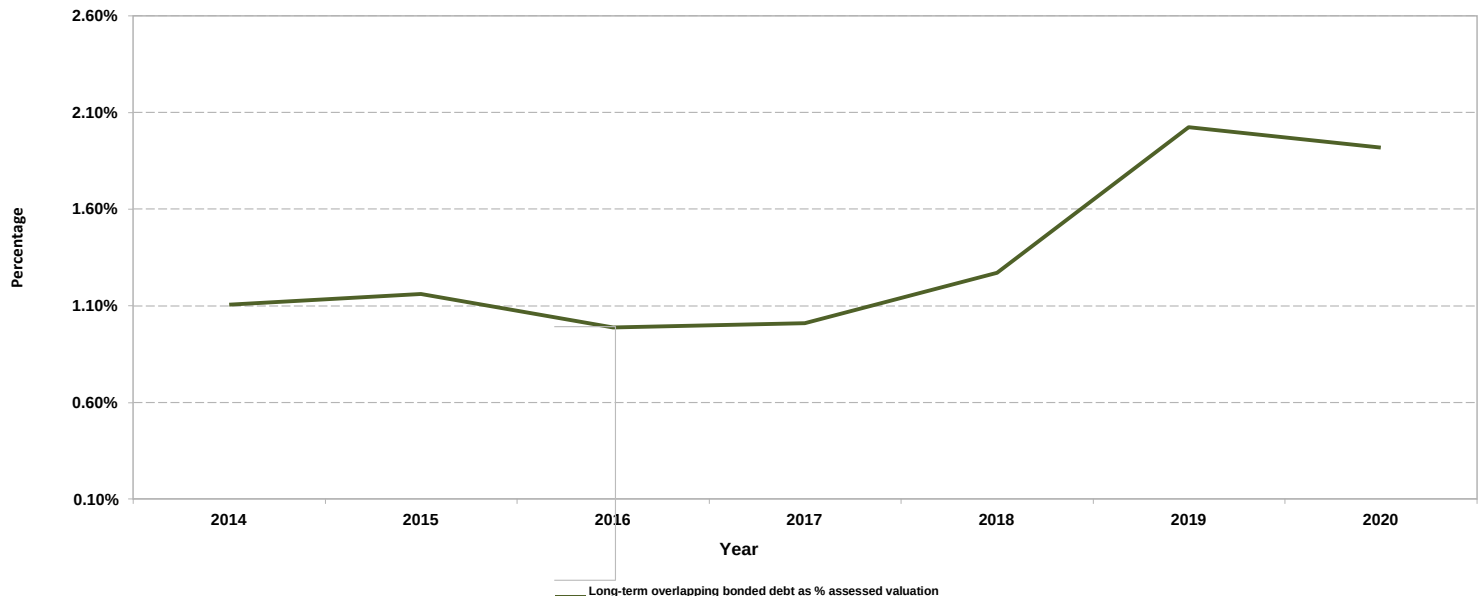
ECONOMIC REVIEW

Overlapping Debt

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

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

Overlapping Debt as a Percent of Assessed Valuation



Analysis

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

*Taken out per financial advisor suggestion.

Source

Assessed valuation - Utah State Tax Commission

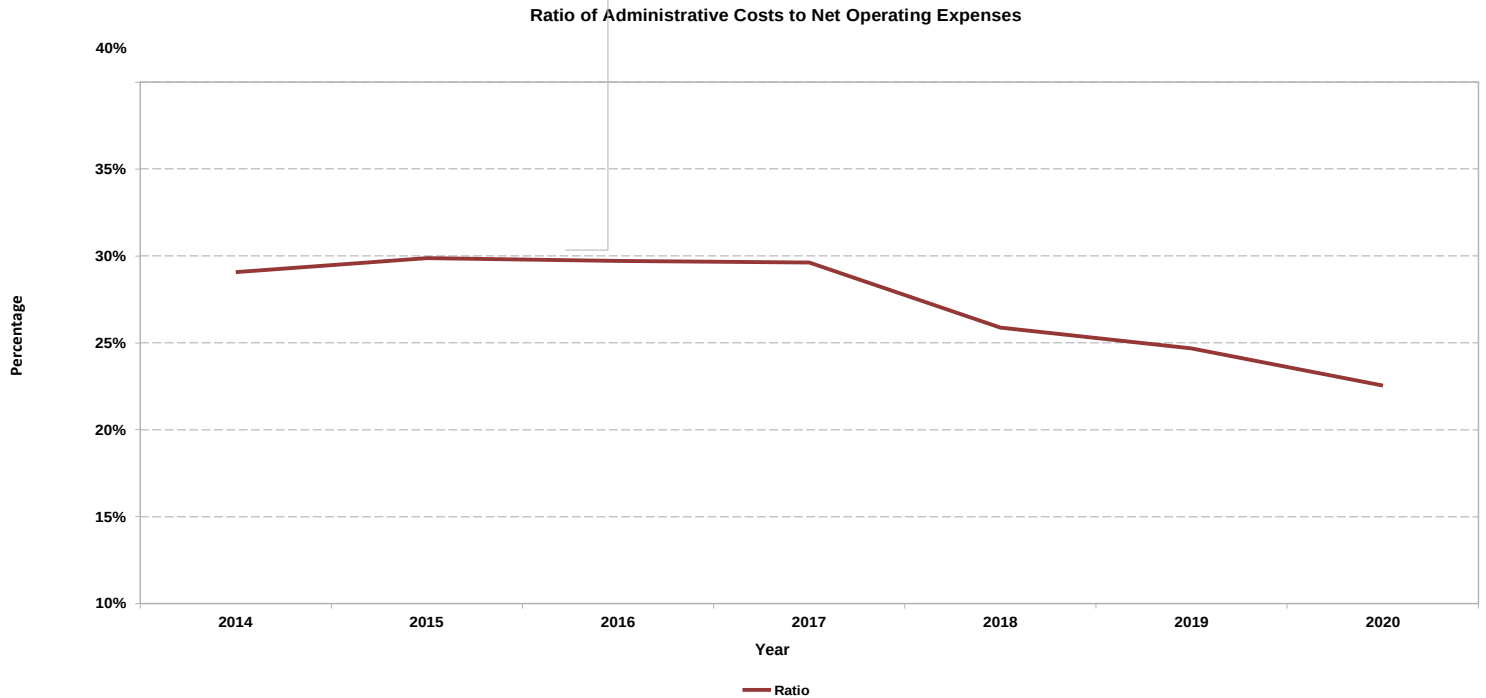
Long-term overlapping bonded debt - CAFR FY20 Schedule 16

ECONOMIC REVIEW

Administrative Costs as a Percentage of Total Operating Expenditures

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

Description	2014	2015	2016	2017	2018	2019	2020
Administrative Costs	\$9,199,824	\$10,231,863	\$10,533,169	\$10,829,457	\$11,317,399	\$11,757,896	\$11,545,951
Net Operating Expenses	\$31,637,745	\$34,241,084	\$35,463,663	\$36,561,900	\$43,743,203	\$47,635,685	\$51,234,495
Ratio	29.1%	29.9%	29.7%	29.6%	25.9%	24.7%	22.5%



Analysis

Examining a function of the government as a percentage of total expenditures enables one to see whether that function is receiving an increasing, stable, or decreasing share of the total expenditures. Administrative expenses were totaled from the actual expenditures for the executive function of the City excluding the Ice Facility. Administrative costs in 2020 were 23% of net operating costs.

Source

Expenses by Fund in Board - General Government - General Fund
 Net Operating Expenditures - CAFR FY20 Table 1, CAFR FY20 Schedule 4
 Total Operating Expenditures pg. 30 (General Total).

ECONOMIC REVIEW

Bond Ratings for Park City

Description	2014	2015	2016	2017	2018	2019	2020
Moody's	Aa1	Aa2	Aa2	Aaa	Aaa	Aaa	Aaa
S&P	AA+	AA+	AA+	AA+	AA+	AA+	AA+
Fitch	AA+	AA+	AA+	AA+	AA+	AA+	AA+

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

Park City Bond Rating

Analysis

A municipal bond rating informs an investor of the relative safety level in investing in a particular bond. As shown in the chart above, the current bond rating for Park City is described as Top Quality; "Gilt-Edged" High Grade; Very Strong with the three major bond rating companies. In 2013, S&P raised our bond rating from AA to AA+. In 2017, Moody's raised the G.O. rating to Aaa. The city maintained Aaa ratings from Moody's for 2020 bonds and AA+ from Fitch as well as AA- from S&P for the 2019 Sales Revenue bond.

Source

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

ECONOMIC REVIEW

PARK CITY DEMOGRAPHIC INFORMATION

Permanent Population (2020) ³ :	8,488
Service Population Estimate (2020) ⁵ <i>(Includes the permanent population, population estimate for secondary homeowners, and average daily visitors)</i>	38,664
City Size ⁴ :	20.36 square miles
Government Type:	Elected Mayor and five member City Council / Council-Manager form of government (by ordinance)
Incorporation Date:	March 15, 1884
2019 Total Assessed Value ² :	\$11,331,385
2019 Total Taxable Value ² :	\$9,117,120,545
Property Use Category Breakdown ² :	
Primary	15.33%
Residential (Non-Primary)	70.83%
Residential (Commercial)	8.98%
Other	4.86%
Median Household Income (2018) ³ :	\$96,149
Median Family Income (2018) ¹ :	\$105,263
Median Age (2018) ³ :	39.3
Enrolled Public School Population (Fall 201) ³ :	4,816
Percent of persons 25 years old and over with (2017) ¹ : High School Diploma or Higher:	93.5%
Bachelor Degree or Higher:	60.2%
Annual Average Snowfall (2009-2017) ³ :	350"
Elevation Range:	6,500' to 10,000'

POLICIES & OBJECTIVES

POLICIES & OBJECTIVES - TABLE OF CONTENTS

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CHAPTER 1 - BUDGET POLICY

PART I - BUDGET ORGANIZATION

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

POLICIES & OBJECTIVES

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

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

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

A. ED Grant Distribution Criteria

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

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

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

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

POLICIES & OBJECTIVES

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

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

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

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

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

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

B. Economic Development Grant Fund Appropriations

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

C. ED Grant Categories

ED Grants will be placed in three potential categories:

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

POLICIES & OBJECTIVES

3. **Business Expansion Assistance:** This category of grants will be available for assisting an organization or business with expansion costs. These expansions should increase square footage, increase year-round jobs in City limits and/or increase tax revenue; and/or demonstrate a venture into an area considered a diversification of our economic base.

D. Application Process

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

E. Deadlines

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

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

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

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

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

F. Award Process

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

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

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The Economic Development Program Committee will review all applications on a quarterly basis, and forward a recommendation to City Council for authorization. All potential awards of grants will be publicly noticed 14 days ahead of a City Council action.

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

PART III - VENTURE FUND

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

PART IV - OPERATING CONTINGENCY ACCOUNTS

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

A. Access to General Contingency Funds

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

- 1.** Ensure that the City satisfies State mandated budget requirements
 - a)** This purpose may include, but is not necessarily limited to, the following scenarios:

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

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B. Access to Emergency Contingency Funds

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

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

C. Monitoring

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

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PART V - RECESSION/REVENUE SHORTFALL PLAN

- A.** The City has established a plan, including definitions, policies, and procedures to address financial conditions that could result in a net shortfall of resources as compared to requirements. The Plan is divided into the following three components:
- 1 Indicators** which serve as warnings that potential budgetary impacts are increasing in probability. The City will monitor key revenue sources such as sales tax, property tax, and building activity, as well as inflation factors and national and state trends.
 - 2 Phases** which will serve to classify and communicate the severity of the situation, as well as identify the actions to be taken at the given phase.
 - 3 Actions** which are the preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.
- B.** The recession plan and classification of the severity of the economic downturn will be used in conjunction with the City's policy regarding the importance of maintaining revenues to address economic uncertainties. As always, the City will look to ensure that revenues are calculated adequately to provide an appropriate level of city services. As any recessionary impact reduces the City's projected revenues, corrective action will increase proportionately. Following is a summary of the phase classifications and the corresponding actions to be taken.
- 1 Level 1 - ALERT: An anticipated net reduction in available projected revenues from 1% up to 5%.** The actions associated with this phase would best be described as delaying expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure only essential expenditures are made.
 - 2 Level 2 - MINOR: A reduction in projected revenues in excess of 5%, but less than 15%.** The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be as follows:
 - a.** Implementing the previously determined "Same Level" Budget.
 - b.** Intensifying the review process for large items such as contract services, consulting services, and capital expenditures, including capital improvements. Previously approved capital project expenditures which rely on General Fund surplus for funding should be subject to review by the Budget Department.
 - c.** Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible (soft freeze). The City Manager will review all personnel action with heightened scrutiny, including career development and interim reorganizations, to ensure consistency and equitable application of the soft freeze across the organization.
 - d.** Closely monitoring and reducing expenditures for travel, seminars, retreats, and bonuses.

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- e. Identifying expenditures that would result in a 5% cut to departmental operating budgets while still maintaining the same level of service where possible.
 - f. Reprioritizing capital projects with the intent to de-obligate non-critical capital projects.
 - g. Limit access to contingency funds.
- 3. **Level 3 - MODERATE: A reduction in projected revenues in excess of 15%, but less than 30%.** Initiating cuts of service levels by doing the following:
 - a. Requiring greater justification for large expenditures.
 - b. Deferring non-critical capital expenditures.
 - c. Reducing CIP appropriations from the affected fund.
 - d. Hiring to fill vacant positions only with special justification and authorization.
 - e. Identifying expenditures that would result in a 10% cut to departmental operating budgets while trying to minimize service level impacts where possible.
 - f. Eliminate access to contingency funds.
- 4. **Level 4 - MAJOR: A reduction in projected revenues of 30% to 50%.** Implementation of major service cuts.
 - a. Instituting a hiring freeze.
 - b. Reducing the Part-time Non-Benefited and Seasonal work force.
 - c. Deferring merit wage increases.
 - d. Further reducing capital expenditures.
 - e. Preparing a strategy for reduction in force.
- 5. **Level 5 - CRISIS: A reduction in projected revenues in excess of 50%.**
 - a. Implementing reduction in force or other personnel cost-reduction strategies.
 - b. Eliminating programs.
 - c. Deferring indefinitely capital improvements.

- C. If an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.

PART VI – GRANT POLICY

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

A. Application Process

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

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communicate their intention to apply for a grant to the Budget Department. They are further required to send a copy of the finalized grant application to the Budget Department.

B. Executing a Grant

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

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

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

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

C. Budgeting for a Grant

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

D. Spending Money against a Grant

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

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E. Closing a Grant

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

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

PART VII – MONTHLY BUDGET MONITORING

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

A. Monitoring

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

B. Reporting

1. Budget Department

- The department analyzes and disperses a monthly monitoring report that details expenditures over revenues by fund for council and the city manager to view.
- The department analyzes and disperses a report which shows detailed personnel expenses (budgeted vs. actual) on a position by position basis.
- The department created an up-to-date **monthly budget** for each department available on the citywide shared drive. This report requires minimal training by the budget department in order to fully understand it. Basically, it implements the concept of a monthly budget in the current annual budget setup by dividing the year into twelve periods. These periods are

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allotted a certain amount of budget based on past expenditures for those months—this will account for seasonality of certain departments’ budgets. This electronic report assists managers in monitoring and analyzing their own budgets throughout the year.

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

C. Analysis

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

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D. Discussion

1. **Budget Department** - The Budget Department meets with managers on a monthly basis when there are major issues or problems with their budgets upon request. It is expected that the department meets with teams on a quarterly basis to go over budgeting issues within the teams.
2. **Managers** - Managers will meet with the Budget Department whenever issues arise within their own budgets. Managers will also go over a general overview of their budget with their teams in preparation for the budget season's priority list of options.
3. **Teams** - Team members may assist other managers with any budget concerns. At quarterly team meetings teams should discuss budget concerns, including possible budget options, the necessity of shared resources, etc.

E. Training

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

F. Review

1. **Budget Department** - There is a performance measure for the Budget Department establishing the goal of coming in within budget for the entire city. A question regarding the Budget Department's usefulness as a budget monitoring resource will be included on the Internal Service Survey, which will directly affect the Budget Officer's performance review.
2. **Managers** - A new performance measure is included for each department establishing the goal of coming in within budget.

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

CHAPTER 2 - REVENUE MANAGEMENT

PART I - GENERAL REVENUE MANAGEMENT

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

PART II - ENTERPRISE FUND FEES AND RATES

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

PART III - INVESTMENTS

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

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

B. Scope

This investment policy applies to funds held in City accounts for the purpose of providing City Services. Specifically, this Policy applies to the City's General Fund, Enterprise Funds, and Capital Project Funds. Trust and Agency Funds shall be invested in the State of Utah Public Treasurer's Investment Pool.

C. Prudence

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

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

D. Objective

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

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

E. Delegation of Authority

Investments and cash management will be the responsibility of the City Treasurer or his designee. The City Council grants the City Treasurer authority to manage the City's investment policy. No person may engage in an investment transaction except as provided

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under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transaction undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

F. Ethics and Conflicts of Interest

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

G. Authorized Financial Dealers and Institutions

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

H. Authorized and Suitable Investments

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

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

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

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

Fixed rate corporate obligations that are rated "A" or higher

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Other investments as permitted by the Money Management Act

I. Investment Pools

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

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

J. Safekeeping and Custody

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

K. Diversification

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

L. Maximum Maturities

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

M. Internal Control

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

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N. Performance Standards

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

O. Reporting

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

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

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

P. Investment Policy Adoption

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

PART IV - SALVAGE POLICY

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

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

A. Responsibility for Property Inventory Control

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

B. Disposition of an Asset

Department heads shall identify surplus personal property within the possession of their departments and report such property to the Finance Manager for consideration. The department head should clearly identify age, value, comprehensive description, condition

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and location. The Finance Manager will notify departments sixty (60) days in advance of pending surplus property sales.

C. Conveyance for Value

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

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

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

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

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

D. Revenue

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

E. Advertising Sealed Bids

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

F. Employee Participation

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

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

G. Surplus Property Exclusion

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

H. Compliance

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

PART V - COMPREHENSIVE FINANCIAL MANAGEMENT PLAN

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

A. Scope of Plan

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

B. Assumptions

1. Growth
 - a. Population
 - b. Resort

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

C. Findings, Conclusions, and Recommendations

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

PART VI - RESERVES

A. General Overview:

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

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

- a. Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy.
 - b. Contingencies for unseen operating or capital needs.
 - c. Cash flow requirements.
2. The Council may designate specific fund balance levels for future development of capital projects that it has determined to be in the best long-term interests of the City.
3. In addition to the designations noted above, fund balance levels will be sufficient to meet the following:
 - a. Funding requirements for projects approved in prior years that are carried forward into the new year.
 - b. Debt service reserve requirements.
 - c. Reserves for encumbrances
 - d. Other reserves or designations required by contractual obligations or generally accepted accounting principles.

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

B. General Fund:

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

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

C. Capital Improvements Fund

1. The City may, in any budget year, appropriate from estimated revenues or fund balances to a reserve for capital improvements for the purpose of financing future specific capital improvements under a formal long-range capital plan adopted by the governing body. Thus the City will establish and maintain an Equipment Replacement Capital Improvement Fund to provide a means for timely replacement of vehicles and equipment. The amount added to this fund, by annual appropriation, will be the amount required to maintain the fund at the approved level after credit for the sale of surplus equipment and interest earned by the fund.
2. As allowed by Utah State Code (§ 9-4-914) the City will retain at least \$5 million in the Five-Year CIP, ensuring the ability to repay bond obligations as well as maintain a high bond rating. The importance of reserves from a credit standpoint is essential, especially during times of economic uncertainty. Reserves will provide a

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measure of financial flexibility to react to budget shortfalls in a timely manner as well as an increased ability to issue debt without insurance.

D. Enterprise Funds

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

CHAPTER 3 - CAPITAL IMPROVEMENTS

PART I - CAPITAL IMPROVEMENT MANAGEMENT

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

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

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

C. Development impact fees are collected and used to offset certain direct impacts of new construction in Park City. Park City has imposed impact fees since the early 1980s.

Following Governor Leavitt's veto of Senate Bill 95, the 1995 State Legislature approved revised legislation to define the use of fees imposed to mitigate the impact of new development. Park City's fees were adjusted to conform to restrictions on their use. The fees were revised again by the legislature in 1997. The City has conducted an impact fee study and CIP reflects the findings of the study. During the budget review process, adjustments to impact fee related projects may need to be made. Fees are collected to pay for capital facilities owned and operated by the City (including land and water rights) and to address impacts of new development on the following service areas: water, streets, public safety, recreation, and open space/parks. The fees are not used for general operation or maintenance. The fees are established following a systematic assessment of the capital facilities required to serve new development. The city will account for these fees to ensure that they are spent within six years, and only for eligible capital facilities. In general, the fees first collected will be the first spent.

PART II - CAPITAL FINANCING AND DEBT MANAGEMENT

Capital Financing

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

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- e. When the project is immediately required to meet or relieve capacity needs.
- f. When the life of the project or asset financed is 10 years or longer.

PART III - ASSET MANAGEMENT POLICY

A. Purpose

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

Goals of the Program:

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

B. Management

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

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

C. Accessing Funds

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

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

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

PART IV - NEIGHBOURHOOD CIP REQUESTS POLICY

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

A. Submission of petition to the Executive Office

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

B. Initial Internal Review

1. Identify staff project manager.
2. Present petition to Traffic Calming & Neighborhood Assessment Committee. Meeting called within one month of petition being submitted.
3. Define and verify appropriate, basic levels of service are being provided. If they are not, provide:
 - a. Health, safety, welfare
 - b. Staff's available resources and relative workload
 - c. Minimum budget thresholds not exceeded (below \$20k pre-budgeted – no council approval needed)
4. Define enhanced levels of service that are requested. Are these consistent with Council goals and priorities? If so, continue to step # 3.

C. Initial Communication to Council (Managers Report)

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

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D. Comprehensive Internal Review

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

E. Initiate Public Forum (Applicant & Staff partnership)

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

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

1. Receive authorization for technical review - using “outside” consultants if necessary
2. Identify prioritized project wish list (unfunded)
3. Identify funding source for each item; or move to CIP committee review as “yet to be funded project” for prioritization comparison
4. Council decision whether or not to include in budget
5. Spring of each year, consistent with budget policies of reviewing all new requests at once.

CHAPTER 4 - INTERNAL SERVICE POLICY

PART I - HUMAN RESOURCE MANAGEMENT

- A. The City will manage the growth of the regular employee work force without reducing levels of service or augmenting ongoing regular programs with Seasonal employees, except as provided in sections E and F below.

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- B.** The budget will fully appropriate the resources needed for authorized regular staffing and limit programs to the regular staffing authorized.
- C.** Staffing and contract service cost ceilings will limit total expenditures for regular employees, Part-time Non-Benefited employees, Seasonal employees, and independent contractors hired to provide operating and maintenance services.
- D.** Regular employees will be the core work force and the preferred means of staffing ongoing, year-round program activities that should be performed by City employees, rather than independent contractors. The City will strive to provide competitive compensation and benefit schedules for its authorized regular work force. Each regular employee will do the following:
 - 1.** Fill an authorized regular position.
 - 2.** Receive salary and benefits consistent with the compensation plan.
- E.** To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
 - 1.** The City Council will authorize all regular positions.
 - 2.** The Human Resources Department will coordinate and approve the hiring of all Full-time Regular, Part-time Non-Benefited, and Seasonal employees.
 - 3.** All requests for additional regular positions will include evaluations of the following:
 - a.** The necessity, term, and expected results of the proposed activity.
 - b.** Staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
 - c.** The ability of private industry to provide the proposed service.
 - d.** Additional revenues or cost savings that may be realized.
 - 4.** Periodically, and prior to any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees.
- F.** Part-time Non-Benefited and Seasonal employees will include all employees other than regular employees, elected officials, and volunteers. Part-time Non-Benefited and Seasonal employees will augment regular City staffing only as extra-help employees. The City will encourage the use of Part-time Non-Benefited and Seasonal employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.
- G.** Contract employees will be defined as temporary employees with written contracts and may receive approved benefits depending on hourly requirements and length of contract. Generally, contract employees will be used for medium-term projects (generally between six months and two years), programs, or activities requiring specialized or augmented levels of staffing for a specific period of time. Contract employees will occasionally be used to staff programs with unusual operational characteristics or certification requirements, such as the golf program. The services of contract employees will be discontinued upon completion of the assigned project, program, or activity. Accordingly, contract employees will not be used for services that are anticipated to be delivered on an ongoing basis except as described above.

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- H.** The hiring of Seasonal employees will not be used as an incremental method for expanding the City's regular work force.
- I.** Independent contractors will not be considered City employees. Independent contractors may be used in the following two situations:
 - 1.** Short-term, peak work load assignments to be accomplished through the use of personnel contracted through an outside temporary employment agency (OEA). In this situation, it is anticipated that the work of OEA employees will be closely monitored by City staff and minimal training will be required; however, they will always be considered the employees of the OEA, and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the Human Resources Manager.
 - 2.** Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.

PART II - PROGRAM AND RESOURCE ANALYSIS

(Note – The Program and Resource Analysis was completed in FY 2002. The following information constitutes the final report and includes all of the major recommendations. It is included in the Policies and Objectives as a guide for future decisions.)

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

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

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

CTAC consists of three representatives from the community to examine staff recommendations and to be a link between staff and the citizens of Park City. At the time of the original study this group worked with Program Service Level and Expenditure Committee (SLAC), the Recreation

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Report, and ESC.

They advised these groups by providing an outside professional perspective that enriched discussions and add private sector insight. Since that time Council has continued to use the expertise of CTAC. Staff recommends that when appropriate, Council should appoint technical committees such as CTAC to assist with projects and analysis.

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

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

Resort Economy and General Plan Element (A)

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

Program Service Levels and Expenditures (B)

This group assessed the services, programs, and departments to analyze citywide increases in costs as they relate to the growth in the economy. It identified the services provided by Park City. After the analysis, the group was able to provide City Council with information regarding the level and scope of services provided by the City in the past and present, so as to change future expenditure patterns to better meet the needs of the City. (This particular analysis was instrumental in the development of Park City's current Performance Measurement program.)

Revenues and Assets (C)

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

Capital Improvement Program (CIP) (D)

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

Intergovernmental Programs (E)

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

Non-Departmental/Inter-fund (F)

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

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

A. Resort Economy and General Plan Element

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

Tourist-related revenues already outpace tourist-related expenditures in Park City, even without increasing tourist revenue streams. Our analysis indicates that visitors generate roughly 71 percent of all general fund revenues (not including inter-fund transactions), while roughly 40 percent of general fund expenditures are attributable to tourists. Therefore, based on information provided by the Utah League of Cities and Towns, Park City currently expends roughly \$3,561 for each existing full-time resident for selected services. Seventy one percent of this revenue, or \$2,528 per capita, is attributable to tourists, while forty percent, or \$1,424 goes to tourist-related costs, leaving a net gain of \$1,104 per capita that pays for activities that are not tourist-related. This benefit is seen in such areas as road maintenance, snow removal, libraries, technology and telecommunications, community and economic development, police services and golf and recreation programs. With an estimated population of 8,500 persons, Park City receives a direct net benefit of nearly \$9 million from tourism.

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

B. Program Service Levels and Expenditures

- 1.** New/growth related service levels: Provision of new/growth related services should be offset with new or growth related revenues or a corresponding reduction in service costs in other areas.
- 2.** Fee Dependent Services: If fees do not cover the services provided, Council should consider which of the following actions to take: (1) reduce services; (2) increase fees; or (3) determine the appropriate subsidy level of the General Fund.
- 3.** Consider all requests at once: Council should consider requests for service level enhancements or increases together, rather than in isolation.
- 4.** Consider ongoing costs associated with one-time purchases/expenditures: Significant ongoing costs, such as insurance, taxes, utilities, and maintenance should be determined before an initial purchase is made or a capital project is constructed. Capital and program decisions should not be made until staff has provided a five-year analysis of ongoing maintenance and operational costs.
- 5.** Re-evaluate decisions: Political, economic, and legal changes necessitate

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reevaluation to ensure Council goals are being met. Staff and Council should use the first year of the two-year budget process to review programs.

6. Analyze the people served: With a changing population, staff should periodically reassess the number of people (permanent residents' verses visitor population) served with each program.
7. Evaluate the role of boards and commissions relating to service levels: The City Council should encourage boards and commissions to consider the economic impacts of recommendations and incorporate findings into policy direction.
8. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
9. Provide clear City Council direction: City Council should achieve a clear consensus and provide specific direction before enhancing or expanding service.
10. Benchmarking and performance measurement: The City should strive to measure its output and performance. Some departments have established performance measures.

C. Revenues and Assets

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

D. Capital Improvement Program

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

E. Intergovernmental Programs

1. Regional Transit: The City should participate in the development of a regional transit action plan.
2. Recreation MOU: The City should decide whether to renew the Memorandum of

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3. Understanding with Snyderville Basin Recreation District or to discontinue it.
Communications: Staff recommends the decision of whether to combine Park City's and Summit County's communications systems be postponed until a decision on the City's role in the Countywide Communications Study is made.
4. Grants Policy: Staff recommends Council adopts a budget policy, outlining a comprehensive grants process that insures continuity in grants administration and access to alternative sources of funding.

F. Non-Departmental/Inter-fund

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

G. Recreation Analysis

1. Fund Structure: The Wikstrom Report recommends continuing to use the enterprise fund if cost allocation procedures are established that clearly track the use of subsidy monies and individual program costs.
2. Indirect Costs: The Wikstrom Report recommends further evaluation of indirect costs, since present accounting methods do not clearly do so.
3. Adult Programs: The report identified adult programs as an area where policy direction should be received. Specifically, should all adult programs be required to cover their direct costs and indirect costs? Should all adult programs be held to the same standard of cost recovery, or should some programs be required to recover a higher level of costs than others? What level of subsidy is appropriate, on a per user basis, for adult programs? At what point should an existing adult program be eliminated? What criteria should be used in this decision?
4. CTAC Adult Programming: CTAC questioned the practice of subsidizing adult programs. A recommendation came forward from that group suggesting that all youth activities be moved into the General Fund with adult programs remaining in the enterprise fund without a subsidy.
5. Youth Programs: Should all youth programs be held to the same standard of cost recovery, or should some programs be required to recover a higher level of costs than others? What level of subsidy is appropriate, on a per user basis, for youth programs? Is the City willing to subsidize indirect costs of SBRD youth participants in order to increase the quality of life for Park City youth? At what point should an existing youth program be eliminated? What criteria should be used in this decision? Should all youth programs be held to the same standard or should there be a different standard for team sports as opposed to individual sports such as tennis or swimming?

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6. Potential Revenue and Capital Funding Alternatives: Currently capital replacement of the Recreation Facility is funded with an unidentified revenue source. Wikstrom posed several policy questions intended to more fully understand this issue, such as the following: Is the City willing to institute a municipal transient room tax with a portion of the revenues dedicated to funding recreation? Is the City willing to request an increase in the resort tax to the legal limit of 1.5 percent, which is a ballot issue and requires voter approval? Is the City willing to request voter approval for a general obligation bond in the amount of roughly \$2 million?

H. Miscellaneous Analysis

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

PART III - COST ALLOCATION PLAN

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

Anticipated future actions include the following:

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

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- c. Parking Management

CHAPTER 5 - CONTRACTS & PURCHASING POLICY

PART I - PUBLIC SERVICE CONTRACTS (AMENDED MAY 2020)

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

A. Public Service Fund Distribution Criteria

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

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

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B. Total Public Service Fund Appropriations

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

C. Fund Categories and Percentage Allocations

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

1. Special Service Contracts

a) Regular Services – To be determined by Council discretion

2. Rent Contribution

3. Historic Preservation

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

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

D. Special Service Contracts

A portion of the budget will be designated for service contracts relating to services that would otherwise be provided by the City. Special services that fall into this category would include, but not be limited to the following: community art & culture, childhood education, medical treatment, emergency assistance, food pantry, housing outreach & education, and safe haven. More categories will be added to social equity services based off of the Social Equity Strategic Plan. To the extent possible, individual special services will be delineated in the budget.

Service providers are eligible to apply for a special service contract every biennial budget process, with the exception of innovation grants which could run from one to three years. The City will award special service contracts through a competitive bid process administered by the Service Contract Subcommittee and City Staff. The City reserves the right to accept, reject, or rebid any service contracts that are not deemed to meet the needs of the community or the contractual goals of the service contract.

Each special service provider will have a special service contract with a term of four years. Half of the total contract amount will be available each year. Eighty percent of each annual appropriation will be available at the beginning of the fiscal year, with the remaining 20

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percent to be distributed upon demonstration through measures (quality and quantity) that the program has provided public services meeting its goals as delineated in the public service contract. The disbursement of all appropriations will be contingent upon council approval. Special service providers will be required to submit current budgets and evidence of contract compliance (as determined by the contract) by March 31 of the first contract year.

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

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

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

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

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

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

E. Rent Contribution

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

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

F. Historic Preservation

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

G. Exceptions

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

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

Nothing in this policy shall create a binding contract or obligation of the City. Individual Service Contracts may vary from contract to contract at the discretion of the City Council. Any award of a service contract is valid only for the term specified therein and shall not constitute a promise of future award. The City Council reserves the right to reject any and all proposals, and to waive any technical deficiency at its sole discretion. Members of the City Council, the Service Contract Sub-Committee, and any Advisory Board, Commission or special committee with the power to make recommendations regarding Public Service Contracts are ineligible to apply for such Public Service Contracts, including historic preservation funds. City Departments are also ineligible to apply for Public Service Contracts. The ineligibility of Advisory Board, Commission and special committee members shall only apply to the category of Public Service Contracts that such advisory Board, Commission and special committee provides recommendations to the City Council. All submittals shall be public records in accordance with government records regulations ("GRAMA") unless otherwise designated by the applicant pursuant to UCA Section 63-2-308, as amended.

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PART II - CONTRACTING AND PURCHASING POLICY

A. Purpose

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

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

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

B. Definitions

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

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

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

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

Local Business: a business having:

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

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

Manager: City Manager or designee.

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

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

C. General Policy

1. All City purchases for goods and services and contracts for goods and services shall be subject to these rules.
2. No contract or purchase shall be so arranged, fragmented, or divided with the purpose or intent to circumvent these rules. All thresholds specified in this policy are to be applied to the total cost of a contract over the entire term of the contract, as opposed to annualized amounts.
3. City departments shall not engage in any manner of barter or trade when procuring goods and services from entities both public and private.
4. No purchase shall be contracted for, or made, unless sufficient funds have been budgeted in the year in which funds have been appropriated.
5. Subject to federal, state, and local procurement laws when applicable, reasonable attempts should be made to support Park City businesses by purchasing goods and services through local vendors and service providers.
6. All reasonable attempts shall be made to publicize anticipated purchases or contracts in excess of \$15,000 to known vendors, contractors, and suppliers.
7. All reasonable attempts shall be made to obtain at least three written quotations on all purchases of capital assets and services in excess of \$15,000.
8. When it is advantageous to the City, annual contracts for services and supplies regularly purchased should be initiated.
9. All purchases and contracts must be approved by the manager or their designee unless otherwise specified in these rules.
10. All contracts for services shall be approved as to form by the city attorney.
11. The following items require City Council approval unless otherwise exempted in these following rules:
 - a. All contracts (as defined) with cumulative total over \$25,000
 - b. All contracts and purchases awarded through the formal bidding process.
 - c. Any item over \$15,000 that is not anticipated in the current budget.
 - d. Accumulated "Change Orders" which would overall increase a previously council approved contract by:
 - i. the lesser of 20% or \$25,000 for contracts of \$250,000 or less
 - ii. more than 10% for contracts over \$250,000.
 - iii. any change order that causes the contract to exceed the above amounts, must go to council for approval.

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- 12.** Acquisition of the following Items must be awarded through the formal bidding process:
 - a.** All contracts for building improvements over the amount specified by state code, specifically:
 - i.** for the year 2003, \$40,000
 - ii.** for each year after 2003, the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3% or the actual percent change in the CPI during the previous calendar year.
 - b.** All contracts for public works projects over the amount specified by state code, specifically:
 - i.** for the year 2003, \$125,000 (\$176,559 for FY15)
 - ii.** for each year after 2003, the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3% or the actual percent change in the CPI during the previous calendar year.
 - c.** Contracts for grading, clearing, demolition or construction in excess of \$2,500 undertaken by the Community Redevelopment Agency.
- 13.** The following items require a cost benefit analysis where there is a quantifiable return on investment as defined by the Budget, Debt, and Grants Department before approved:
 - a.** All contracts, projects and purchases over \$25,000
 - b.** All contracts and purchases awarded through the formal bidding process.
 - c.** Any item over \$15,000 that is not anticipated in the current budget process.
- 14.** City Employees or anyone acting on behalf of the City may not receive or accept any gift or loan if the gift or loan could influence a reasonable person in the discharge of the person's official duties including but not limited to the granting of City contracts. This prohibition does not apply to any occasional non-pecuniary (non-cash equivalent) gifts with a value less than \$50. Employees must abide by PCMC 3-1-4.
- 15.** All RFPs must be advertised on the Park City website.

D. Exceptions

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

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

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4. Purchases from companies approved to participate in Utah State Division of Purchasing and General Services agreements and contracts are not subject to competitive bidding requirements.
5. Purchases made via public auction.
6. Purchases from local government purchasing pools in which the City is a participant as approved by a resolution of the City Council.

E. General Rules

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

The selection of professional service contracts in an amount exceeding \$25,000 shall be based on a formal documented evaluation process such as Request for Proposals (RFP), Statement of Qualifications (SOQ), Qualification Based Selection (QBS), etc. The evaluation process should include an objective assessment, preferably by multiple reviewers, of the services needed, the abilities of the contractors, the uniqueness of the service, the cost of the service, and the general performance of the contractor. Special consideration may also be given to local businesses during the evaluation in instances where knowledge of local issues,

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geography, statutes, etc., may enhance the quality of service rendered.

The lowest quote need not necessarily be the successful contractor. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are professional service contracts. Major professional service contracts (\$25,000 and over) must be approved by the City Council.

4. **Contracts for Public Improvements** are usually those contracts for the construction or major repair of roads, highways, parks, water lines and systems (i.e., Public Works Projects); and buildings and building additions (i.e. Building Improvements). Where a question arises as to whether or not a contract is for public improvement, the manager shall make the determination.

Minor public improvements (less than the amount specified by state code):

The department shall make a reasonable attempt to obtain at least three written competitive quotations for contracts in excess of \$15,000. A written record of the source and the amount of the quotations must be kept. Procurement for all minor public improvements in excess \$25,000 shall be based on a formal documented evaluation process. The evaluation process should include, at minimum, an objective assessment of the services needed, the abilities of the contractors to perform the service and the cost of the service. A reasonable attempt will be made to notify via the City website any local businesses that, in the normal course of business, provide the public improvements required by the City. The manager may require formal bidding if it is deemed to be in the best interest of the City. Local bidder preference applies.

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

5. **Contracts for Professional Services, where the Service Provider is responsible for Building Improvements/Public Works Project (Construction Manager / General Contractor "CMGC" Method)** are contracts where the City contracts with a "Construction Manager/General Contractor" which is a contractor who enters into a contract for the management of a construction project when that contract allows the contractor to subcontract for additional labor and materials that were not included in the contractor's cost proposal submitted at the time of the procurement of the Construction Manager/General Contractor's services. It excludes a contractor whose only subcontract work not included in the contractor's cost proposal submitted as part of the procurement of construction is to meet subcontracted portions of change orders approved within the scope of the project. The CMGC contract is exempt from competitive bidding. The selection of CMGC contracts shall be based on a documented evaluation process such as a Request for Proposals (RFP), Statement of Qualifications (SOQ), Qualification Based Selection (QBS), etc. The evaluation process should include an objective assessment, preferably by multiple reviewers, of the services needed, the abilities of the contractors, the uniqueness of the service, the cost of the service, and the general performance of the contractor. Special consideration may also be given to local businesses during the evaluation in instances where knowledge of local issues, geography, statutes, etc., may enhance the quality of service rendered. The lowest quote need not necessarily be the

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successful contractor. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are CMGC contracts. Major CMGC contracts (over \$25,000) must be approved by the City Council. The selected CMGC will then implement all bid packages and subcontractors under a competitive bid requirement as required herein. The Project Manager will attend the award of all subcontracts which meet the threshold requirements of General Policy 12 (a) or (b) above.

6. **Ongoing Service Contracts are contracts that renew annually for services such as: cleaning services, alarm systems, and elevator maintenance etc.** Ongoing service contract renewals will not last more than a five-year span. Following the conclusion of a five-year term, contracts exceeding a total of \$25,000 will again undergo the process described in the section: E. General Rules, Subsection: 3. Contracts for Professional Services.

F. Formal or Competitive Bidding Provisions

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

All advertisements for bids shall state the following:

- a. The date and time after which bids will not be accepted;
 - b. The date that pre-qualification applications must be filed, and the class or classes of work for which bidders must be pre-qualified if pre-qualification is a requirement;
 - c. The character of the work to be done or the materials or things to be purchased;
 - d. The office where the specifications for the work, material or things may be seen;
 - e. The name and title of the person designated for receipt of bids;
 - f. The type and amount of bid security if required;
 - g. The date, time, and place that the bids will be publicly opened.
3. **Requirements for Bids:** All bids made to the city shall comply with the following requirements:
 - a. In writing or electronically sealed;
 - b. Filed with the manager;
 - c. Opened publicly by the manager at the time designated in the advertisement and filed for public inspection;
 - d. Have the appropriate bid security attached, if required.

- 4. Award of Contract:** After bids are opened, and a determination made that a contract be awarded, the award shall be made to the lowest responsible bidder. "Lowest responsible bidder" shall mean the lowest bidder who has substantially complied with all prescribed requirements and who has not been disqualified as set forth herein. The successful bidder shall promptly execute a formal contract and, if required, deliver a bond, cashier's check, or certified check to the manager in a sum equal to the contract price, together with proof of appropriate insurance. Upon execution of the contract, bond, and insurance, the bid security shall be returned. Failure to execute the contract, bond, or insurance shall result in forfeit of the bid security.

 - a. Local Bidder Preference:** If the bid of a nonlocal bidder is lowest and there was a local bidder who also submitted a bid which was within five percent (5%) of the low bid, then the contract shall be awarded to the local bidder if the bidder agrees in writing within forty-eight (48) hours after being notified of the low bid, that the bidder will meet the bid price while the bidder meets all the prescribed requirements set forth in the bid documents. If there are more than two local bidders who are within 5% then the contract shall be awarded to the local bidder which had the lowest original bid according to the procedure above.
- 5. Rejection of Bids:** The manager or the City Council may reject any bid not in compliance with all prescribed requirements and reject all bids if it is determined to be in the best interest of the City.
- 6. Disqualification of Bidders:** The manager, upon investigation, may disqualify a bidder if he or she does not comply with any of the following:

 - a.** The bidder does not have sufficient financial ability to perform the contract;
 - b.** The bidder does not have equipment available to perform the contract;
 - c.** The bidder does not have key personnel available, of sufficient experience, to perform the contract;
 - d.** The person has repeatedly breached contractual obligations with public and private agencies;
 - e.** The bidder fails to comply with the requests of an investigation by the manager.
- 7. Pre-qualification of Bidders:** The City may require pre-qualification of bidders. Upon establishment of the applicant's qualifications, the manager shall issue a qualification statement. The statement shall inform the applicant of the project for which the qualification is valid, as well as any other conditions that may be imposed on the qualification. It shall advise the applicant to notify the manager promptly if there has been any substantial change of conditions or circumstances which would make any statement contained in the pre-qualification application no longer applicable or untrue. If the manager does not qualify an applicant, written notice to the applicant is required, stating the reasons the pre-qualification was denied, and informing the applicant of his right to appeal the decision within five business days after receipt of the notice. Appeals shall be made to the City Council. The manager may, upon discovering that a pre-qualified person is no longer

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qualified, revoke pre-qualification by sending notification to the person. The notice shall state the reason for revocation and inform the person that revocation will be effective immediately.

- 8. Appeals Procedure:** Any supplier, vendor, or contractor who determines that a decision has been made adversely to him, by the City, in violation of these regulations, may appeal that decision to the City Council. The complainant contractor shall promptly file a written appeal letter with the manager, within five working days from the time the alleged incident occurred. The letter of appeal shall state all relevant facts of the matter and the remedy sought. Upon receipt of the notice of appeal, the manager shall forward the appeal notice, his investigation of the matter, and any other relevant information to the City Council. The City Council shall conduct a hearing on the matter and provide the complainant an opportunity to be heard. A written decision shall be sent to the complainant.

CHAPTER 6 - OTHER POLICIES

PART I - DEBT MANAGEMENT

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

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

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

- A.** Effective Date and Term. The effective date of this Policy is the date of approval by the City Council of the City (June 16, 2011) and shall remain in effect until superseded or terminated by action of the City Council.

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

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

C. Post-Issuance Compliance Actions. The Finance Manager shall take the following post-issuance compliance actions or shall verify that the following post-issuance compliance actions have been taken on behalf of the City with respect to each issue of tax-exempt governmental bonds issued by the City:

- (1) The Finance Manager shall prepare a transcript of principal documents (this action will be the primary responsibility of Bond Counsel).
- (2) The Finance Manager shall file with the Internal Revenue Service (the “IRS”), within the time limit imposed by Section 149(e) of the Code and applicable Treasury Regulations, an Information Return for Tax-Exempt Governmental Obligations, Form 8038-G (this action will be the primary responsibility of Bond Counsel).
- (3) The Finance Manager, in consultation with Bond Counsel, shall identify proceeds of tax-exempt governmental bonds that must be yield-restricted and shall monitor the investments of any yield-restricted funds to ensure that the yield on such investments does not exceed the yield to which such investments are restricted.
- (4) In consultation with Bond Counsel, the Finance Manager shall determine whether the City is subject to the rebate requirements of Section 148(f) of the Code with respect to each issue of tax-exempt governmental bonds. In consultation with Bond Counsel, the Finance Manager shall determine, with respect to each issue of tax-exempt governmental bonds of the City, whether the City is eligible for any of the temporary periods for unrestricted investments and is eligible for any of the spending exceptions to the rebate requirements. The Finance Manager shall contact the Rebate Analyst (and, if appropriate, Bond Counsel) prior to the fifth anniversary of the date of issuance of each issue of tax-exempt governmental bonds of the City and each fifth anniversary thereafter to arrange for calculations of the rebate requirements with respect to such tax-exempt governmental bonds. If a rebate payment is required to be paid by the City, the Finance Manager shall prepare or cause to be prepared the Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate, Form 8038-T, and submit such Form 8038-T to the IRS with the required rebate payment. If the City is authorized to recover a rebate payment previously paid, the Finance Manager shall prepare or cause to be prepared the Request for Recovery of Overpayments Under Arbitrage Rebate Provisions, Form 8038-R, with respect to such rebate recovery, and submit such Form 8038-R to the IRS.
- (5) The City has issued direct pay Build America Bonds. In consultation with the Paying Agent, the Finance Manager shall prepare or cause to be prepared the Return for Credit

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Payments to Issuers of Qualified Bonds, Form 8038-CP, to request subsidy payments with respect to interest payable on the bonds and submit such Form 8038-CP to the IRS.

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

- (1) The Finance Manager shall monitor the use of the proceeds of tax-exempt governmental bonds to: (i) ensure compliance with the expenditure and investment requirements under the temporary period provisions set forth in Treasury Regulations, Section 1.148-2(e); (ii) ensure compliance with the safe harbor restrictions on the acquisition of investments set forth in Treasury Regulations, Section 1.148-5(d); (iii) ensure that the investments of any yield-restricted funds do not exceed the yield to which such investments are restricted; and (iv) determine whether there has been compliance with the spend-down requirements under the spending exceptions to the rebate requirements set forth in Treasury Regulations, Section 1.148-7.
- (2) The Finance Manager shall monitor the use of all bond financed facilities in order to: (i) determine whether private business uses of bond-financed facilities have exceeded the *de minimus* limits set forth in Section 141(b) of the Code as a result of leases and subleases, licenses, management contracts, research contracts, naming rights agreements, or other arrangements that provide special legal entitlements to nongovernmental persons; and (ii) determine whether private security or payments that exceed the *de minimus* limits set forth in Section 141(b) of the Code have been provided by nongovernmental persons with respect to such bond-financed facilities.
- (3) The Finance Manager shall undertake with respect to each outstanding issue of tax-exempt governmental bonds of the City an annual review of the books and records maintained by the City with respect to such bonds.

- E.** Record Retention Requirements. The Finance Manager shall collect and retain the following records with respect to each issue of tax-exempt governmental bonds of the City and with respect to the facilities financed with the proceeds of such bonds: (i) audited financial statements of the City; (ii) appraisals, demand surveys, or feasibility studies with respect to the facilities to be financed with the proceeds of such bonds; (iii) publications, brochures, and newspaper articles related to the bond financing; (iv) trustee or paying agent statements; (v) records of all investments and the gains (or losses) from such investments; (vi) paying agent or trustee statements regarding investments and investment earnings; (vii) reimbursement resolutions and expenditures reimbursed with the proceeds of such bonds; (viii) allocations of proceeds to expenditures (including costs of issuance) and the dates and amounts of such expenditures (including requisitions, draw schedules, draw requests, invoices, bills, and cancelled checks with respect to such expenditures); (ix) contracts entered into for the construction, renovation, or purchase of bond-financed facilities; (x) an asset list or schedule of all bond-financed depreciable property and any depreciation

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schedules with respect to such assets or property; (xi) records of the purchases and sales of bond-financed assets; (xii) private business uses of bond-financed facilities that arise subsequent to the date of issue through leases and subleases, licenses, management contracts, research contracts, naming rights agreements, or other arrangements that provide special legal entitlements to nongovernmental persons and copies of any such agreements or instruments; (xiii) arbitrage rebate reports and records of rebate and yield reduction payments; (xiv) resolutions or other actions taken by the governing body subsequent to the date of issue with respect to such bonds; (xv) formal elections authorized by the Code or Treasury Regulations that are taken with respect to such bonds; (xvi) relevant correspondence relating to such bonds; (xvii) documents related to guaranteed investment contracts or certificates of deposit entered into subsequent to the date of issue; (xviii) copies of all Form 8038-Ts, 8038-CPs and Form 8038-Rs filed with the IRS; and (xix) the transcript prepared with respect to such tax-exempt governmental bonds.

The records collected by the Finance Manager shall be stored in any format deemed appropriate by the Finance Manager and shall be retained for a period equal to the life of the tax-exempt governmental bonds with respect to which the records are collected (which shall include the life of any bonds issued to refund any portion of such tax-exempt governmental bonds or to refund any refunding bonds) plus three (3) years.

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

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the City Council, the Finance Manager and the City Manager determine that this Policy must be amended or supplemented to ensure the continuing tax-exempt status of any issue of governmental bonds of the City, the City Manager shall recommend to the City Council that this Policy be so amended or supplemented.

- I. Taxable Governmental Bonds. Most of the provisions of this Policy, other than the provisions of Section 7 and Section 3(e), are not applicable to governmental bonds the interest on which is includable in gross income for federal income tax purposes. On the other hand, if an issue of taxable governmental bonds is later refunded with the proceeds of an issue of tax-exempt governmental refunding bonds, then the uses of the proceeds of the taxable governmental bonds and the uses of the facilities financed with the proceeds of the taxable governmental bonds will be relevant to the tax-exempt status of the

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

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

The City issues tax-exempt bonds and loans or otherwise makes the proceeds available to conduit users to fund costs of capital improvements. The City understands that in exchange for the right to issue tax-exempt Bonds at favorable interest rates and terms, the Code and Regulations impose ongoing requirements related to the proceeds of the tax-exempt Bonds and the capital improvement financed by the tax-exempt bonds. The City is committed to full compliance with the federal tax law requirements for all of its outstanding and future tax-exempt financings. This Tax-Exempt Financing Compliance Procedure for Conduit Financings has been approved and adopted by the City to ensure compliance with IRS directives and to improve tax law compliance and documentation. The Policy is effective as of the date of approval by the Finance Manager of the City (June 8, 2021) and shall remain in effect until superseded or terminated by action of the City Council. The Finance Manager of the City shall be the party primarily responsible for ensuring that the City successfully carries out its conduit financing compliance requirements under applicable provisions of the Code and Treasury Regulations.

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

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

A. Goals

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

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B. Objectives

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

C. Fundamental Principals

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

D. Communication Protocols

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

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

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

E. Eligibility

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

F. Funding Alternatives

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

G. Procedures

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

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

Phase II:

- 1 Phase II Initiation:** Twenty-five percent (25%) of the residents within the

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proposed neighborhood area can request the initiation of Phase II.

2. **Define Neighborhood Boundary:** A neighborhood will include all residents or businesses with direct access on streets to be evaluated by Phase II implementation. Residents or businesses with indirect access on streets affected by Phase II implementation will be included in neighborhood boundary only at the discretion of staff.

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

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

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4. **Phase II Implementation Recommendation:** The Traffic Calming Project Review Committee proposes Phase II traffic calming implementation actions and defines a project budget.
5. **Phase II Consensus Meeting:** A neighborhood meeting is held to present a Phase II implementation proposal including project budget, possible time frame, discuss temporary installation, etc. The estimated time frame is one to three years depending on funding availability.
6. **Phase II Petition:** Residents and businesses in neighborhood boundary are mailed/or hand delivered a petition by the City identifying Phase II actions, cost, and explanation of implications of vote. Petition provides ability to vote yes, no, or not return petition. Unreturned petitions count as no votes. Resident support for traffic calming is defined as 67 percent positive response. No more than four weeks is allowed for the return of a petition.
7. **Phase II Implementation:** Permanent installation will be implemented after the approval of funding by the City Council. Implemented actions will be continually monitored based on visual observation and accident data.
8. **Post Project Evaluation:** City staff will review impacts on traffic to determine if goals were met. Neighborhoods will have an opportunity to review data and provide comment.
9. **Removal (if required):** The Traffic Calming Program Review Committee will authorize removal of improvements upon receiving a petition showing 75 percent support by the neighborhood. Removal costs in all or part may be assessed to the defined neighborhood boundaries.

H. Traffic Management Devices (Definitions)

1. **Passive Controls** consist of traffic control mechanisms that are not self-regulating. To be effective it is necessary for drivers to abide by traffic control devices.
 - a. Stop Signs - used to assign right-of-ways at intersections and where irremovable visibility restrictions exist.
 - b. Speed Limit Signs - sometimes installed as traffic calming mechanism. Numerous speed limit signs reinforce the posted speed.
 - c. Turn Prohibition Signs - used to prevent traffic from entering a street, thereby reducing traffic volumes.
 - d. Neighborhood Announcement Signs - used to advise the entering vehicles that they are moving through a particular type of neighborhood. Specific supplementary messages can also be placed here.
2. **Positive Physical Controls:**
 - a. Medians Islands - used to constrict travel lane width and provide an area for additional landscaping and signage.
 - b. Bulb-Outs (Chokers/Curb Extensions) - physical constrictions constructed adjacent to the curb at both intersections and mid-block locations making pedestrian crossings easier and space for additional landscaping and signage.
 - c. Speed Humps - are vertical changes in the pavement surface that force traffic to slow down in order to comfortably negotiate that portion of the street.

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- d. Chicanes - are a set of two or three landscaped curb undulations that extend out into the street. Chicanes narrow the street encouraging drivers to drive more slowly.
 - e. Traffic Circles and Roundabouts - circular islands located in the middle of street intersections that force traffic to deflect to the right, around a traffic island, in order to perform any movement through the intersection tending to slow the traffic speeds.
 - f. Rumble Strips - changes in the elevation of the pavement surface and/or changes in pavement texturing which are much less pronounced than speed humps.
 - g. Diverters - physical obstructions in intersections which force motorists to turn from the traveled way onto an adjacent intersecting street thereby reducing volume.
- 3. Driver Perception/Psychology:**
- a. Landscaping - the most effective way to change the perception of a given street environment.
 - b. Crosswalks - can be used to alter the perception of a street corridor and at the same time enhance the pedestrian environment.
Flashing Warning Beacons - can be used to alter driver psychology.
Real-time Speed Display - used to inform drivers of actual speed they are traveling.
 - c. Increased Enforcement - additional enforcement of regulations either by law enforcement personnel or citizen volunteer groups.
 - d. Pavement Markings - used to guide motorists, delineate on-street parking areas or create the impression of a narrowed roadway, all in an effort to slow traffic speeds.

PART IV - SPECIAL EVENTS SERVICES

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

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

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

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A. Procedures for Amending Departmental Budgets

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

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

B. Events Managed Under Multi-Year Contracts

For these events, Departments shall request budget adjustments during the first budget process after these agreements are signed. These budget adjustments will be based upon the level of services outlined in the special event contract and will remain in the budget only for the term of the contract.

C. Year to Year or One Time Events

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

D. Funding Mechanisms for Special Event Budget Increases

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

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

E. Special Event Fees

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

F. Economic Benefit Offset (EBO):

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

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G. Other General Fund Resources

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

PART V – GASB 54 FUND BALANCE

PURPOSE

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

I. FUND BALANCE COMPONENTS

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

A. Non-spendable Fund Balance

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

B. Restricted Fund Balance

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

C. Committed Fund Balance

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The committed fund balance classification includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision making authority. Those committed amounts cannot be used for any other purpose unless the government removes or changes the specific use by taking the same type of action (for example ordinance)

it employed to previously commit those amounts. Committed fund balance also should incorporate contractual obligations to the extent that existing resources in the fund have been specifically committed for use in satisfying those contractual requirements. City Council action of passing an ordinance to commit fund balance needs to occur within the fiscal reporting period; however, the amount can be determined subsequently.

D. Assigned Fund Balance

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

E. Unassigned Fund Balance

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

II. HEIRARCHY OF SPENDING FUND BALANCE

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

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

A. General Fund

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

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

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B. Special Revenue Funds

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

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

C. Capital Projects

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

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

D. Debt Service

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

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

FUND STRUCTURE

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

General Fund

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

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Enterprise Funds

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

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

Debt Service Funds

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

Park City General Long-Term Debt Service Fund

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

Sales Tax Revenue Debt Service Fund

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

Redevelopment Agency Debt Service Fund

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

Municipal Building Authority Debt Service Fund

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

Internal Service Funds

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

- Fleet Fund - Accounts for the cost of storage, repair, and maintenance of City-owned vehicles.
- Equipment Replacement Fund - Accounts for the accumulation of resources for the future replacement of fixed assets through a rental charge-back

POLICIES & OBJECTIVES

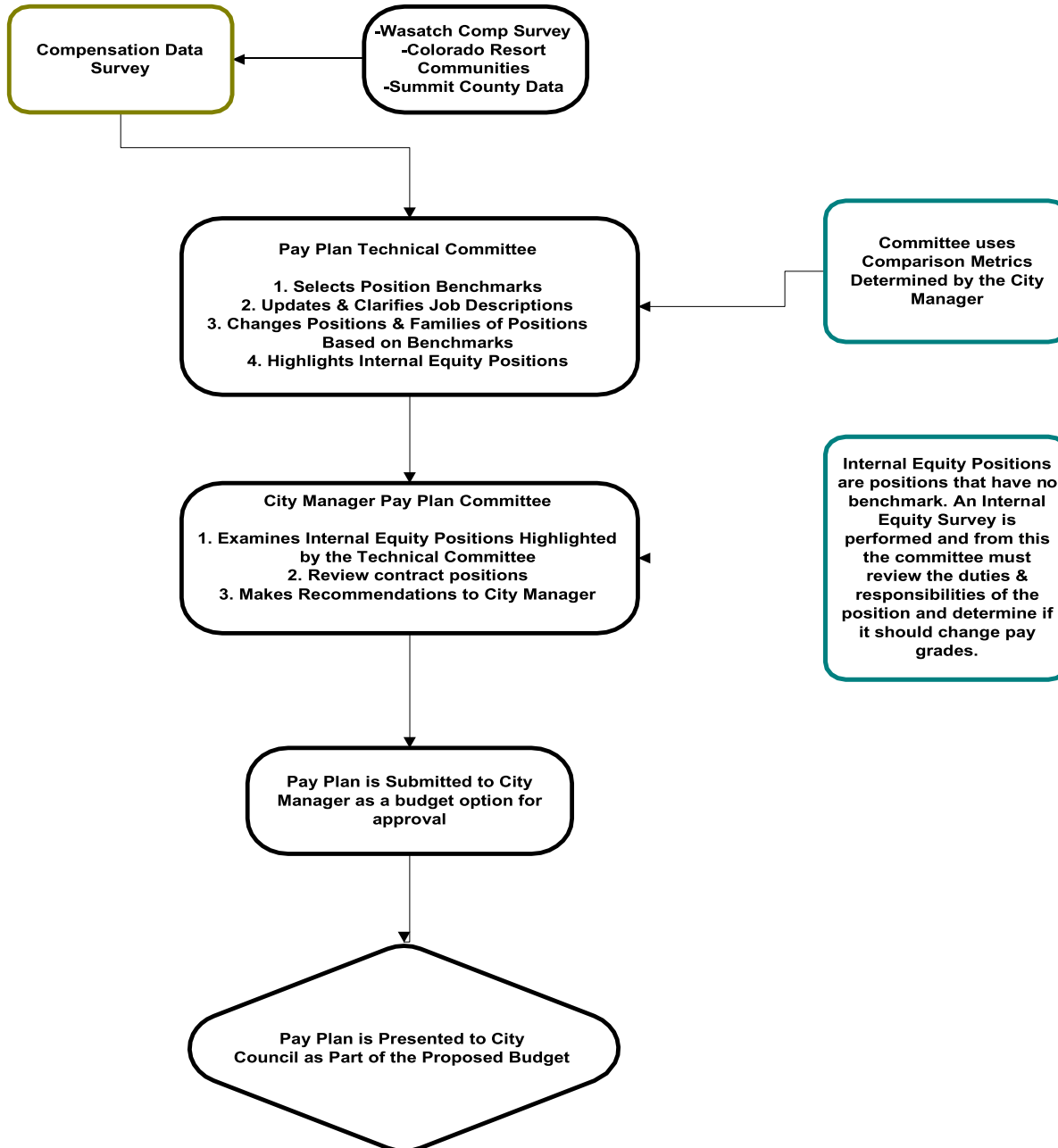
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- Self-Insurance Fund - Accounts for the establishment of self-insured programs including Workers' Compensation, Unemployment Compensation, and liability insurance.

Capital Project Funds

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

Pay Plan Process



SUPPLEMENTAL

Staffing Summary by Fund

GENERAL FUND

Class Code - Department	Grade FY 2022	Minimum	Maximum	FTEs FY 2021	FTEs FY 2022
Full Time					
CITY MANAGER	A02	\$137,000	\$174,991	1.00	1.00
CITY ATTORNEY	EPP 47	\$164,097	\$205,121	1.00	1.00
DEPUTY CITY ATTORNEY	EPP 46	\$139,440	\$174,300	1.00	1.00
ASSISTANT CITY MANAGER	EPP 44	\$123,071	\$153,839	2.20	2.00
CHIEF OF POLICE	E26	\$123,000	\$147,900	1.00	1.00
CITY ENGINEER	EPP 43	\$115,827	\$144,784	1.00	1.00
PUBLIC WORKS DIRECTOR	EPP 48	\$114,856	\$143,750	1.00	1.00
IT & CUSTOMER SERVICE DIRECTOR	EPP 42	\$113,830	\$142,288	1.00	1.00
ENVIRONMENTAL SUSTAINABILITY MANAGER	EPP 41	\$110,227	\$137,784	1.00	1.00
RECREATION MANAGER	EPP 40	\$105,868	\$132,335	1.00	1.00
FINANCE MANAGER	EPP 38	\$103,542	\$129,428	1.00	1.00
HUMAN RESOURCES DIRECTOR	EPP 37	\$102,488	\$128,110	1.00	1.00
NETWORK ENGINEER	EPP 36	\$101,580	\$126,975	1.00	1.00
BUDGET OPERATIONS & STRATEGIC PLANNING DIR.	EPP 35	\$100,953	\$126,191	2.00	1.00
COMMUNITY ENGAGEMENT MANAGER	EPP 34	\$99,043	\$123,804	1.00	2.00
PLANNING DIRECTOR	EPP 32	\$97,324	\$121,655	1.00	1.00
SENIOR PROJECT MANAGER	EPP 31	\$95,574	\$119,468	1.00	1.00
ECONOMIC DEVELOPMENT MANAGER	EPP 30	\$94,556	\$118,195	1.00	1.00
ATTORNEY IV	EPP 28	\$92,000	\$115,000	1.00	1.00
PUBLIC IMPROVEMENTS ENGINEER	EPP 27	\$91,559	\$114,449	1.00	2.00
TRANSPORTATION ENGINEER	EPP 27	\$91,559	\$114,449		1.00
AFFORDABLE HOUSING MANAGER	EPP 24	\$90,014	\$112,517	1.00	1.00
LIBRARY DIRECTOR	E18	\$89,000	\$115,077	1.00	1.00
ATTORNEY V	E17	\$82,000	\$110,848		1.00
CAPTAIN	E17	\$82,000	\$110,848	2.00	2.00
LIEUTENANT	E16	\$79,000	\$107,035	2.00	2.00
PRINCIPAL PLANNER	E15	\$82,128	\$102,653	1.00	1.00
PRPTY-REAL ESTATE-TRAILS & OPEN SPACE PRG MGR	EPP 21	\$79,670	\$99,587	1.00	1.00
ASSISTANT BUDGET DIRECTOR	EPP 21	\$79,670	\$99,587	1.00	1.00
ECONOMIC DEVELOPMENT PROGRAM MANAGER	EPP 20	\$78,025	\$97,531	1.00	1.00
CITY RECORDER	EPP 19	\$76,854	\$96,067	1.00	1.00
ASSISTANT RECREATION MANAGER	EPP 16	\$75,302	\$94,128	1.00	1.00
BUILDING MAINTENANCE SUPERVISOR	EPP 15	\$73,554	\$91,943	1.00	1.00
SENIOR BUDGET/FINANCE ANALYST	EPP 14	\$72,955	\$91,194	1.00	1.00

SUPPLEMENTAL

Class Code - Department	Grade FY 2022	Minimum	Maximum	FTEs FY 2021	FTEs FY 2022
GIS ADMINISTRATOR	EPP 13	\$71,480	\$89,350	0.50	0.50
CHIEF BUILDING OFFICIAL	E14	\$71,000	\$98,628	1.00	1.00
SYSTEMS ADMINISTRATOR	E14	\$71,000	\$98,628	1.00	1.00
TENNIS DIRECTOR	E13	\$70,800	\$93,979		1.00
BUILDING INSPECTOR SUPERVISOR	EPP 12	\$70,492	\$88,115	2.00	2.00
PROCUREMENT AND CONTRACTS COORD	EPP 12	\$70,492	\$88,115		1.00
RECREATION DIVISION MGR - HEALTH & FITNESS	EPP 11	\$68,147	\$85,184	1.00	1.00
ENVIRONMENTAL PROJECT MANAGER	EPP 10	\$66,416	\$83,020	1.00	1.00
CITY TREASURER/ACCOUNTING MANAGER	E12	\$64,000	\$89,747	1.00	1.00
RESIDENT ADVOCATE	E12	\$64,000	\$89,747	1.00	1.00
SENIOR LIBRARIAN	EPP 09	\$63,873	\$79,841	4.00	5.00
EMERGENCY MANAGER	E11	\$62,000	\$85,898	1.00	1.00
DEPUTY CHIEF BUILDING OFFICIAL	E11	\$62,000	\$85,898	1.00	1.00
AFFORDABLE HOUSING PROGRAM MANAGER	EPP 07	\$61,257	\$76,571	1.00	1.00
AFFORDABLE HOUSING SPECIALIST	EPP 07	\$61,257	\$76,571	1.00	1.00
PLAN CHECK COORDINATOR	E10	\$60,000	\$82,573	2.00	2.00
3224 - SENIOR PLANNER	E10	\$60,000	\$82,573	3.00	2.00
FIRE MARSHALL	E10	\$60,000	\$82,573	1.00	1.00
TRAILS & OPEN SPACE COORDINATOR	EPP 06	\$57,919	\$72,399	1.00	1.00
PUBLIC UTILITIES PROGRAMMER ANALYST	EPP 05	\$56,543	\$70,679	0.25	0.25
IT COORDINATOR III	E08	\$60,651	\$75,813		1.00
IT COORDINATOR II	E07	\$54,000	\$69,430	2.00	2.00
3222 - PLANNER II	E07	\$54,000	\$69,430	1.00	1.00
IT COORDINATOR II UNDRFLD III	E07	\$54,000	\$69,430	2.00	3.00
PLANNER I	E05	\$52,000	\$61,146	2.00	2.00
SERGEANT	N22	\$32	\$43	6.00	6.00
FIRE INSPECTOR / PLANS EXAMINER	NEPP 41	\$30	\$37	1.00	1.00
BUILDING MAINTENANCE IV	NEPP 39	\$29	\$37	1.00	1.00
EXECUTIVE ASSISTANT	NEPP 31	\$28	\$35	1.00	1.00
EXECUTIVE ASSISTANT	NEPP 31	\$28	\$35	1.00	1.00
PARALEGAL	NEPP 30	\$28	\$35	1.00	1.00
HR GENERALIST	NEPP 28	\$28	\$35	2.00	2.00
DIGITAL COMMUNICATIONS COORDINATOR	NEPP 27	\$28	\$35	1.00	1.00
SENIOR POLICE OFFICER	N19	\$27	\$39	21.00	21.00
ACCOUNTANT	NEPP 21	\$26	\$33	1.00	1.00
SENIOR BUILDING INSPECTOR	N18	\$25	\$37	4.00	4.00
PARKS IV	NEPP 19	\$25	\$31	5.50	4.50
ANALYST II - EXECUTIVE	NEPP 18	\$25	\$31	0.50	0.50
RECREATION INSTRUCTOR VII	SP18	\$24	\$37	0.43	0.43
TENNIS COORDINATOR	NEPP 15	\$24	\$30	1.00	1.00
RECREATION COORDINATOR	NEPP 15	\$24	\$30	3.00	4.00
BUILDING MAINTENANCE III	NEPP 14	\$24	\$30	5.00	5.00
CIRCULATION TEAM LEADER	NEPP 10	\$22	\$27	1.00	1.00

SUPPLEMENTAL

Class Code - Department	Grade FY 2022	Minimum	Maximum	FTEs FY 2021	FTEs FY 2022
COMMUNITY TECHNICAL SPECIALIST	NEPP 09	\$21	\$27	1.00	1.00
POLICE OFFICER	N14	\$21	\$30	1.00	1.00
PUBLIC IMPROVEMENTS INSPECTOR	N14	\$21	\$30	0.75	0.75
PERFORMANCE & BUDGET ANALYST	N14	\$21	\$30	1.00	0.00
SHOP FOREMAN	N14	\$21	\$30	1.00	1.00
FRONT DESK TEAM LEADER	NEPP 07	\$20	\$26	1.00	1.00
EVIDENCE TECHNICIAN	NEPP 06	\$20	\$25	1.00	1.00
VICTIM ADVOCATE	NEPP 05	\$20	\$25	1.00	1.00
SPECIAL EVENTS POLICE OFFICER	SP14	\$20	\$30	0.92	0.92
PERMIT TECHNICIAN	NEPP 03	\$19	\$24	1.00	1.00
4416 - STREETS IV - FIELD SUPERVISOR	N13	\$19	\$28	2.50	2.50
BUSINESS LICENSE INSPECTOR	N13	\$19	\$28	1.00	1.00
EVENTS COORDINATOR	N13	\$19	\$28	2.00	2.00
LIBRARY ASSISTANT	NEPP 02	\$18	\$23	1.00	1.00
PARKS III	N12	\$18	\$27	3.00	4.00
4414 - STREETS & STORM WATER OPERATOR III	N12	\$18	\$27	11.00	11.00
PAYROLL COORDINATOR	N12	\$18	\$27	1.00	1.00
3010 - CODE ENFORCEMENT OFFICER	N11	\$17	\$25	3.00	3.00
7734 - ANALYST I (UNDRFLD III)	N11	\$17	\$25	1.00	1.00
HR ASSISTANT	N10	\$17	\$23	1.00	1.00
BUSINESS LICENSE SPECIALIST	N10	\$17	\$23	1.00	1.00
ACCOUNTING CLERK III	N10	\$17	\$23	1.00	2.00
ANALYST II	N10	\$17	\$23	1.00	1.00
POLICE RECORDS CLERK	N10	\$17	\$23	2.00	2.00
ANALYST I - COMMUNITY AFFAIRS	N09	\$16	\$21	1.00	1.00
1822 - BUILDING MAINTENANCE II	N09	\$16	\$21	2.00	2.00
PARKS II	SP09	\$14	\$21	0.60	0.63
LIBRARY CLERK	SP06	\$11	\$17	1.64	1.64
INTERN I-ENGINEERING	SP03	\$9	\$13	0.59	
Total Full Time				186.38	194.62

Class Code - Department	Grade FY 2022	Minimum	Maximum	FTEs FY 2021	FTEs FY 2022
Part Time		-	-		
SPECIAL EVENTS POLICE OFFICER	SP14	\$20	\$30	0.10	0.10
TECHNICAL SPECIALIST II	SP13	\$18	\$28	0.75	0.75
STREETS & STORM WATER OPERATOR III	SP12	\$17	\$27	2.26	2.26
PARKS III	SP11	\$16	\$25	5.23	5.23
RECREATION INSTRUCTOR VI	SP09	\$14	\$21	0.78	1.08
OFFICE ASSISTANT III - IT	SP08	\$13	\$20	0.85	0.85
TRAILS & OPEN SPACE RANGER	SP08	\$13	\$20		1.00
LIBRARY ASSISTANT - CA	SP07	\$12	\$19	0.50	0.50
LIBRARY ASSISTANT - CA	SP07	\$12	\$19	2.36	2.36

SUPPLEMENTAL

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
PARKS I	SP06	\$11	\$17	2.29	2.29
RESERVE POLICE OFFICER	SP06	\$11	\$17	4.55	7.51
RECREATION WORKER IV	SP04	\$9	\$14	1.44	1.63
RECREATION FRONT DESK CLERK	SP04	\$9	\$14	5.78	5.78
RECREATION WORKER III	SP03	\$9	\$13	0.47	0.47
FACILITY ASSISTANT	SP03	\$9	\$13	0.33	0.33
RECREATIONAL WORKER I	SP01	\$7	\$10	1.04	1.04
B2MC10-01 RECREATION INSTRUCTOR I - REC	SP01	\$7	\$10	2.20	2.20
Total Part Time				30.93	35.38

Staffing Summary by Fund

QUINNS RECREATION COMPLEX

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Full Time					
ICE GENERAL MANAGER	E12	\$64,000	\$89,747	1.00	1.00
ICE PROGRAM COORDINATOR	EPP 03	\$49,465	\$61,831	1.00	1.00
PARKS IV	NEPP 19	\$25	\$31	1.00	1.00
PARKS III	N12	\$18	\$27	1.00	1.00
OFF ICE INSTRUCTOR I	SP12	\$17	\$27	0.06	
ARENA MAINTENANCE COORDINATOR	NEPP 19	\$17	\$23	1.00	1.00
ICE FRONT DESK TEAM LEADER	NEPP 08	\$16	\$21	1.00	1.00
ICE CURLING INSTRUCTOR	SP11	\$16	\$25	0.07	0.07
ICE RINK OPERATOR	SP08	\$13	\$20	1.38	1.38
ICE SCOREKEEPER	SP05	\$10	\$16	0.21	0.21
Total Full Time				7.72	7.66

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Part Time					
HOCKEY ACADEMY DIRECTOR	SP13	\$18	\$28	0.36	0.36
SKATING ACADEMY DIRECTOR	SP13	\$18	\$28	0.42	0.36
OFF ICE INSTRUCTOR I	SP12	\$17	\$27		0.10
ICE HOCKEY INSTRUCTOR I	SP06	\$11	\$17	0.16	0.16
ICE SKATING PROFESSIONAL	SP06	\$11	\$17	0.38	0.38
ICE CUSTOMER SERVICE REP	SP04	\$9	\$14	0.83	1.30
Total Part Time				2.15	2.66

SUPPLEMENTAL

Staffing Summary by Fund

WATER FUND

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Full Time					
PUBLIC UTILITIES DIRECTOR	EPP 45	\$132,654	\$165,817	1.00	1.00
PUBLIC UTILITIES ENGINEERING MANAGER	EPP 39	\$105,195	\$131,494	0.70	0.70
WATER QUALITY & TREATMENT MANAGER	EPP 33	\$97,942	\$122,428	1.00	1.00
WATER RESOURCES MANAGER	EPP 29	\$92,609	\$115,761	0.50	0.50
PUBLIC UTILITIES ENGINEER	EPP 25	\$90,203	\$112,754	1.50	1.50
WATER DISTRIBUTION MANAGER	EPP 23	\$84,591	\$105,739	1.00	1.00
GIS ADMINISTRATOR	EPP 13	\$71,480	\$89,350	0.25	0.25
PUBLIC UTILITIES PROGRAMMER ANALYST	EPP 05	\$56,543	\$70,679	0.50	0.50
WATER TREATMENT SUPERINTENDANT	NEPP 46	\$36	\$45	2.00	2.00
STORM WATER COORDINATOR	NEPP 45	\$31	\$39	0.25	0.25
WATER DIST SUPERINTENDANT	NEPP 44	\$31	\$39	1.00	1.00
WATER TREATMENT OPERATOR IV	NEPP 36	\$29	\$36	4.00	6.00
WATER QUALITY SCIENTIST	NEPP 33	\$29	\$36	2.00	2.00
EXECUTIVE ASSISTANT	NEPP 31	\$28	\$35	0.40	0.40
WATER BILLING COORDINATOR	NEPP 29	\$28	\$35	0.75	0.75
4534 - WATER DISTRIBUTION FIELD SUPERVISOR	N15	\$22	\$32	1.00	1.00
WATER WORKER IV	N14	\$21	\$30	7.00	7.00
WATER WORKER III	N13	\$19	\$28	1.00	1.00
WATER BILLING ANALYST	N14	\$21	\$30	1.00	1.00
ANALYST IV	N14	\$21	\$30	0.00	1.00
ANALYST III - WATER	N11	\$17	\$25	1.00	1.00
Total Full Time				27.85	30.85

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Part Time					
WATER LABORER III	SP06	\$11	\$17	1.01	1.01
WATER LABORER I	SP04	\$9	\$14	1.35	1.35
Total Part Time				2.36	2.36

SUPPLEMENTAL

Staffing Summary by Fund

STORM WATER FUND

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Full Time					
PUBLIC UTILITIES ENGINEERING MANAGER	EPP 39	\$105,195	\$131,494	0.30	0.30
WATER RESOURCES MANAGER	EPP 29	\$92,609	\$115,761	0.50	0.50
PUBLIC UTILITIES ENGINEER	EPP 25	\$90,203	\$112,754	0.50	0.50
PUBLIC UTILITIES PROGRAMMER ANALYST	EPP 05	\$56,543	\$70,679	0.25	0.25
STORM WATER COORDINATOR	NEPP 45	\$31	\$39	0.75	0.75
EXECUTIVE ASSISTANT	NEPP 31	\$28	\$35	0.60	0.60
WATER BILLING COORDINATOR	NEPP 29	\$28	\$35	0.25	0.25
4416 - STREETS IV - FIELD SUPERVISOR	N13	\$19	\$28	0.50	0.50
4414 - STREETS & STORM WATER OPERATOR III	N12	\$18	\$27	2.00	2.00
Total Full Time				5.65	5.65

Staffing Summary by Fund

GOLF COURSE FUND

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Full Time					
GOLF COURSE MANAGER	E13	\$75,184	\$93,979	1.00	1.00
GOLF COURSE SUPERINTENDENT	E11	\$68,718	\$85,898	1.00	1.00
FIRST ASSISTANT GOLF PRO	EPP 02	\$44,547	\$55,684	1.00	1.00
PARKS IV	NEPP 19	\$25	\$31	1.50	0.50

SUPPLEMENTAL

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Total Full Time				4.50	3.50

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Part Time					
ASSISTANT GOLF PRO	SP09	\$14	\$21	2.45	2.45
PARKS II-GOLF MAINTENANCE	SP09	\$14	\$21	6.59	6.59
PARKS I	SP06	\$11	\$17	0.39	0.39
BEVERAGE CART SUPERVISOR	SP04	\$9	\$14	0.23	0.23
GOLF COURSE STARTER	SP03	\$9	\$13	1.25	1.25
RANGE ATTENDANT	SP02	\$9	\$11	0.87	0.87
BEVERAGE CART ATTENDEE	SP01	\$7	\$10	1.03	1.03
GOLF CART SERVICER	SP01	\$7	\$10	0.29	0.29
Total Part Time				13.10	13.10

SUPPLEMENTAL**Staffing Summary by Fund****TRANSPORTATION FUND**

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Full Time					
TRANSPORTATION DIRECTOR	E23	\$108,000	\$133,342	0.25	0.75
TRANSIT MANAGER	E19	\$95,345	\$119,581	1.00	1.00
SENIOR TRANSPORTATION PLANNER	EPP 22	\$82,114	\$102,643	2.00	2.00
ASSISTANT MANAGER	E14	\$71,000	\$98,628	1.00	1.00
GIS ADMINISTRATOR	EPP 13	\$71,480	\$89,350	0.25	0.25
TRANSIT COMMUNITY OUTREACH	NEPP 35	\$29	\$36	1.00	1.00
ITS PROGRAM MANAGER	E09	\$63,231	\$79,039	1.00	1.00
GRANTS AND CONTRACT ADMINISTRAT	E07	\$55,970	\$70,030	1.00	1.00
IT COORDINATOR II – TRANSIT	E07	\$54,000	\$69,430	1.00	1.00
EXECUTIVE ASSISTANT	NEPP31	\$28	\$35	1.00	1.00
TRANSIT SERVICE PLANNER	NEPP 25	\$27	\$34	1.00	1.00
PUBLIC IMPROVEMENTS INSPECTOR	N14	\$21	\$30	0.25	0.25
TRANSIT SHIFT SUPERVISOR	N14	\$21	\$30	6.00	6.00
BUS DRIVER IV	N12	\$18	\$27	2.00	2.00
LEAD TRANSIT OPERATOR	N12	\$18	\$27	7.00	8.00
BUSINESS INTELL ANALYST	N12	\$21	\$26	1.00	1.00
4214 - BUS DRIVER II (UNDERFLD III)	N10	\$17	\$23	3.00	0.00
BUS DRIVER III	N10	\$17	\$23	29.00	35.00
1822 - BUILDING MAINTENANCE II	N09	\$16	\$21	1.00	1.00
BUS DRIVER II	N09	\$16	\$21	34.00	14.00
Total Full Time				93.75	78.25
Part Time					
BUS DRIVER II	SP09	\$14	\$21	20.09	7.00
Total Part Time				20.09	7.00

SUPPLEMENTAL

PARKING FUND					
TRANSPORTATION DIRECTOR	E23	\$108,000	\$133,342	0.25	0.25
PARKING MANAGER	EPP 17	\$75,706	\$94,632	1.00	1.00
PARKING ADMINISTRATOR	E05	\$48,917	\$61,146	1.00	1.00
PARKING MAINTENANCE COORD	NEPP 04	\$19.80	\$24.75	1.00	1.00
PARKING ANALYST	N09	\$16	\$21	2.00	2.00
LEAD PARKING OFFICER	N08	\$15.86	\$19.83	1.00	1.00
PARKING OFFICER	N07	\$14.90	\$18.62	3.00	3.00
Total Full Time				9.25	9.25

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Part Time					
PARKING ADJUDICATION OFFICER	SP11	\$20.10	\$25.13	0.20	0.20
PARKING OFFICER	SP06	\$13.61	\$17.01	0.75	0.75
Total Part Time				0.95	0.95

SUPPLEMENTAL

Staffing Summary by Fund

FLEET SERVICES FUND

Class Code - Department	Grade FY 2022	Minimum -	Maximum -	FTEs FY 2021	FTEs FY 2022
Full Time					
FLEET MANAGER	E11	\$68,718	\$85,898	2.00	1.00
MECHANIC II	N14	\$21	\$30	1.00	1.00
FLEET ADMINISTRATOR	N14	\$21	\$30	0.00	1.00
MECHANIC I	N13	\$19	\$28	6.00	6.00
ANALYST II	N10	\$17	\$23	0.15	0.15
ANALYST I	N09	\$16	\$21	0.45	0.45
Total Full Time				9.60	9.60
Part Time					
SEASONAL FLEET STAFF	SP06	\$13.61	\$17.01	0.00	0.12

Position Class Grade	Minimum Salary	Maximum Salary	Position Class Grade	Minimum Salary	Maximum Salary
A01 Appointed 1	\$ 164,097	\$ 205,121	N09 Non-Exempt 9	\$ 16.20	\$ 21.26
A02 Appointed 2	\$ 137,000	\$ 174,991	N10 Non-Exempt 10	\$ 16.50	\$ 23.09
E03 Exempt 3	\$ 40,000	\$ 55,374	N11 Non-Exempt 11	\$ 17.00	\$ 25.12
E04 Exempt 4	\$ 51,548	\$ 57,633	N12 Non-Exempt 12	\$ 18.00	\$ 26.62
E05 Exempt 5	\$ 52,000	\$ 61,146	N13 Non-Exempt 13	\$ 19.00	\$ 28.33
E06 Exempt 6	\$ 53,000	\$ 65,414	N14 Non-Exempt 14	\$ 20.50	\$ 30.19
E07 Exempt 7	\$ 54,000	\$ 69,430	N15 Non-Exempt 15	\$ 21.75	\$ 32.26
E08 Exempt 8	\$ 56,000	\$ 75,813	N16 Non-Exempt 16	\$ 23.00	\$ 33.77
E09 Exempt 9	\$ 58,000	\$ 79,039	N17 Non Exempt 17	\$ 24.00	\$ 35.40
E010 Exempt 10	\$ 60,000	\$ 82,573	N18 Non Exempt 18	\$ 25.00	\$ 37.24
E11 Exempt 11	\$ 62,000	\$ 85,898	N19 Non Exempt 19	\$ 26.50	\$ 38.90
E12 Exempt 12	\$ 64,000	\$ 89,747	N20 Non-Exempt 20	\$ 28.00	\$ 40.57
E13 Exempt 13	\$ 68,000	\$ 93,979	N21 Non Exempt 21	\$ 29.33	\$ 42.23
E14 Exempt 14	\$ 71,000	\$ 98,628	N22 Non Exempt 22	\$ 32.00	\$ 43.40
E15 Exempt 15	\$ 75,000	\$ 102,624	NEPP 01 NEPP 01	\$ 17.02	\$ 21.27
E16 Exempt 16	\$ 79,000	\$ 107,035	NEPP 02 NEPP 02	\$ 18.30	\$ 22.87
E17 Exempt 17	\$ 82,000	\$ 110,848	NEPP 03 NEPP 03	\$ 19.24	\$ 24.05
E18 Exempt 18	\$ 89,000	\$ 115,077	NEPP 04 NEPP 04	\$ 19.80	\$ 24.75
E19 Exempt 19	\$ 95,000	\$ 119,581	NEPP 05 NEPP 05	\$ 20.16	\$ 25.21
E20 Exempt 20	\$ 99,000	\$ 124,086	NEPP 06 NEPP 06	\$ 20.36	\$ 25.45
E21 Exempt 21	\$ 101,000	\$ 127,846	NEPP 07 NEPP 07	\$ 20.45	\$ 25.56
E22 Exempt 22	\$ 106,000	\$ 132,022	NEPP 08 NEPP 08	\$ 21.33	\$ 26.66
E23 Exempt 23	\$ 108,000	\$ 133,342	NEPP 09 NEPP 09	\$ 21.47	\$ 26.84
E24 Exempt 24	\$ 115,000	\$ 140,413	NEPP 10 NEPP 10	\$ 21.55	\$ 26.94
E25 Exempt 25	\$ 119,000	\$ 144,815	NEPP 11 NEPP 11	\$ 22.68	\$ 28.34
E26 Exempt 26	\$ 123,000	\$ 147,900	NEPP 12 NEPP 12	\$ 23.10	\$ 28.88
EPP 01 EPP 01	\$ 44,457	\$ 55,571	NEPP 13 NEPP 13	\$ 23.42	\$ 29.27
EPP 02 EPP 02	\$ 44,547	\$ 55,684	NEPP 14 NEPP 14	\$ 23.69	\$ 29.62
EPP 03 EPP 03	\$ 49,465	\$ 61,831	NEPP 15 NEPP 15	\$ 23.78	\$ 29.73
EPP 04 EPP 04	\$ 51,370	\$ 64,213	NEPP 16 NEPP 16	\$ 24.08	\$ 30.10
EPP 05 EPP 05	\$ 56,543	\$ 70,679	NEPP 17 NEPP 17	\$ 24.43	\$ 30.54
EPP 06 EPP 06	\$ 57,919	\$ 72,399	NEPP 18 NEPP 18	\$ 24.52	\$ 30.65

Position Class Grade	Minimum Salary	Maximum Salary	Position Class Grade	Minimum Salary	Maximum Salary
EPP 07 EPP 07	\$ 61,257	\$ 76,571	NEPP 19 NEPP 19	\$ 24.81	\$ 31.01
EPP 08 EPP 08	\$ 61,263	\$ 76,579	NEPP 20 NEPP 20	\$ 24.91	\$ 31.13
EPP 09 EPP 09	\$ 63,873	\$ 79,841	NEPP 21 NEPP 21	\$ 26.00	\$ 32.50
EPP 10 EPP 10	\$ 66,416	\$ 83,020	NEPP 22 NEPP 22	\$ 26.54	\$ 33.18
EPP 11 EPP 11	\$ 68,147	\$ 85,184	NEPP 23 NEPP 23	\$ 27.16	\$ 33.95
EPP 12 EPP 12	\$ 70,492	\$ 88,115	NEPP 24 NEPP 24	\$ 27.41	\$ 34.26
EPP 13 EPP 13	\$ 71,480	\$ 89,350	NEPP 25 NEPP 25	\$ 27.44	\$ 34.30
EPP 14 EPP 14	\$ 72,955	\$ 91,194	NEPP 26 NEPP 26	\$ 27.55	\$ 34.44
EPP 15 EPP 15	\$ 73,554	\$ 91,943	NEPP 27 NEPP 27	\$ 27.67	\$ 34.58
EPP 16 EPP 16	\$ 75,302	\$ 94,128	NEPP 28 NEPP 28	\$ 27.72	\$ 34.64
EPP 17 EPP 17	\$ 75,706	\$ 94,632	NEPP 29 NEPP 29	\$ 27.81	\$ 34.76
EPP 18 EPP 18	\$ 75,706	\$ 94,632	NEPP 30 NEPP 30	\$ 28.24	\$ 35.30
EPP 19 EPP 19	\$ 76,854	\$ 96,067	NEPP 31 NEPP 31	\$ 28.27	\$ 35.34
EPP 20 EPP 20	\$ 78,025	\$ 97,531	NEPP 32 NEPP 32	\$ 28.44	\$ 35.55
EPP 21 EPP 21	\$ 79,670	\$ 99,587	NEPP 33 NEPP 33	\$ 28.65	\$ 35.82
EPP 22 EPP 22	\$ 82,114	\$ 102,643	NEPP 34 NEPP 34	\$ 28.87	\$ 36.09
EPP 23 EPP 23	\$ 84,591	\$ 105,739	NEPP 35 NEPP 35	\$ 29.07	\$ 36.34
EPP 24 EPP 24	\$ 90,014	\$ 112,517	NEPP 36 NEPP 36	\$ 29.16	\$ 36.45
EPP 25 EPP 25	\$ 90,203	\$ 112,754	NEPP 37 NEPP 37	\$ 29.26	\$ 36.58
EPP 26 EPP 26	\$ 90,477	\$ 113,096	NEPP 38 NEPP 38	\$ 29.39	\$ 36.73
EPP 27 EPP 27	\$ 91,559	\$ 114,449	NEPP 39 NEPP 39	\$ 29.39	\$ 36.73
EPP 28 EPP 28	\$ 92,000	\$ 115,000	NEPP 40 NEPP 40	\$ 29.45	\$ 36.81
EPP 29 EPP 29	\$ 92,609	\$ 115,761	NEPP 41 NEPP 41	\$ 30.00	\$ 37.25
EPP 30 EPP 30	\$ 94,556	\$ 118,195	NEPP 42 NEPP 42	\$ 29.90	\$ 37.37
EPP 31 EPP 31	\$ 95,574	\$ 119,468	NEPP 43 NEPP 43	\$ 31.35	\$ 39.19
EPP 32 EPP 32	\$ 97,324	\$ 121,655	NEPP 44 NEPP 44	\$ 31.39	\$ 39.24
EPP 33 EPP 33	\$ 97,942	\$ 122,428	NEPP 45 NEPP 45	\$ 31.45	\$ 39.32
EPP 34 EPP 34	\$ 99,043	\$ 123,804	NEPP 46 NEPP 46	\$ 35.93	\$ 44.91
EPP 35 EPP 35	\$ 100,953	\$ 126,191	SP01 Non Exempt 1	\$ 7.25	\$ 10.28
EPP 36 EPP 36	\$ 101,580	\$ 126,975	SP02 Non Exempt 2	\$ 9.08	\$ 11.42
EPP 37 EPP 37	\$ 102,488	\$ 128,110	SP03 Non Exempt 3	\$ 9.08	\$ 12.61
EPP 38 EPP 38	\$ 103,542	\$ 129,428	SP04 Non Exempt 4	\$ 9.08	\$ 14.13

Position Class Grade	Minimum Salary	Maximum Salary	Position Class Grade	Minimum Salary	Maximum Salary
EPP 39 EPP 39	\$ 105,195	\$ 131,494	SP05 Non Exempt 5	\$ 10.02	\$ 15.59
EPP 40 EPP 40	\$ 105,868	\$ 132,335	SP06 Non Exempt 6	\$ 10.93	\$ 17.01
EPP 41 EPP 41	\$ 110,227	\$ 137,784	SP07 Non Exempt 7	\$ 11.99	\$ 18.63
EPP 42 EPP 42	\$ 113,830	\$ 142,288	SP08 Non Exempt 8	\$ 12.84	\$ 19.83
EPP 43 EPP 43	\$ 115,827	\$ 144,784	SP09 Non Exempt 9	\$ 13.69	\$ 21.26
EPP 44 EPP 44	\$ 123,071	\$ 153,839	SP10 Non Exempt 10	\$ 14.94	\$ 23.09
EPP 45 EPP 45	\$ 132,654	\$ 165,817	SP11 Non Exempt 11	\$ 16.19	\$ 25.12
EPP 46 EPP 46	\$ 139,440	\$ 174,300	SP12 Non Exempt 12	\$ 17.23	\$ 26.62
EPP 47 EPP 47	\$ 164,097	\$ 205,121	SP13 Non Exempt 13	\$ 18.27	\$ 28.33
EPP 48 EPP 48	\$ 114,856	\$ 143,570	SP14 Non Exempt 14	\$ 19.54	\$ 30.19
N06 Non-Exempt 6	\$ 15.00	\$ 17.01	SP15 SEASONAL/PT GRADE 15	\$ 20.81	\$ 32.26
N07 Non Exempt 7	\$ 15.60	\$ 18.63	SP16 SEASONAL/PT GRADE 16	\$ 21.79	\$ 33.77
N08 Non Exempt 8	\$ 15.90	\$ 19.83	SP17 SEASONAL/PT GRADE 17	\$ 22.80	\$ 35.40
			SP18 Non Exempt 18	\$ 23.81	\$ 37.24

PARK CITY MUNICIPAL'S FISCAL YEAR 2022 BUDGET



City Council Adopted Budget Volume II



PARK CITY MUNICIPAL'S FISCAL YEAR 2022 BUDGET



City Council Adopted Budget

Final Budget Volume II

- **Adjusted Budget Fiscal Year 2021**
- **Annual Budget Fiscal Year 2022**

Prepared by:

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Penny Frates—Senior Budget Analyst

Authentic Local Culture	Score	
	FY 2022	Page Number
Special Events	19.50	11
Permitting / Current Planning	18.75	15
Economic and Redevelopment	17.50	18
Plan/Application Review	17.25	21
Long Range Planning	15.75	24
Graffiti Removal	14.25	27
Parks, Turf & Athletic Fields	14.00	30
Park Amenities & Infrastructure	14.00	33
Historic District Design Review	14.00	36
Tennis Tournaments	13.75	38
Concessions	13.75	40
McPolin Farm	13.50	42
Flowers/Holiday		
Lighting/Beautification	13.00	44
Code Amendments	13.00	46
Recreation Youth Programs	12.75	49
Special Planning Projects - Inter-Dept	12.75	52
Recreation Adult Programs	12.25	54
Rec Center Operations	12.25	57
Ice Rental	12.25	60
Business Improvement District	12.00	63
Tennis Operations	12.00	64
Tennis Programs	11.75	66
Economic Development Grant	11.50	68
Golf Management Operations	11.25	69
Ice Programs	11.25	71
Golf Shop Programs	11.25	75
Operations	10.75	77
Pro Shop	10.75	80
Marketing	10.75	82
Retail Operations	10.75	84
Historical Incentive Grant	10.00	87

Environmental Leadership	Score FY 2022	Page Number
Water Quality	25.50	90
Distribution and Maintenance	25.50	92
Service Orders	25.50	95
Carbon Reduction	22.75	97
Water Billing	22.00	100
Project Management	21.50	102
Water Rights/Water Projects	21.25	103
Conservation	19.25	105
Open Space	18.75	107
Environmental Regulatory/EPA	18.75	110

Social Equity & Affordability	Score FY 2022	Page Number
Housing	23.75	114
Youth & Spanish Services	20.50	117
Special Service Contracts	17.00	120
Mental Health	17.00	121
Youth Services Officer	16.00	122
DARE/Drug Education	15.25	124
Childcare	8.75	126

Core or Essential Services	Score FY 2022	Page Number
Storm Water Utility	28.50	131
Prosecution	25.25	133
Elections	25.00	135
Accounting/Audit/Treasury	23.50	138
City Recorder	23.50	141
State Liquor Enforcement	23.50	144
Patrol Operations	23.50	146
Street Lights & Signs	23.25	148
Budget Preparation, Coordination, and Monitoring	22.50	151
Website	22.50	154
Debt Management	22.25	156
Clean-up and Storm Drain	22.00	159
Emergency Management	21.75	161
Fire Safety	21.75	164
Community Outreach and Citizen Engagement	21.50	166
Dispatch	21.50	170
Financial Services	21.00	173
Inspections	21.00	176
Capital Budgeting	20.75	179
Engineering Project Management	20.75	182
Inspections and Contract Supervision	20.50	185
Revenue/Resource Management	20.25	188
Winter Snow Operations	20.25	191
Fleet Management & Maintenance	20.00	194
General Legal Support	19.75	197
Local, State, and Federal Compliance	19.75	199
Community Code Compliance	19.75	201
Litigation	19.75	204
Policy Creation & Implementation	19.50	206
Council & Board Support	19.50	208
Network Support	19.25	211
Parks & Sidewalk Snow Removal	18.75	214
Benefit Design/Administration	18.75	217

Core or Essential Services	Score FY 2022	Page Number
Employment Review	18.75	220
Janitorial Services	18.75	222
Circulation Services	18.50	224
Staff Support	18.50	227
Technical Services	18.50	229
Community Support	18.25	232
IT Utilities	18.00	235
Building Repairs and Maintenance	17.75	238
Emergency Communications	17.75	241
Systems Support	17.25	244
Reciprocal Borrowing	17.00	237
Records Management	17.00	250
Safety and Security	17.00	253
Contracts/Grants	16.75	255
Adult Services	16.50	257
Strategic Planning	16.50	260
Software Maintenance/Upgrades	16.50	263
Grant Administration	16.25	265
Legislative Liaison	15.50	267
Community Engagement	15.00	269
Utilities	15.00	271
Planning Customer Service	15.00	273
GIS	14.75	275
Swede Alley Parking Structure	14.25	277
Golf Maintenance	13.75	279
Analysis Resource	13.75	282
Support/Help Desk	13.50	285
Performance Measures and Benchmarking	13.50	288
Cemetery	12.75	291
Valued & Engaged Staff	12.25	294
LEAD	12.00	296
Recruitment	11.75	297

Pay Plan Design/Administration	11.75	299
Trash Clean-Up	11.50	301
Leadership Park City	11.50	303
Performance Management	10.75	305
Short-Term Citywide Personnel	6.50	308

Transportation Innovation	Score FY 2022	Page Number
Traffic Enforcement	22.00	303
Summer Service	21.75	313
Winter Service	21.75	316
Park City Mobility	21.75	318
Transportation Management	21.50	320
Parking Management	19.00	323
Urban Trails and Walkability	16.00	326
Trails (Backcountry)	14.00	328

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012-Quinn's Recreation Complex	440
021-Police Special Revenue Fund	445
022-Criminal Forfeiture Account	447
023-Lower Park Ave RDA Special	450
024-Main Street RDA Special Revenue Fund	454
031-Capital Improvement Fund	457
033-Redevelopment Agency Lower Park	476
034-Redevelopment Agency Main Street	481
035-Building Authority	485
038-Equipment Replacement CIP	487
051-Water Fund	491
052-Storm Water Fund	503
055-Golf Course Fund	507
057-Transportation & Parking	513
062-Fleet Services Fund	526
064-Self-Insurance Fund	529
070-Sales Tax Revenue Bond	532
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Authentic Local Culture

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results Team Rec FY 2022	City	
					Manager Rec FY 2022	City Council Rec FY 2022
Special Events	19.50	2	2,599,434	2,564,750	2,599,434	2,615,877
Permitting / Current Planning	18.75	2	185,244	178,852	185,244	186,416
Economic and Redevelopment	17.50	2	800,450	795,235	800,450	805,513
Plan/Application Review	17.25	3	870,247	870,247	870,247	875,752
Long Range Planning	15.75	3	279,051	279,051	279,051	280,816
Graffiti Removal	14.25	4	25,474	25,474	25,474	25,635
Arts & Culture	14.25	4	148,156	148,156	148,156	149,094
Parks, Turf & Athletic Fields	14.00	4	746,255	746,255	746,255	750,975
Park Amenities & Infrastructure	14.00	4	151,065	151,065	151,065	152,020
Historic District Design Review	14.00	4	229,698	229,698	229,698	231,151
Public Art	14.00	4	7,000	7,000	7,000	7,044
Tennis Tournaments	13.75	4	45,522	45,522	45,522	45,810
Concessions	13.75	4	79,065	79,065	79,065	79,565
McPolin Farm	13.50	4	49,078	49,078	49,078	49,389
Flowers/Holiday Lighting/Beautification	13.00	4	330,839	330,839	330,839	332,932
Code Amendments	13.00	4	175,841	175,841	175,841	176,954
Recreation Youth Programs	12.75	4	710,577	710,577	710,577	715,072
Special Planning Projects - Inter-Dept	12.75	4	59,978	58,809	59,978	60,357
Recreation Adult Programs	12.25	4	739,832	739,832	739,832	744,512
Rec Center Operations	12.25	4	548,420	548,420	548,420	551,889
Ice Rental	12.25	4	70,330	70,330	70,330	70,774
Business Improvement District	12.00	4	64,419	64,419	64,419	64,827
Tennis Operations	12.00	4	383,966	382,866	383,966	386,395
Tennis Programs	11.75	4	481,463	481,463	481,463	484,508
Economic Development Grant	11.50	4	50,000	50,000	50,000	50,316
Golf Management Operations	11.25	4	390,742	390,742	390,742	393,214
Ice Programs	11.25	4	444,230	444,230	444,230	447,041
Golf Shop Programs	11.25	4	54,676	54,676	54,676	55,022
Operations	10.75	4	462,830	462,830	462,830	465,757

Program	Score	Quartile	Dept Req	Results	City	City Council
	FY 2022	FY 2022	FY 2022	Team Rec	Manager Rec	Rec
	FY 2022	FY 2022	FY 2022	FY 2022	FY 2022	FY 2022
Pro Shop	10.75	4	63,750	63,750	63,750	64,153
Marketing	10.75	4	24,782	24,782	24,782	24,939
Retail Operations	10.75	4	232,473	232,473	232,473	233,944
Historical Incentive Grant	10.00	4	127,136	127,136	127,136	127,940
Total Authentic Local Culture			11,632,021	11,583,461	11,632,021	11,705,604

Description:

BLDG MAINT ADM	The Building Maintenance Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth, successful event.
ECONOMY	The Special Events Department within the Economy Team oversees the management of all permitted Special Events. In addition to negotiating city services contracts, and facility rental, SE permits includes taking events from the application process to the day of execution of the event. Special Events Department is responsible for working with an event to secure all the required permitting and works with various city departments to coordinate logistics to ensure that the all impacts of the event are properly mitigated. Council's expectations for event mitigation, in particular for residents continues to increase dramatically
POLICE	Hundreds of hours are spent in planning and staffing the various events that are held. Close and trusting relationships have been developed between staff and event planners/promoters. Special events are vital to the promotion and economy of Park City, however, these events do increase traffic. Recently, additional traffic mitigation plans have been implemented during some large-scale special events, and this is increasing the staff requirement for special events.
PARKS & CEMETERY	Logistical support for City-sponsored events, i.e. field preps, waste management, facility cleaning and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events competing for resources due to increasing number and scale of events and organizer expectations.
STREET MAINTENANCE	Logistical support for City sponsored events, i.e. barricades, message boards, waste management, street cleaning, and enhanced snow removal. Challenges to the goal of this program are: Overall growth of events, competing for resources due to increasing number and scale of events, and organizer expectations.
TRANSPORTATION OPER	Provides enhanced transit service required to serve large crowds during Park City's major events (i.e., Sundance and Arts Festival).
PARKING	Provides for enhanced parking management, enforcement levels, event material set up and tear down, during Sundance Film Festival, Kimball Arts Festival, 4th of July, Miners Day, Halloween, Pedestrianized Main Street, Etc, as well as assist Special Events whenever possible.

Council Goal:

023 Authentic Local Culture

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

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

Section 1: Scope

Change in Demand

Explanation

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BLDG MAINT ADM			
Materials	30,154	27,500	27,500
Total BLDG MAINT ADM	30,154	27,500	27,500
FIELDS			
Personnel	39,717	39,717	39,717
Materials	5,137	5,137	5,137
Total FIELDS	44,854	44,854	44,854
ECONOMY			
Personnel	302,218	359,600	368,713
Materials	206,877	206,877	206,877
Total ECONOMY	509,095	566,477	575,590
POLICE			
Personnel	1,237,810	1,190,406	1,190,406
Materials	55,000	50,000	50,000
Total POLICE	1,292,810	1,240,406	1,240,406
PARKS & CEMETERY			
Personnel	88,712	88,712	88,712
Materials	85,542	85,542	85,542
Total PARKS & CEMETERY	174,254	174,254	174,254
STREET MAINTENANCE			
Personnel	148,362	162,540	162,540
Materials	27,415	27,415	27,415
Total STREET MAINTENANCE	175,777	189,955	189,955
TRANSPORTATION OPER			
Personnel	52,520	5,472	30,701
Materials	13,232	13,232	13,574

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total TRANSPORTATION OPER	65,752	18,704	44,275
SUNDANCE MITIGATION			
Materials	302,600	302,600	302,600
Total SUNDANCE MITIGATION	302,600	302,600	302,600
TOTAL	2,595,296	2,564,750	2,599,434

FTEs	Budget FTEs FY 2022
Full Time	14.7
Part Time	3.6
TOTAL	18.3

Level of Service

Special Events Same Level of Service

	Quartile FY 2022	Score FY 2022
Special Events	2	19.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

FIELDS

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Special Events-PARKS	Percent of events properly staffed and prepared for.	0%	0%	%	%
Special Events-STREET MAINTENANCE	Percentage electronic signs are operational per event.	100%	0%	%	%
Special Events-STREET MAINTENANCE	Percentage of barricades set up completed within 2 hours of event(s).	1001%	0%	%	%
Special Events-TRANSPORTATION OPER1)	Cost per passenger	0	0		
Special Events-TRANSPORTATION OPER2)	Passengers per year	0	0		
Special Events-ECONOMY	Number of event days	0	0		
Special Events ICE FACILITY	Number of special events hosted by the Sports Complex	0%	0%	%	%
Special Events-ECONOMY	Percent of event organizers "satisfied" or better with Special Events.	0%	0%	%	%
Special Events-ECONOMY	Number of event complaints annually	0	0		

Description:

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

Council Goal:

079 Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
AFFORDABLE HOUSING			
Materials	75	75	75
Total AFFORDABLE HOUSING	75	75	75
PLANNING DEPT.			
Personnel	146,034	168,361	174,753
Materials	10,416	10,416	10,416

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total PLANNING DEPT.	156,450	178,777	185,169
TOTAL	156,525	178,852	185,244

FTEs	Budget FTEs FY 2022
Full Time	1.4
Part Time	
TOTAL	1.4

Level of Service

Permitting / Current Planning Same Level of Service

	Quartile FY 2022	Score FY 2022
Permitting / Current Planning	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

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

Description:

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

Council Goal:

055Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	108,496	116,299	116,299
Materials	1,450	1,450	1,450
Total BUDGET, DEBT & GRANTS	109,946	117,749	117,749

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ECONOMY			
Personnel	277,560	306,243	311,458
Materials	359,710	259,210	259,210
Total ECONOMY	637,270	565,453	570,668
LOWER PARK AVENUE RDA			
Materials	54,300	54,300	54,300
Total LOWER PARK AVENUE RDA	54,300	54,300	54,300
TOTAL	801,516	737,501	742,716

FTEs	Budget FTEs FY 2022
Full Time	3.0
Part Time	
TOTAL	3.0

Level of Service

Economic and Redevelopment Same Level of Service

	Quartile FY 2022	Score FY 2022
Economic and Redevelopment	2	17.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Economic and Redevelopment-ECONOMY	Average number of jobs created by Economic Development	0	0		
Economic and Redevelopment-ECONOMY	Percent of planned Economic Development High priority Strategies, actions steps and projects completed.	0%	0%	%	%
Economic and Redevelopment-ECONOMY	Percent of National skier days that Park City Receives	0%	0%	%	%
Economic and Redevelopment-ECONOMY	Percent of Utah skier days that Park City receives	0%	0%	%	%
Economic and Redevelopment-ECONOMY	# Strategies/action steps/ projects of the Economic Development Plan developed and advanced.	0	0		
Economic and Redevelopment-ECONOMY	Percent of planned Economic Development Low and Medium priority Strategies, actions steps and projects completed.	0%	0%	%	%

Description:

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

Council Goal:

071 Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ENGINEERING			
Personnel	72,171	84,950	84,950
Materials	7,915	7,915	7,915
Total ENGINEERING	80,086	92,865	92,865
PLANNING DEPT.			
Personnel	248,776	277,192	270,003
Materials	22,482	22,482	22,482
Total PLANNING DEPT.	271,258	299,674	292,485
BUILDING DEPT.			
Personnel	474,858	475,572	475,572
Materials	9,325	9,325	9,325
Total BUILDING DEPT.	484,183	484,897	484,897
TOTAL	835,527	877,435	870,247

FTEs	Budget FTEs FY 2022
Full Time	7.1
Part Time	
TOTAL	7.1

Level of Service

Plan/Application Review Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Plan/Application Review	3	17.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

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

Section 5: Consequences of Funding Proposal at Lower Level

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

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Plan/Application Review-BUILDING DEPT.	Percent of applications with a ten-day turnaround for first reviews.	0%	0%	%	%
Plan/Application Review-ENGINEERING	Percent of ROW permits processed within 2 days.	0%	0%	%	%
Plan/Application Review-BUILDING	Percent of plans examiners pursuing ongoing training each year	0%	0%	%	%
Plan/ Application Review-ENGINEERING	Percent of building plans reviewed within 3 weeks	0%	0%	%	%
Plan/ Application Review-ENGINEERING	Percent of staff reports reviewed within 1 week.	0%	0%	%	%
Plan/Application Review-PLANNING DEPT.	Overall reduction of turnaround time on Planning applications and review process.	0	0		

Description:

PLANNING DEPT. A core function of the Planning Department is to carry out long range planning, future project and/or sub-area planning districts, the General Plan rewrite, etc. Many of these long-range planning projects overlap with redevelopment planning within the City's designated areas. Some long-range projects are site specific, while others affect the overall character of the City. The Planning Department is currently finalizing the General Plan process and document. Upon completion, we will begin the Lower Park Avenue Redevelopment Plan, the Bonanza Park Plan (Phase II) and Form Based Code, and then begin the Prospector Square Area Plan. This planning process will be throughout the 2 year budget period. In addition, we will begin the LMC rewrite in FY2015.

Council Goal:

065 Authentic Local Culture

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

Distinctive Sense of Place The Planning Department has maintained agreed-upon schedules for the day-to-day applications as well as the long range planning activities. This included the Bonanza Park Area Plan in January 2012. Our goal is to continue to address the ongoing planning/economic/sustainability needs into the future. The General Plan is the City's blueprint for managing future growth and development as well as a tool to implement new citywide programs.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PLANNING DEPT.			
Personnel	155,997	161,071	193,457
Materials	85,594	85,594	85,594

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total PLANNING DEPT.	241,591	246,665	279,051
TOTAL	241,591	246,665	279,051

FTEs	Budget FTEs
	FY 2022
Full Time	1.5
Part Time	
TOTAL	1.5

Level of Service

Long Range Planning Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Long Range Planning	3	15.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The Planning Department completed the Area Plan documents in-house, thus saving hundreds of thousands of dollars in consulting fees. The same is proposed for pending plans, including LOPA, BOPA, FBC, and PROSQUA.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT.

A reduction in funding would delay the completion of the proposed Area Plans and cause the City to be in a position behind the development curve - hurting the future viability of the City as well as the character of the City.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Long Range Planning-PLANNING DEPT.	Percentage of staff time dedicated to long-range planning each week.	0%	0%	%	%

Description:

STREET MAINTENANCE Remove graffiti in a timely manner.

Council Goal:

110 Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Preservation of Park City Character has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for graffiti removal, to maintain a city free of nuisance-graffiti.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

	Request	Rationale
	FY 2021	FY 2021
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
STREET MAINTENANCE			
Personnel	5,749	5,749	5,749
Materials	19,725	19,725	19,725

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total STREET MAINTENANCE	25,474	25,474	25,474
TOTAL	25,474	25,474	25,474

FTEs	Budget FTEs
	FY 2022
Not Available	
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

Graffiti Removal Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Graffiti Removal	4	14.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE Artistic painting of pedestrian tunnels by students. Use of environmental friendly graffiti removers.

Section 5: Consequences of Funding Proposal at Lower Level

STREET MAINTENANCE 1) Will jeopardize the cleanness, look and feel of Park City. 2) May increase gang activity.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Graffiti Removal-STREET MAINTENANCE	Percentage of graffiti removed from public property within one week of receiving a complaint or service request.	100%	0%	%	%

Description:

PC MARC	The PC MARC is a 80,000 sq ft facility that has an indoor track, 4 indoor tennis courts, bouldering wall, weight & cardio are, group fitness studios, gymnasium, child care & pro shop. Outside it has 7 tennis courts, 4 pickleball courts a lap pool, hot tub and leisure pool.
FIELDS	The Recreation Department is responsible for all programs and scheduling that occur on all the playing fields in Park City, both for recreationally-run programs as well as competitively run programs. The department also schedules all pavilion rentals and acts as a "field broker" for scheduling private tournaments on City fields.
RECREATION PROGRAMS	The Recreation Department runs a wide range of youth & adult programs, leagues, tournaments and camps year round.
PARKS & CEMETERY	The Parks and Fields Maintenance Departments provide a variety of services, maintenance and tournament support for this program. It requires that Parks, Turf & Athletic Fields services and maintenance be performed in various City park areas of the community to ensure safe, high quality park facilities for citizens, visitors and park users.

Council Goal:

061 Authentic Local Culture

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

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

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PC MARC			
Personnel	37,984	37,984	37,984

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	10,233	10,233	10,233
Total PC MARC	48,217	48,217	48,217
FIELDS			
Personnel	75,356	75,356	75,356
Materials	22,790	22,790	22,790
Total FIELDS	98,146	98,146	98,146
PARKS & CEMETERY			
Personnel	574,088	530,338	530,338
Materials	69,554	69,554	69,554
Total PARKS & CEMETERY	643,642	599,892	599,892
TOTAL	790,005	746,255	746,255

FTEs	Budget FTEs FY 2022
Full Time	4.4
Part Time	3.9
TOTAL	8.3

Level of Service

Parks, Turf & Athletic Fields Same Level of Service

	Quartile FY 2022	Score FY 2022
Parks, Turf & Athletic Fields	4	14.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Parks, Turf & Athletic Fields-PARKS & CEMETERY	Percentage of acres mowed as per mowing schedule	0%	0%	%	%
Parks, Turf & Athletic Fields-PARKS & CEMETERY	Percent of mowing contracted versus in house	0%	0%	%	%

Description:

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

Council Goal:

063 Authentic Local Culture

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

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

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
FIELDS			
Personnel	21,976	21,976	21,976
Materials	1,185	1,185	1,185
Total FIELDS	23,161	23,161	23,161
PARKS & CEMETERY			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	102,510	98,135	98,135
Materials	29,769	29,769	29,769
Total PARKS & CEMETERY	132,280	127,904	127,904
TOTAL	155,440	151,065	151,065

FTEs	Budget FTEs FY 2022
Full Time	1.0
Part Time	0.4
TOTAL	1.4

Level of Service

Park Amenities & Infrastructure Same Level of Service

	Quartile FY 2022	Score FY 2022
Park Amenities & Infrastructure	4	14.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Park Amenities & Infrastructure PARKS & CEMETERY	Percentage of playgrounds/BMX park/Skate park (i.e. park amenities) checked daily-summer months	90%	0%	%	%

Description:

PLANNING DEPT. The Planning Department works with developers, applicants, and residents to implement the City's Historic District Design Guidelines. This review process is carried out in a two-part process that involves a pre-application and a complete application meeting. In addition to this design review function, the Department consistently updates the Historic Sites Inventory (HSI) and has created a new set of Design Guidelines that have been in use since April 2009. Currently the Planning Department carries out all Historic Preservation functions for the City, including HDDR (Historic District Design Review), Historic Site Inventory (HSI) updates, Guideline revisions, etc.

Council Goal:

116Authentic Local Culture

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

Historic Preservation The Department handles all of the Historic District Design Review functions for all the Historic Districts. This includes Pre-App meeting with the Design Review Team (DRT) and the pending detailed Staff review. This also includes all Historic Site Inventory updates, updates to the Historic District Design Guidelines, implementation of the City's grants for historic work, and Main Street National Register efforts. This is an essential component to maintaining the Preservation of Park City Character - a primary goal of the City Council.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PLANNING DEPT.			
Personnel	200,254	215,477	218,984
Materials	44,221	14,221	14,221
Total PLANNING DEPT.	244,475	229,698	233,205
TOTAL	244,475	229,698	233,205

FTEs	Budget FTEs
	FY 2022
Full Time	1.8
Part Time	
TOTAL	1.8

Level of Service

Historic District Design Review Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Historic District Design Review	4	14.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would lead to delays for addressing historic design applications, a decreased ability to utilize our historic preservation consultant, an inability to proactively address new programs, and an inability to monitor the National Register District.

Section 6: Performance Measures

Description:

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

Council Goal:

096 Authentic Local Culture

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

Wide Variety of
Exceptional
Recreation

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TENNIS			
Personnel	36,589	36,589	36,589
Materials	8,933	8,933	8,933
Total TENNIS	45,522	45,522	45,522
TOTAL	45,522	45,522	45,522

FTEs	Budget FTEs
	FY 2022
Full Time	0.3
Part Time	
TOTAL	0.3

Level of Service

Tennis Tournaments Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Tennis Tournaments	4	13.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS Staff has also been creative in the prizes they give away by actually making awards for some of the tournaments.

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS If the funding of tournaments was reduced we would have to reduce the number of events that we host.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Tennis Tournaments-TENNIS	Percent of participants who rate the tournament as "good" or better.	92%	0%	%	%

Description:

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

Council Goal:

119Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

Wide Variety of
Exceptional
Recreation

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

Section 1: Scope

Change in Demand

Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
GOLF PRO SHOP			
Personnel	45,565	45,565	45,565
Materials	33,500	33,500	33,500
Total GOLF PRO SHOP	79,065	79,065	79,065
TOTAL	79,065	79,065	79,065

FTEs	Budget FTEs
	FY 2022
Full Time	1.1
Part Time	0.2
TOTAL	1.3

Level of Service

Concessions

Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Concessions	4	13.75

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP To minimize any food loss we primarily stock items that are prepackaged and have a long shelf life. Perishables are purchased day of and in small quantities. The primary reasons for managing this operation are twofold. 1. Staff has had level of service issues with concessionaires in the past. By taking this in house we can better manage customer engagement as well as customer retention. 2. The golf course is an enterprise fund. Our revenues fund all of our expenditures. This operation increased our net revenues in the 2014 golf season over \$21,000.00.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP Previously the food and beverage was contracted out and the golf course received \$600 per month (4 months, \$2,400.00 per season) from our concessionaire. We could go back to this practice but feel the level of service to our customers would not be up to our standards and the potential of losing company tournaments and the revenues generated from them would have a significant impact to our bottom line.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Concessions-GOLF OPERATIONS	Percent of customers surveyed (Both online and on the course) that rate cart service as "good" or "excellent"	98%	0%	%	%
Concessions-GOLF OPERATIONS	Net concessions profits	17039	0		

Description:

MCPOLIN BARN The McPolin Farm is a public facility owned and operated by Park City Municipal Corporation. The Farm serves the community by hosting educational programs and a variety of events for the community and facilitates access at no fee or a reasonable fee. The Farm aims to balance the use of the facility among the ENTIRE community while being flexible and responding to changing needs of community, as well as preserve the historic and sentimental integrity of the Farm as open space and protect Farm from overuse. The citizens of Park City wish to retain and preserve the historic quality of the buildings, focus on the local use of the building, maintain public access, maintain the intimate high quality atmosphere and foster community use of the Farm.

Council Goal:

132 Authentic Local Culture

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

Varied & Multi-Seasonal Event Offerings

The McPolin Farm has been identified by staff, City Council and the National Register of Historic Places as one of the best preserved historic farmsteads in Summit County--and the only significant farmstead within the municipal boundaries of Park City. PCMC must manage, operate and protect this historical landmark, as well as share meaningful information with the citizenry on the property's historical background, purpose, public use, policy and future improvements. Proposed LOS would allow us to continue inviting the public to attend events at the McPolin Farm and possibly offer an additional event to the Park City community and tourists and continue with our goal of an inclusive community of diverse economic and cultural opportunities.

Section 1: Scope**Change in Demand**

Program Experiencing a NO change in demand

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

FTEs	
Full Time	
Part Time	.37
TOTAL	

Level of Service

McPolin Farm Same Level of Service

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

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

Reliance on City

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

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

MCPOLIN BARN The Friends of the Farm and Farm Manager strive to keep the events for the community as low cost as possible. Cost for catering and performers increases every few years. The increase in cost did affect events at the Farm this year. As stated we will consistently research for the lowest costs possible for these events. These events are available to the entire Park City community. These programs foster community use and knowledge of the facility. Events scheduled for 2016-17 will be 100% cost recovery from event revenue.

Section 5: Consequences of Funding Proposal at Lower Level

MCPOLIN BARN Reducing funding would lower the number of events offered to the public to participate in at the McPolin Farm, thus meeting the goal of the mission statement set for the Farm would not be met.

Section 6: Performance Measures

	Description -	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
McPolin Farm-CITY MANAGER	Percent of events sold out.	0%	0%	%	%

Description:

PARKS & CEMETERY This program includes flower plantings, community forest, hanging baskets, showy areas, banners, and holiday lighting. Challenges to the goal of this program are additional requests for expanding the beautification program and the associated costs.

Council Goal:

075 Authentic Local Culture

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

Arts & Culture Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Areas) and the strategic plan. The community has also expressed their desire for Flower, Holiday Lighting & Beautification through citizen requests. The Beautification program is a critical function in supporting the "brand" of Park City.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
FIELDS			
Personnel	1,039	1,039	1,039
Materials	400	400	400
Total FIELDS	1,439	1,439	1,439
PARKS & CEMETERY			
Personnel	196,960	196,960	196,960
Materials	132,441	132,440	132,440
Total PARKS & CEMETERY	329,401	329,400	329,400

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	330,840	330,839	330,839

FTEs	Budget FTEs
	FY 2022
Full Time	1.7
Part Time	
TOTAL	1.7

Level of Service

Flowers/Holiday Lighting/Beautification Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Flowers/Holiday Lighting/Beautification	4	13.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual
	-	FY 2020
Flowers/Holiday Lighting/Beautification-PARKS & CEMETERY	Number of hanging baskets and planters displayed during season	150
Flowers/Holiday Lighting/Beautification-PARKS & CEMETERY	Number of trees planted or replaced per season	20

Description:

PLANNING DEPT. The Planning Department is responsible for the management of and revisions to the Land Management Code (LMC). Recent revisions to the LMC have addressed Steep Slope Conditional Use Permits, Master Planned Developments, development in the historic zones, architectural guidelines, historic district design guidelines, public noticing, etc. Currently the Planning Department assesses the LMC on a bi-annual basis and rewrites sections to address issues as they arise.

Council Goal:

126 Authentic Local Culture

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

Safe Community The Department is committed to addressing new Code amendments twice a year. This is a timely process that involves collaboration with the Building Department, the Engineering Department, Sustainability, etc. with many Planning Commission meetings to formulate a series of recommendations to the City Council.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
AFFORDABLE HOUSING			
Materials	28,050	28,050	28,050
Total AFFORDABLE HOUSING	28,050	28,050	28,050
PLANNING DEPT.			
Personnel	144,399	159,622	144,399
Materials	3,392	3,392	3,392

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total PLANNING DEPT.	147,791	163,014	147,791
TOTAL	175,841	191,064	175,841

FTEs	Budget FTEs
	FY 2022
Full Time	1.1
Part Time	
TOTAL	1.1

Level of Service

Code Amendments Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Code Amendments	4	13.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The Department carries out all of this work in-house; we save significant amounts of public funds by not utilizing a consultant. Again, the BPE team is instrumental in seeing this work carried out in a comprehensive manner.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT.	The LMC and other documents would not be given a proactive review. Outdated code language would remain on the books, potentially hampering good design and planning.

Section 6: Performance Measures

Description:**RECREATION
PROGRAMS**

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

Council Goal:

109 Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PC MARC			
Personnel	235,007	235,007	235,007
Materials	79,754	79,754	79,754
Total PC MARC	314,761	314,761	314,761
RECREATION PROGRAMS			
Personnel	296,791	330,546	330,546
Materials	65,270	65,270	65,270

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total RECREATION PROGRAMS	362,061	395,816	395,816
TOTAL	676,821	710,577	710,577

FTEs	Budget FTEs
	FY 2022
Full Time	3.4
Part Time	7.2
TOTAL	10.6

Level of Service

Recreation Youth Programs Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Recreation Youth Programs	4	12.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC Programming would remain be reduced.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Recreation Youth program-REC PROGRAMS	Participants who would recommend the Youth programs, services, or leagues to a friend annually	96.2%	0%	%	%
Recreation Youth Programs-CITY RECREATION	Percentage of survey respondents who rate the program/tournament as "good" or better annually	95.9%	0%	%	%
Recreation Youth Programs-REC PROGRAMS	Percentage of youth programs registration that occurs on line annually	59%	0%	%	%

Description:

PLANNING DEPT. This is tied to the Planning Department's INTRA-DEPARTMENTAL efforts. This area includes a wide range of planning activities such as Sundance coordination, Treasure Hill, the Movie Studio analysis and research, water/landscape ordinance, the proposed Recreation Field analysis, Main Street infrastructure planning, Zoning analysis, Nightly Rental analysis, TZO work, assistance with property acquisition/disposition, National Register analysis, etc.

Council Goal:

130 Authentic Local Culture

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

Distinctive Sense of Place The Planning Department has always been involved in special planning projects and inter/intra-departmental efforts. We anticipate these projects to increase and establishing full-time Planner I (FY15) and Current Planning Manager (FY16) positions will enable the Department to maintain and/or increase the Level of Service to meet the demand of the estimated application increase and upcoming long range planning projects.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PLANNING DEPT.			
Personnel	51,072	56,146	57,315
Materials	2,663	2,663	2,663
Total PLANNING DEPT.	53,735	58,809	59,978
TOTAL	53,735	58,809	59,978

FTEs	Budget FTEs
	FY 2022
Full Time	0.5
Part Time	
TOTAL	0.5

Level of Service

Special Planning Projects - Inter-Dept Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Special Planning Projects - Inter-Dept	4	12.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT.

This program is fully about collaboration between/among departments. Again, this is about utilizing in-house planning resources and saving the cost of consultants.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT.

A reduction in funds for these efforts would require increased consulting fees for the City and lead to City teams retreating into silos with a more fragmented approach to City projects.

Section 6: Performance Measures

	Description
	-
Special Planning Projects - Inter-Dept-PLANNING DEPT.	Number of projects that include heavy collaboration with other departments

Description:

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

Council Goal:

112Authentic Local Culture

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

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

Section 1: Scope**Change in Demand**

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

Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PC MARC			
Personnel	227,018	227,018	227,018
Materials	50,825	50,825	50,825
Total PC MARC	277,843	277,843	277,843
RECREATION PROGRAMS			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	417,433	451,188	451,188
Materials	10,800	10,800	10,800
Total RECREATION PROGRAMS	428,233	461,988	461,988
TOTAL	706,076	739,832	739,832

FTEs	Budget FTEs FY 2022
Full Time	5.2
Part Time	5.0
TOTAL	10.2

Level of Service

Recreation Adult Programs Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Recreation Adult Programs	4	12.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020
	-	
Recreation Adult Programs-REC PROGRAMS	Participants who would recommend adult programs, services, or leagues to a friend.	98.23
Recreation Adult Programs-CITY RECREATION	Percentage of survey respondents who rate adult programs/tournaments as "good" or better.	98.56
Recreation Adult Programs-REC PROGRAMS	Increase the revenue in each adult program from one year to the next.	483

Description:

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

Council Goal:

113 Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
PC MARC			
Personnel	329,540	329,540	329,540
Materials	228,508	218,880	218,880
Total PC MARC	558,048	548,420	548,420
TOTAL	558,048	548,420	548,420

FTEs	Budget FTEs FY 2022
Full Time	3.0
Part Time	2.0
TOTAL	4.9

Level of Service

Rec Center Operations Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Rec Center Operations	4	12.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Rec Center Operations-CITY RECREATION	Total Recreation Cost Recovery	64.16%	0%	%	%
Rec Center Operations-CITY RECREATION	Percent of participants whose overall satisfaction with the PC Marc is good or better.	97.11%	0%	%	%
Rec Center Operation-CITY RECREATION	Percent increase in revenue for pass sales.	-15.7%	0%	%	%

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Rec Center Operations- CITY RECREATION	Percent of participants who rate fitness equipment as "good" or better	96.21%	0%	%	%
Rec Center Operations- CITY RECREATION	Percent of participants who would recommend PC MARC to a friend.	86%	0%	%	%

Description:

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

Council Goal:

141 Authentic Local Culture

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

Wide Variety of Exceptional Recreation

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

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

In light of the pandemic we continue to see that user groups very interested in renting ice. Additionally, private ice rental requests have increased. The duration of the Mandatory Mask Order will have a big impact on the level of demand for private rentals and the demand through the fiscal year is very much unknown with various governing bodies undecided on the upcoming seasons. Currently the interest is there but if we see change to youth sports we could see a reduction in interest (as a result of Health Orders and governing bodies for youth sports) or an increase based on residents traveling less and looking for available activities. FY 22 Update: While User Groups continued most of FY 21, other private rentals were suspended. As pandemic improves, private rentals are expected to resume with increased demand.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
ICE FACILITY			
Personnel	52,157	52,157	52,157

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	22,757	18,173	18,173
Total ICE FACILITY	74,914	70,330	70,330
TOTAL	74,914	70,330	70,330
FTEs	Budget FTEs FY 2022		
Full Time	0.5		
Part Time	0.1		
TOTAL	0.6		

Level of Service

Ice Rental Same Level of Service

	Quartile FY 2022	Score FY 2022
Ice Rental	4	12.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY The Program Coordinator works closely with all User Groups and private rentals to maintain an efficient ice schedule that mitigates underutilized ice.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY This program accounts for a significant amount of the facility's revenue and provides ice for all User Groups to host programming. User Group participants make up a considerable amount of the facility's usage. Limiting private rentals would limit desired access for locals and visitors who desire to use the facility for a private function. There is significant revenue off set for all ice rentals so funding this program at a lower level is not advisable. FY 21 had requested an increase in the program Ice Rental to provide curling instruction (which comes with a high

revenue off set) ad to re-class for the Program Coordinator (to Program Supervisor) to promote internal equity and retention for the full time position.FY 22

Section 6: Performance Measures

	Description	Actual
	-	FY 2020
Ice Programs-ICE FACILITY	Number of hours of ice rented by User Groups at other facilities (due to lack of availability in Park City)	75
Ice Programs-ICE FACILITY	Percentage of User Group participants that are satisfied with the facility	95

Description:

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

Council Goal:

115 Authentic Local Culture

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

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

Section 1: Scope**Change in Demand**

Program experiencing NO change in demand

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

Level of Service
Business Improvement District Same Level of Service

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

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

Description:

TENNISCurrently we administer 7 tennis courts year round and an additional 4 courts during half the year. The department also has four outdoor pickleball courts. The tennis department administers many special events during the year. We currently host several regional and local events. League play is very active with over 250 player's participating. Tennis operations handle the administrative functions of the department. They schedule and coordinate lessons, clinics, socials, tournaments, camps, leagues and oversee the pro shop. Tennis operations also handle all purchase orders, sponsorship, marketing and Pro Shop oversight.

Council Goal:

117Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TENNIS			
Personnel	303,033	313,933	315,033
Materials	68,933	68,933	68,933
Total TENNIS	371,966	382,866	383,966
TOTAL	371,966	382,866	383,966

FTEs	Budget FTEs
	FY 2022
Full Time	1.8
Part Time	1.1
TOTAL	2.9

Level of Service

Tennis Operations Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Tennis Operations	4	12.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community City provides program and program is currently being offered by other private businesses not within City limits

Reliance on City

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

TENNIS There is an opportunity for cost savings by having city staff (more than recreation) install and remove the tennis bubble.

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Tennis Operations-TENNIS	Percentage of tennis court hours booked during hours of operation	56%	0%	%	%
Tennis Operations-TENNIS	Percent of participants who would recommend tennis facilities to a friend.	86%	0%	%	%

Description:

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

Council Goal:

120 Authentic Local Culture

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

Wide Variety of
Exceptional
Recreation

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TENNIS			
Personnel	495,471	454,129	475,029
Materials	9,434	6,434	6,434
Total TENNIS	504,905	460,563	481,463
TOTAL	504,905	460,563	481,463

FTEs	Budget FTEs
	FY 2022
Full Time	0.5
Part Time	0.2
TOTAL	0.7

Level of Service

Tennis Programs Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Tennis Programs	4	11.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Tennis Programs-TENNIS	Junior Survey: Percentage of patrons (parents) that rate the program "good" or better.	0%	0%	%	%
Tennis Programs-TENNIS	Adult Survey: Percentage of patrons that rate the program "good" or better.	0%	0%	%	%
Tennis Programs-TENNIS	Percentage of patrons who would recommend tennis programs/tournaments to a friend.	89%	0%	%	%

Description:

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

Council Goal:

121 Authentic Local Culture

Desired Outcome:

Resilient and Sustainable Economy

Criteria for Meeting Desired Outcome**Section 1: Scope****Change in Demand**

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

Explanation

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

Section 2: Proposed Amount / FTEs**Level of Service**

Economic Development Grant Enhanced Level of Service

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

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

Reliance on City

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

Mandated

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration**Section 5: Consequences of Funding Proposal at Lower Level****Section 6: Performance Measures**

Description:

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

Council Goal:

103Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
GOLF PRO SHOP			
Personnel	266,987	251,409	251,409
Materials	151,475	151,475	151,475
Total GOLF PRO SHOP	418,462	402,884	402,884
TOTAL	418,462	402,884	402,884

FTEs	Budget FTEs
	FY 2022
Full Time	1.0
Part Time	4.2
TOTAL	5.2

Level of Service

Golf Management Operations Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Golf Management Operations	4	11.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Golf Management Operations-GOLF OPERATIONS	Percentage change in net revenues from previous year (Fiscal Year including depreciation)	-2.7%	0%	%	%

Description:

ICE FACILITY Skating & Hockey Academy teach fundamental skills for ice skating and hockey. Academy programs are utilized as a feeder program to User Groups. Skating Academy offers seven different classes to accommodate all levels of skating as well as an introduction to synchronized skating. Hockey Academy offers Basic Hockey Skating and Learn to Play Hockey. Power skating and various camps and clinics are also important aspects of each program. The adult hockey league currently has three levels (Bronze, Silver and Open Gold). Leagues are offered year round and league size changes each season based on interest and available ice. PC Ice Arena has recently been the second largest leagues in the state. Public sessions help create interest for ice sports which feed our programs and User Groups. Public sessions also serve as an activity for visitors. Off-ice Strength & Conditioning and Off-ice Ballet provide sport specific training for athlete development and injury prevention. Off-ice programs are particularly important for training of competitive athletes, given the limited amount of time for on ice training. A thoughtfully organized ice schedule is critical to meeting the needs of User Groups, athletes and recreational users, as best we can with limited ice availability. Many of the facility's events are facilitated by User Groups including multiple hockey tournaments, figure skating shows, test sessions and competitions and speed skating races. The facility also hosts a holiday cross- ice hockey tournament, Try Hockey For Free, Skate with Santa and other special programming to share this amenity with the community and attract new skaters. Beginning in FY 22, the facility hopes to provide three outdoor ice sheets at City Park on the tennis courts.

Council Goal:

104 Authentic Local Culture

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

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

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

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

	Request FY 2021	Rationale FY 2021
Ice Programs	Requesting additional funding for reclassification of Program Coordinator to Program Supervisor as well as additional funding for several part time positions. Requesting \$2k for department supplies and \$2k for marketing.	
TOTAL		

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ICE FACILITY			
Personnel	379,185	359,255	359,255
Materials	114,193	84,975	84,975
Total ICE FACILITY	493,378	444,230	444,230
TOTAL	493,378	444,230	444,230

FTEs	Budget FTEs FY 2022
Full Time	3.2
Part Time	1.3
TOTAL	4.4

Level of Service

Ice Programs Same Level of Service

	Quartile FY 2022	Score FY 2022
Ice Programs	4	11.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY Cost Saving: Full time staff are cross trained to be able to open and run the front desk and resurface the ice. Support during busy public sessions and events are often provided by full time staff. Full time staff can leave desk work to help during a rush or assist with a patron who needs more attention. During the week, this allows staff to provide great customer service without having an additional part time staff on the desk. The Front Desk is closed during early morning Freestyle sessions and evening adult league games. Although this is not our desired level of service, it reduces part time hours when activity at the front desk would be minimal. Collaboration: Staff has worked closely

with user groups to create an efficient ice schedule for youth based user groups and rink run programs, maximizing ice utility in the afternoon and early evening. The efficiencies allow for adult based user groups and rink run programs such as the Adult Hockey Leagues to begin and end earlier in the evening, allowing for leagues to grow by adding games later into the evening. Since FY 15 off ice ballet classes moved to a new location at the PC MARC. Staff agreed that pre-registrations revenue would go to the Ice Arena and drop in revenue would go to the MARC. This allowed the Ice Arena to keep the program and provides a new revenue source for the MARC. The Ice Arena pays for the cost of the instructor. The collaboration allowed the program to support developing athletes for which the floors at the ice arena were not sufficient for their improving skills. Innovation: Staff continues to creatively increase participation and ice utilization in our programs. In FY 20 the Thursday Learn to Play Hockey and Basic Skating Classes shared the Ice with the Ice Miner's Mite program. This provided an additional hour of ice for the Ice Miner organization to program. FY 21: New innovations came out of reduced class sizes due to the pandemic. Higher level Skating Academy classes were offered during Figure Skating Club ice which was not being well utilized. This showcased The Club and promoted progression to the students. Additional beginner levels were then added during regular Academy ice.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY If funding levels are below what is currently provided, the Ice Arena may have to limit the capacity of programs and/or eliminate certain programs due to lack of staff resources. Funding at a lower level will result in lower-quality instruction and the loss of participants due to dissatisfaction with the quality of instruction and lack of skill development. A reduction in class offerings would impact revenues as well as result in slower growth for user groups (the youth hockey organization, figure skating club and speed skating club) that depend on rink run programs (Skating & Hockey Academy) to attract and develop skaters, stimulate interest in ice sports and create participants for their programs/clubs. Specific to FY 21's budget requests, funding at a lower level would impact the ability to attract and retain staff and to provide instruction for scheduled Hockey Academy programs and off-ice classes. Decreasing these programs would impact customer satisfaction, the sustainability of User Groups and negatively effect revenues. If additional funding for department supplies is not fulfilled it will be a challenge to continue to provide safe, quality equipment for hockey programming and curling rentals. If the requested marketing increase is not funded we will not expand marketing to additional publications and will not add swag to outreach events.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Ice Youth Programs- ICE FACILITY	Percent of Participants satisfied with Off-Ice Training Classes	85%	0%	%	%
Ice Programs-ICE FACILITY	Number of hours rented for private rentals (does not include user groups)	97	0		
Ice Programs-ICE FACILITY	Number of hours rented by User Groups	1058	0		
Ice Programs-ICE FACILITY	Percentage of patrons that are Park City Residents	13	0		
Ice Programs-ICE FACILITY	Percentage of patrons that reside within Snyderville Basin Special Recreation District	30	0		
Ice Programs-ICE FACILITY	Percent of Participants satisfied with Skating Academy	94	0		
Ice Programs-ICE FACILITY	Percentage of Participants satisfied with Hockey Academy	91	0		
Ice Programs-ICE FACILITY	Percentage of ice scheduled (based on 6 am - midnight/18 hour date)	81	0		

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Ice Programs-ICE FACILITY	Percentage of usable ice time being used for programming that is open to the general public, versus time rented for private groups.	97%	0%	%	%
Ice Programs-ICE FACILITY	Total number of teams/players in Adult Hockey Leagues.	38	0		
Ice Programs-ICE FACILITY	Cost Recovery of Adult Hockey Leagues	96%	0%	%	%
Ice Programs-ICE FACILITY	Percentage of Adult hockey League participants who are satisfied or very satisfied with the league.	81%	0%	%	%
Ice Programs-ICE FACILITY	Percentage of public program participants in public skate, drop-in hockey, freestyle and drop-in/learn to curl who are satisfied or very satisfied with the programs.	89%	0%	%	%
Ice Programs- ICE FACILITY	Percentage of patrons that are Park City Residents	13%	0%	%	%
Ice Programs- ICE FACILITY	Percentage of overall time on ice maintenance	2%	0%	%	%
Ice Programs- ICE FACILITY	Percentage of patrons satisfied with community ice events	0%	0%	%	%

Description:

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

Council Goal:

124Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
GOLF PRO SHOP			
Personnel	43,573	43,573	43,573
Materials	23,245	23,245	23,245
Total GOLF PRO SHOP	66,817	66,817	66,817
TOTAL	66,817	66,817	66,817

FTEs	Budget FTEs FY 2022
Full Time	0.4
Part Time	0.2
TOTAL	0.6

Level of Service

Golf Shop Programs Same Level of Service

	Quartile FY 2022	Score FY 2022
Golf Shop Programs	4	11.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP Instructors use existing staff to help with Jr. clinics and leagues, thereby keeping staffing to a minimum.

Section 5: Consequences of Funding Proposal at Lower Level

GOLF PRO SHOP

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Golf Shop Programs-GOLF OPERATIONS	Percentage of lessons above average to excellent	95%	0%	%	%

Description:

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

Council Goal:

108Authentic Local Culture

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

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

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

Program experiencing a MINIMAL increase in demand of 1% to 4% We anticipate an increase in operations as we expect the conditions of the pandemic to improve and consequently the increase in programing, hours of operations and visitor numbers.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ICE FACILITY			
Personnel	268,753	268,753	268,753
Materials	208,437	194,077	194,077
Total ICE FACILITY	477,190	462,830	462,830
TOTAL	477,190	462,830	462,830

FTEs	Budget FTEs
	FY 2022
Full Time	2.0
Part Time	1.4
TOTAL	3.4

Level of Service

Operations Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Operations	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE Staff continues to seek operational savings, particular by means that also enhance efficiencies and lower the facility's carbon footprint. In
FACILITY 2020 we installed a control system that will assist in tracking and enhancing performance of HVAC, refrigeration and dehumidification systems. Although the facility may see some cost savings for utilities and labor if usage in FY 21 is significantly less as a result of the pandemic, we are experiencing higher costs in some areas including additional labor and cleaning supplies.

Section 5: Consequences of Funding Proposal at Lower Level

ICE Consequences of funding at a lower level include decreased satisfaction with the cleanliness and safety of the facility. Continuing with the
FACILITY supplemental cleaning contract will support operations (cleaning) staff to continue with the increased level of cleanliness as we return to more normal programing, visitor numbers and hours of the operation. Funding for Equipment Rental is particularly important for FY 22 in

anticipation of removing, repainting, and rebuilding the ice. Fans, heaters and other equipment are rented to facilitate this work, helping to mitigate the duration of the closure.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Retail-ICE FACILITY	Cost recovery for Retail	151	0		
Operations-ICE FACILITY	Gallons of water used annually (in thousands)	0	0		
Operations-ICE FACILITY	Value of employee wellness benefit	21139	0		
Operations-ICE FACILITY	Metric tons of carbon used	0	0		
Ice Programs-ICE FACILITY	Operating subsidy amount per fiscal year. (Does not include capital expenditures)	180665	0		
Operations-ICE FACILITY	Percentage of participants across all programs and activities who rate ice quality as good or excellent.	95%	0%	%	%
Operations-ICE FACILITY	Percentage of guests who rate the facility as being clean and safe.	98%	0%	%	%
Ice Programs ICE FACILITY	Cost recovery percentage of the Ice Arena.	80%	0%	%	%
Operations-ICE FACILITY	Kilowatt Hours (kwh) of electricity used at the facility	0	0		
Operations-ICE FACILITY	Decatherms (DTH) of natural gas used at the facility	0	0		
Operations-ICE FACILITY	Gallons of propane used at the facility	0%	0%	%	%
Operations- ICE FACILITY	Number of days closed due to unanticipated maintenance needs	0	0		

Description:

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

Council Goal:

128 Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TENNIS			
Materials	63,750	63,750	63,750
Total TENNIS	63,750	63,750	63,750
TOTAL	63,750	63,750	63,750

Level of Service

Pro Shop

Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Pro Shop	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

TENNIS The pro shop would be open fewer hours

Section 6: Performance Measures

	Description	Actual
	-	FY 2020
Pro Shop-TENNIS	Average daily sales annually	711.24
Pro Shop-TENNIS	Number of racquets strung annually.	2644

Description:

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

Council Goal:

129Authentic Local Culture

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PC MARC			
Personnel	4,452	4,452	4,452
Materials	20,330	20,330	20,330
Total PC MARC	24,782	24,782	24,782
TOTAL	24,782	24,782	24,782

FTEs	Budget FTEs
	FY 2022
Full Time	0.0
Part Time	
TOTAL	0.0

Level of Service

Marketing

Reduced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Marketing	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Marketing-CITY RECREATION	Percentage of recipients who open Rec Newsletters annually.	46%	0%	%	%
Marketing-CITY RECREATION	Number of Recreation Social Media followers.	8167	0		

Description:

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

Council Goal:

131Authentic Local Culture

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in DemandExplanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
GOLF PRO SHOP			
Personnel	94,192	90,059	90,059
Materials	142,414	142,414	142,414
Total GOLF PRO SHOP	236,606	232,473	232,473
TOTAL	236,606	232,473	232,473

FTEs	Budget FTEs
	FY 2022
Full Time	0.9
Part Time	0.1
TOTAL	1.0

Level of Service

Retail Operations Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Retail Operations	4	10.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

GOLF PRO SHOP Cost Savings: The merchandiser is very careful to order in bulk. This keeps the costs of shipping to a minimum. We currently attend the national PGA golf show in Orlando every other year. In alternate years staff attends local Utah shows. Collaboration: The golf merchandiser provides information for Citywide departments for ordering staff uniforms and retail items. This allows departments to receive discounting for bulk buying.

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Retail Operations-GOLF OPERATIONS	Achieve a return on investment of 25-40%. (Fiscal Year)	0%	0%	%	%
Retail Operations GOLF OPERATIONS	Return on investment (End of Season)	202688%	0%	%	%
Retail Operations-GOLF OPERATIONS	Gross retail revenue per customer by rounds played to be within national average for municipal courses (\$3-\$6) (seasonal)	0%	0%	%	%

Description:

HISTORICAL INCENTIVE GRANT The Historic District Grant Program was established in 1987 to assist property owners in maintaining historic residential and commercial structures by offsetting the costs. The Historic Preservation Board (HPB) reviews these applications on a monthly basis, as necessary, and grants funds from the Capital Improvement Projects (CIP), and Lower Park Avenue RDA. In the past funds were additionally available from the Main Street RDA but all funds are now being relegated to other projects. With the loss of incoming funding from the Main Street RDA the City would require designating some CIP funds to the Grant Program to allow property owners to continue to utilize the program and maintain their historic structures. These funds must be included in the operating budget. Funds will be taken from Capital, resulting in a zero-sum change for the City.

Council Goal:

114 Authentic Local Culture

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

Historic Preservation The Historic Preservation Board will review applications and will award grant funds on a monthly basis. Funds shall be awarded to projects that provide a community benefit of preserving and enhancing the historic architecture of Park City. Eligible Improvements include, but are not limited to: *siding *exterior trim *windows *exterior doors *foundation work *cornice repair *masonry repair *porch repair *structural stabilization *retaining walls of historic significance/steps/stairs. Maintenance items, such as exterior painting and new roofing, are the responsibility of the homeowner, but may be considered under specific circumstances. Non-Eligible Improvements include but are not limited to: *interior remodeling *interior paint *additions *signs *repair of non-original features *interior lighting/plumbing fixtures * landscaping/concrete flatwork

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
HISTORICAL INCENTIVE GRANT			
Materials	127,136	127,136	127,136
Total HISTORICAL INCENTIVE GRANT	127,136	127,136	127,136
TOTAL	127,136	127,136	127,136

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022

Level of Service

Historical Incentive Grant

Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022

Historical Incentive Grant 4 10.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

HISTORICAL
INCENTIVE GRANT

Grant recipients are required to sign a Historic Grant Program Agreement, Trust Deed, and Trust Deed Note, on the affected property. If the property is sold within five years, grant funds are repaid at a pro-rated amount, plus interest.

Section 5: Consequences of Funding Proposal at Lower Level

HISTORICAL INCENTIVE
GRANT

Lack of funding for the historic sites and structures (from first street to ninth street and properties outside of Old Town) may result in the loss of the historic fabric of our city.

Section 6: Performance Measures

Environmental Leadership

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results	City	City Council
				Team Rec FY 2022	Manager Rec FY 2022	Rec FY 2022
Water Quality	25.50	1	2,840,971	2,710,149	2,840,971	2,858,943
Distribution and Maintenance	25.50	1	3,814,812	3,434,557	3,814,812	3,838,944
Service Orders	25.50	1	343,543	312,500	343,543	345,716
Carbon Reduction	22.75	1	465,148	460,758	465,148	468,090
Water Billing	22.00	1	503,187	450,000	503,187	506,370
Project Management	21.50	1	342,186	342,186	342,186	344,350
Water Rights/Water Projects	21.25	1	214,814	214,814	214,814	216,173
Conservation	19.25	2	143,002	143,002	143,002	143,906
Open Space	18.75	2	102,459	95,888	102,459	103,107
Environmental Regulatory/EPA	18.75	2	404,694	404,694	404,694	407,254
Bonanza Flat Operations	15.75	3	20,000	20,000	20,000	20,127
Total Environmental Leadership			9,194,815	8,588,546	9,194,815	9,252,980

Description:

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

Council Goal:

001 Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
WATER OPERATIONS			
Personnel	1,539,558	1,539,558	1,539,558
Materials	1,301,414	1,150,591	1,150,591
Total WATER OPERATIONS	2,840,971	2,690,149	2,690,149
TOTAL	2,840,971	2,690,149	2,690,149

FTEs	Budget FTEs
	FY 2022
Full Time	11.9
Part Time	2.4
TOTAL	14.3

Level of Service

Water Quality

Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Water Quality	1	25.50

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves the ENTIRE Community City is the sole provider but there are other public or private and adds to their quality of life entities which could be contracted to provide this service

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

WATER
OPERATIONS

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

Section 5: Consequences of Funding Proposal at Lower Level

WATER
OPERATIONS

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Water Quality-WATER OPERATIONS	Compliance with State/EPA water quality requirements	0	0		
Water Quality-WATER OPERATIONS	Percent of citizens rating the quality of drinking water as "good" or "excellent."	0%	0%	%	%

Description:

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

Council Goal:

004 Environmental Leadership

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

High Quality & Sustainable Water Resources

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
WATER OPERATIONS			
Personnel	1,307,607	1,203,907	1,203,907
Materials	2,294,406	2,070,650	2,070,650
Total WATER OPERATIONS	3,602,012	3,274,557	3,274,557
TOTAL	3,602,012	3,274,557	3,274,557

FTEs	Budget FTEs
	FY 2022
Full Time	13.0
Part Time	
TOTAL	13.0

Level of Service

Distribution and MaintenanceEnhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Distribution and Maintenance	1	25.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community City is the sole provider but there are other public or private and adds to their quality of life entities which could be contracted to provide this service

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Distribution and Maintenance-WATER OPERATIONS	Percent of mainlines valves and hydrants exercised annually.	0%	0%	%	%
Distribution and Maintenance-WATER OPERATIONS	Annual - Percentage of PRV / regulator checks completed in the first week of each month.	0%	0%	%	%
Distribution and Maintenance-WATER OPERATIONS	Number of work related accidents per year.	0	0		
Distribution and Maintenance-WATER OPERATIONS	Annual lost work time hours directly related to work related accidents.	0	0		
Distribution and Maintenance-WATER OPERATIONS	Annually - Percentage of water operators certified in distribution and treatment.	0%	0%	%	%

Description:

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

Council Goal:

005 Environmental Leadership

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
WATER OPERATIONS			
Personnel	219,841	165,566	165,566
Materials	123,702	114,986	114,986
Total WATER OPERATIONS	343,543	280,552	280,552
TOTAL	343,543	280,552	280,552

FTEs	Budget FTEs
	FY 2022
Full Time	2.1
Part Time	
TOTAL	2.1

Level of Service

Service Orders Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Service Orders	1	25.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community City is the sole provider but there are other public or private and adds to their quality of life entities which could be contracted to provide this service

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Service Orders-WATER OPERATIONS	Percent of service orders resolved within 30 days.	0%	0%	%	%
Service Orders-WATER OPERATIONS	Annual Percentage of leaks addressed within 38 days.	0%	0%	%	%

Description:

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

Council Goal:

053Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in DemandExplanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ENVIRONMENTAL SUSTAINABILITY			
Personnel	330,363	330,308	334,698
Materials	130,450	80,450	80,450
Total ENVIRONMENTAL SUSTAINABILITY	460,813	410,758	415,148
SPEC. SRVC. CONTRT/WASTE/RECYCLING MGMT			
Materials	50,000	50,000	50,000

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total SPEC. SRVC. CONTRT/WASTE/RECYCLING MGMT	50,000	50,000	50,000
TOTAL	510,813	460,758	465,148

FTEs	Budget FTEs FY 2022
Full Time	2.0
Part Time	0.8
TOTAL	2.8

Level of Service

Carbon Reduction Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Carbon Reduction	1	22.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

ENVIRONMENTAL
SUSTAINABILITY

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

Section 5: Consequences of Funding Proposal at Lower Level

ENVIRONMENTAL
SUSTAINABILITY

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

Section 6: Performance Measures

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

Description:

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

Council Goal:

013Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

Change in Demand Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
WATER OPERATIONS			
Personnel	198,916	143,919	143,919
Materials	304,271	287,399	287,399
Total WATER OPERATIONS	503,187	431,318	431,318
TOTAL	503,187	431,318	431,318

FTEs	Budget FTEs FY 2022
Full Time	2.2
Part Time	
TOTAL	2.2

Level of Service

Water Billing Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Water Billing	1	22.00

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

Program benefits/serves the ENTIRE Community and adds to their quality of life City provides program and program is currently being offered by other private businesses not within City limits Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

WATER OPERATIONS Cost Savings/Innovation: The Water Billing Department was able to consolidate several tasks in meter reading services by installing a new Flex Point Radio meter reading system. This allowed the transfer of meter reading staff back into the Water Operations Department, which provided higher efficiencies in the maintenance program.

Section 5: Consequences of Funding Proposal at Lower Level

WATER OPERATIONS The consequences of lowering the funding for this program include the reduction of both our responsiveness to customer issues and our proactive leak detection. There would also be an increase in citizen and business owner complaints due to established community expectations.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Water Billing-WATER OPERATIONS	Annual Percentage of Stuck Meter Service Orders completed within 38 days.	0%	0%	%	%
Water Billing-WATER OPERATIONS	Annual Percentage of Cut Wire Service Orders completed within 38 days.	0%	0%	%	%

Description:

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

Council Goal:

034 Environmental Leadership

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

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

Section 1: Scope**Change in Demand**

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

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

FTEs	Budget FTEs FY 2022
Full Time	1.8
Part Time	
TOTAL	1.8

Level of Service

Project Same Level of
 Management Service

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

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Description:

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

Council Goal:

072 Environmental Leadership

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

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

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY ATTORNEY			
Personnel	124,340	209,908	209,908
Materials	4,906	4,906	4,906
Total CITY ATTORNEY	129,246	214,814	214,814
TOTAL	129,246	214,814	214,814

FTEs	Budget FTEs
	FY 2022
Full Time	1.0
Part Time	0.1
TOTAL	1.1

Level of Service

Water Rights/Water Projects Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Water Rights/Water Projects	1	21.25

Section 3: Basic Program Attributes

Community Served

Reliance on City

Mandated

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

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

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Fully executed agreements, approved change applications, environmental requirements satisfied, water quality concerns addressed, projects built, water flowing to customers. (Yes/No)	No	No	No	No
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Percent of water meetings attended by attorney.	0%	0%	%	%
Water Rights/Water Projects-CITY ATTORNEY'S OFFICE	Percent of Deputy City Attorney's time spent on water issues and projects.	0%	0%	%	%

Description:

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

Council Goal:

012 Environmental Leadership

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
WATER OPERATIONS			
Personnel	86,010	86,010	86,010
Materials	58,448	56,992	56,992
Total WATER OPERATIONS	144,457	143,002	143,002
TOTAL	144,457	143,002	143,002

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Conservation Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Conservation	2	19.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

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

Description:

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

Council Goal:

015Environmental Leadership

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
COMMUNITY ENGAGEMENT			
Personnel	12,003	5,432	12,003

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total COMMUNITY ENGAGEMENT	12,003	5,432	12,003
ECONOMY			
Personnel	89,348	89,348	89,348
Materials	1,108	1,108	1,108
Total ECONOMY	90,456	90,456	90,456
TOTAL	102,459	95,888	102,459

FTEs	Budget FTEs FY 2022
Full Time	0.6
Part Time	0.5
TOTAL	1.1

Level of Service

Open Space Same Level of Service

	Quartile FY 2022	Score FY 2022
Open Space	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

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

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

Section 5: Consequences of Funding Proposal at Lower Level

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

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Open Space-ECONOMY	Number of citations with Summit County weed ordinance.	0	0		
Open Space-ECONOMY	Number of acres of recreation open space per resident.	0	0		
Open Space-ECONOMY	Number of public inquiries per city noxious weed program on open space	0%	0%	%	%
Open Space-ECONOMY	Total acres of City-owned open space.	0	0		

Description:

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

Council Goal:

016Environmental Leadership

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
CITY ATTORNEY			
Personnel	200,569	221,961	221,961

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	1,074	1,074	1,074
Total CITY ATTORNEY	201,643	223,035	223,035
ENVIRONMENTAL REGULATORY			
Materials	100,000	100,000	100,000
Total ENVIRONMENTAL REGULATORY	100,000	100,000	100,000
ENVIRONMENTAL SUSTAINABILITY			
Personnel	157,030	198,151	198,151
Materials	8,350	8,350	8,350
Total ENVIRONMENTAL SUSTAINABILITY	165,380	206,501	206,501
TOTAL	467,023	529,537	529,537

FTEs	Budget FTEs FY 2022
Full Time	2.6
Part Time	0.1
TOTAL	2.7

Level of Service

Environmental Regulatory/EPA Same Level of Service

	Quartile FY 2022	Score FY 2022
Environmental Regulatory/EPA	2	18.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ENVIRONMENTAL SUSTAINABILITY

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

Section 5: Consequences of Funding Proposal at Lower Level

ENVIRONMENTAL SUSTAINABILITY

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
ENVIRONMENTAL REGULATORY/EPA- ENVIRONMENTAL SUSTAINABILITY	Compliance with Prospector Drain AOC schedule.	No	No	No	No
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Percent of monthly BioCell water sample testing completed.	0%	0%	%	%
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Number of citizens and business owners request for support in reviewing or obtaining certificates of compliance (Soil Ordinance)	0	0		
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.	0	0		
Environmental Regulatory/EPA-CITY ATTORNEY'S OFFICE	Meet and confer with all applicable City Staff and contracted service providers on EPA issues and received correspondence.	0	0		
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	Continued progress on Prospector Drain EE/CA	No	No	No	No
Environmental Regulatory/EPA- ENVIRONMENTAL SUSTAINABILITY	# of Phase I ESA's completed on all property transactions	0	0		

Social Equity & Affordability

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results Team Rec FY 2022	City	
					Manager Rec FY 2022	City Council Rec FY 2022
Housing	23.75	1	475,277	475,277	475,277	478,283
Youth & Spanish Services	20.50	2	403,221	403,221	403,221	405,772
Social Equity	19.50	2	167,890	167,890	167,890	168,952
Special Service Contracts	17.00	3	630,000	630,000	630,000	633,985
Mental Health	17.00	3	60,000	60,000	60,000	60,380
Youth Services Officer	16.00	3	223,436	223,436	223,436	224,849
DARE/Drug Education	15.25	3	33,054	33,054	33,054	33,263
Childcare	8.75	4	7,828	7,828	7,828	7,877
Total Social Equity & Affordability			2,000,705	2,000,705	2,000,705	2,013,361

Description:

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

Council Goal:

007 Social Equity & Affordability

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
SPEC. SRVC. CONTRT/HOUSING RESOURCE			
Materials	15,000	15,000	15,000
Total SPEC. SRVC. CONTRT/HOUSING RESOURCE	15,000	15,000	15,000
AFFORDABLE HOUSING			
Personnel	383,958	411,207	411,207

Expenditures		Dept Req	RT Rec	CM REC
		FY 2022	FY 2022	FY 2022
Materials		49,070	49,070	49,070
Total AFFORDABLE HOUSING		433,028	460,277	460,277
TOTAL		448,028	475,277	475,277
FTEs	Budget FTEs			
	FY 2022			
Full Time	3.6			
Part Time				
TOTAL	3.6			

Level of Service

Housing Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Housing	1	23.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the City is the sole provider but there are other public or private Community and adds to their quality of life entities which could be contracted to provide this service

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

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

program received a national policy award from the Urban Land Institute in 10/2013 recognizing the city's leadership and innovation in addressing local housing needs.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

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

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Housing-COMMUNITY DEVELOPMENT ADMIN	Percent of deed-restricted affordable housing units compared to occupied/primary units	0%	0%	%	%
Housing-COMMUNITY DEVELOPMENT ADMIN	Percent of deed restricted affordable housing units compared to total residential units.	0%	0%	%	%
Housing-COMMUNITY DEVELOPMENT ADMIN	Number of units built to achieve Council's goal of 800 units by 2026 (starting in 2016)	0	0		

Description:

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

Council Goal:

021 Social Equity & Affordability

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

Diverse
Community
Participation

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
LIBRARY			
Personnel	287,707	339,454	339,454

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Materials	62,865	61,903	61,903
Total LIBRARY	350,572	401,357	401,357
TOTAL	350,572	401,357	401,357

FTEs	Budget FTEs
	FY 2022
Full Time	3.0
Part Time	1.4
TOTAL	4.5

Level of Service

Youth & Spanish Services Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Youth & Spanish Services	2	20.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Collaborating with the Park City Day Camp and Park City School District to engage the youth in participating in Summer Reading Programs; thus, helping to prevent the 'Summer Slide', is an efficient use of money requested for programming. Working with other nonprofits to co-host

programs such as the Gingerbread Jimmy House Contest, Books 2 Movies, Summit County Library, and Windy Week with Recycle Utah creates cost savings for the library.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Without additional funds to keep pace with youth and Spanish services, the Library will not have the best resources available to engage these populations in our community. Success in education and library skills are basics for youth and teens to become successful citizens. Without additional funds we will fall short of Council goals to increase social equity and to serve the Spanish-speaking population. Negative impacts of not being approved for the personnel requests include the library not being equipped to provide services in a timely and cost-effective fashion. Deliverables will suffer. The library cannot provide books and new materials into the community's hands effectively. In addition, because our staff is manually checking in books in the back room we are unable to develop and provide services for kids, teens, Spanish-speakers, which does not provide 21st Century Service to the public. Inability for staff to attend conferences, meetings, and hold memberships at a professional level to keep up 21st Century Library standards. We are falling short on staying update library software and electronic resources as those expenses increase.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
	-				
Youth & Spanish Services-LIBRARY	Number of people served by Youth and Spanish programs and outreach.	0	0		
Youth & Spanish Services-LIBRARY	Checkout Rate of Children's Collection-Circulation per item	0	0		

Description:

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

Council Goal:

060 Social Equity & Affordability

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

Resilient and Sustainable Economy Special service contracts are generally viewed as the City investing in and providing needed services to the local community.

Section 1: Scope**Change in Demand**

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

Explanation**Section 2: Proposed Amount / FTEs****Level of Service**

Special Service Contracts Same Level of Service

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

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

Description:

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

Council Goal:

140 Social Equity & Affordability

Desired Outcome:

Criteria for Meeting Desired Outcome

Mental Health

Section 1: Scope

Change in Demand

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

Explanation

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

Section 2: Proposed Amount / FTEs

Level of Service

Mental Health

Enhanced Level of Service

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration**Section 5: Consequences of Funding Proposal at Lower Level****Section 6: Performance Measures**

Description:

POLICE The Youth Services Officer works in the elementary school, middle school, high school and alternative high school to keep the campuses safe and to help build strong relationships with youth now and in the future. The School Resource Officer investigates reports of criminal activity and provides intervention to curtail truancy. The School Resource Officer has built a foundation of trust and open communication with the students and school staff.

Council Goal:

089 Social Equity & Affordability

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

Safe The School Resource Officer is essential in providing the close working relationship that has been developed with the schools in the City.
Community The School Resource Officer provides D.A.R.E. Training for the students, and provides intervention for at risk students. However, first and foremost the SRO provides a safe learning environment on the school campuses.

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
POLICE			
Personnel	232,295	223,436	223,436
Total POLICE	232,295	223,436	223,436
TOTAL	232,295	223,436	223,436

FTEs	Budget FTEs
	FY 2022
Full Time	1.4
Part Time	
TOTAL	1.4

Level of Service

Youth Services Officer Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Youth Services Officer	3	16.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

POLICE The police department has partnered with the Park City School District in funding this position. The school district pays over \$41,000 annually to ensure that this program is in place. Through this collaboration of cost sharing we are able to fund this as a fulltime position.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE Funding at a lower level would not allow us to have a full time officer in this position.

Section 6: Performance Measures

	Description
	-
Youth Services Officer-POLICE	Total number of students processed for truancy

Description:

DRUG EDUCATION Drug Abuse Resistance Education (D.A.R.E.) is a collaborative effort involving parents, schools and Police all working together to teach youth to avoid illegal drugs and violence while helping them become healthy, law abiding citizens. The D.A.R.E. Program currently targets McPolin Elementary, grades Kindergarten through Fifth. Kindergarten through 2nd grade have 2 hours of education each year. Grades 3rd through 4th receive 5 one hour classes per school year. The 5th graders receive 9 weeks of education which is equal to 27 weeks. There are 3 classes per grade that are receiving D.A.R.E. Education.

Council Goal:

102 Social Equity & Affordability

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

Safe Community McPolin Elementary, parents and the Police department are actively involved in the success of the D.A.R.E. Program. Students, school faculty, parents and Police department staff attend a year-end Graduation for those students who have successfully completed this program.

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
DRUG EDUCATION			
Personnel	28,054	28,054	28,054
Materials	5,000	5,000	5,000
Total DRUG EDUCATION	33,054	33,054	33,054
TOTAL	33,054	33,054	33,054

FTEs	Budget FTEs
	FY 2022
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service

DARE/Drug Education Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
DARE/Drug Education	3	15.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

DRUG EDUCATION Joining with the community and addressing this area of concern has an immediate and hopefully a lifelong deterrence for the use of drugs. A strong united front against drug abuse can only strengthen a community overall.

Section 5: Consequences of Funding Proposal at Lower Level

DRUG EDUCATION A lower level of funding for this program would steal away the ability we have to educate children at an early age to avoid drug use. We currently provide D.A.R.E. Education for over 360 children per school year. We have been teaching D.A.R.E. at the elementary school level for over 5 years which calculates out to over 1800 children receiving this crucial education

Section 6: Performance Measures

	Description
	-
DARE/Drug Education-DRUG EDUCATION	Total number of students completing DARE program

Description:

PC We are open Monday thru Friday from 8:30 to 2 p.m. and add evening hours in the winter. The facility follows the state licensing requirements
 MARC as all staff have regular training and ratio of kids to staff is less than 10:1. Users of this service pay an hourly rate and must remain on-site using the facility. Children ages 1 to 6 may use the facility.

Council Goal:

134 Social Equity & Affordability

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PC MARC			
Personnel	7,528	7,528	7,528
Materials	300	300	300
Total PC MARC	7,828	7,828	7,828
TOTAL	7,828	7,828	7,828

FTEs	Budget FTEs
	FY 2022
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

Childcare Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Childcare	4	8.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

No Requirement or mandate exists

Section 4: Cost Savings / Innovation / Collaboration

PC Many of the childcare workers are cross trained to work the front desk so if childcare is not busy they are doing other tasks that help maintain the facility. If the front desk is busy they are a resource for them & vice versa.
MARC

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC Hours would be reduced that we offer childcare.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Childcare-CITY RECREATION	Percentage of respondents who would recommend childcare services to a friend.	98%	0%	%	%
Childcare-CITY RECREATION	Percentage of respondents who rate the childcare service as "good" or better.	96.4%	0%	%	%

Core or Essential Services

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results Team Rec FY 2022	City Manager	City Council
					Rec FY 2022	Rec FY 2022
Storm Water Utility	28.50	1	1,027,387	876,637	1,027,387	1,033,886
Prosecution	25.25	1	257,146	257,146	257,146	258,773
Elections	25.00	1	32,043	32,043	42,043	42,246
Accounting/Audit/Treasury	23.50	1	370,656	370,656	370,656	373,001
City Recorder	23.50	1	141,590	141,590	141,590	142,486
State Liquor Enforcement	23.50	1	64,243	64,243	64,243	64,649
Patrol Operations	23.50	1	2,561,436	2,561,436	2,561,436	2,577,640
Street Lights & Signs	23.25	1	335,492	335,492	335,492	337,614
Budget Preparation, Coordination, and Monitoring	22.50	1	147,340	147,340	147,340	148,272
Website	22.50	1	184,263	184,263	184,263	185,428
Debt Management	22.25	1	152,604	152,604	152,604	153,570
Clean-up and Storm Drain	22.00	1	248,568	248,568	248,568	250,140
Emergency Management	21.75	1	482,570	482,570	482,570	485,623
Fire Safety	21.75	1	503,514	503,514	503,514	506,700
Community Outreach and Citizen Engagement	21.50	1	1,309,773	1,282,746	1,309,773	1,318,058
Dispatch	21.50	1	620,000	620,000	620,000	623,922
Business Licenses	21.50	1	117,939	117,939	117,939	118,685
Financial Services	21.00	2	384,926	348,413	384,926	387,361
Inspections	21.00	2	1,245,946	1,245,946	1,245,946	1,253,828
Capital Budgeting	20.75	2	171,200	171,200	171,200	172,283
Engineering Project Management	20.75	2	547,702	412,281	547,702	551,167
Inspections and Contract Supervision	20.50	2	177,392	177,392	177,392	178,514
Revenue/Resource Management	20.25	2	39,669	39,669	39,669	39,920
Winter Snow Operations	20.25	2	1,265,976	1,218,897	1,265,976	1,273,984
Fleet Management & Maintenance	20.00	2	2,865,023	2,865,023	2,865,023	2,883,147
General Legal Support	19.75	2	217,924	85,065	217,924	219,303
Local, State, and Federal Compliance	19.75	2	160,193	160,193	160,193	161,206
Community Code Compliance	19.75	2	284,473	284,473	284,473	286,273
Litigation	19.75	2	153,154	124,714	153,154	154,123

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results	City	City Council
				Team Rec FY 2022	Manager Rec FY 2022	Rec FY 2022
Policy Creation & Implementation	19.50	2	554,270	554,270	554,270	557,776
Council & Board Support	19.50	2	532,852	518,632	532,852	536,223
Network Support	19.25	2	308,618	286,461	308,618	310,570
Street & Sidewalk Maintenance	19.00	2	611,367	495,248	611,367	615,234
Abatement Fund	19.00	2	48,688	48,688	48,688	48,996
Risk Management	19.00	2	1,422,631	1,422,631	1,422,631	1,431,630
Parks & Sidewalk Snow Removal	18.75	2	657,884	657,884	657,884	662,046
Benefit Design/Administration	18.75	2	76,935	76,935	76,935	76,935
Employment Review	18.75	2	84,572	84,572	84,572	85,107
Janitorial Services	18.75	2	580,539	580,539	580,539	584,211
Circulation Services	18.50	2	321,276	321,276	321,276	323,309
Staff Support	18.50	2	223,288	223,288	223,288	224,700
Technical Services	18.50	2	338,197	338,197	338,197	340,336
Community Support	18.25	2	936,543	936,543	936,543	942,467
IT Utilities	18.00	2	127,847	127,847	127,847	128,656
Building Repairs and Maintenance	17.75	2	626,119	626,119	626,119	630,080
Emergency Communications	17.75	2	85,234	85,234	85,234	85,773
Systems Support	17.25	3	340,351	325,127	340,351	342,504
Reciprocal Borrowing	17.00	3	25,038	25,038	25,038	25,196
Records Management	17.00	3	55,865	55,865	55,865	56,218
Safety and Security	17.00	3	43,000	43,000	43,000	43,272
Contracts/Grants	16.75	3	84,704	84,704	84,704	85,240
Adult Services	16.50	3	276,551	276,551	276,551	278,301
Strategic Planning	16.50	3	32,834	32,834	32,834	33,041
Software Maintenance/Upgrades	16.50	3	324,649	280,965	324,649	326,703
Grant Administration	16.25	3	11,185	11,185	11,185	11,256
Legislative Liaison	15.50	3	92,447	92,447	92,447	93,032
Community Engagement	15.00	3	181,128	181,128	181,128	182,274
Utilities	15.00	3	180,325	180,325	180,325	181,465
Planning Customer Service	15.00	3	169,631	167,293	169,631	170,704

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results	City	City Council
				Team Rec FY 2022	Manager Rec FY 2022	Rec FY 2022
GIS	14.75	4	137,332	137,332	137,332	138,201
Swede Alley Parking Structure	14.25	4	45,600	45,600	45,600	45,888
Golf Maintenance	13.75	4	682,619	678,329	682,619	686,937
Analysis Resource	13.75	4	76,079	76,079	76,079	76,560
Support/Help Desk	13.50	4	517,326	414,038	517,326	520,598
Performance Measures and Benchmarking	13.50	4	67,289	67,289	67,289	67,714
Cemetery	12.75	4	108,305	106,090	108,305	108,990
Valued & Engaged Staff	12.25	4	2,440	2,440	2,440	2,455
LEAD	12.00	4	10,000	10,000	10,000	10,063
Recruitment	11.75	4	105,642	100,737	105,642	106,310
Valuing Employees	11.75	4	208,274	205,005	208,274	209,592
Pay Plan Design/Administration	11.75	4	98,942	98,942	98,942	99,567
Trash Clean-Up	11.50	4	155,802	155,802	155,802	156,788
Leadership Park City	11.50	4	199,921	176,906	199,921	201,185
Performance Management	10.75	4	95,032	95,032	95,032	95,633
Short-Term Citywide Personnel	6.50	4	38,666	38,666	38,666	38,911
Total Core or Essential Services			27,973,979	27,061,167	27,983,979	28,160,452

Description:

STREET MAINTENANCE	This Program maintains City storm drain systems in order to minimize the addition of pollutants into stream water, and to minimize potential flooding.
WATER OPERATIONS	This Program is responsible for meeting the requirements of the Utah MS4 permit. The City has currently been designated, but has not yet applied for coverage under the permit.

Council Goal:

003Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Water Conservation

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a SUBSTANTIAL increase in demand of 25% or more	Demand has increased substantially as previously the City had not been mandated by the State to undertake this Clean Water Act obligation.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
STORM WATER OPER			
Personnel	611,297	758,480	758,480
Materials	292,944	292,944	292,944
Total STORM WATER OPER	904,241	1,051,424	1,051,424
TOTAL	904,241	1,051,424	1,051,424

FTEs	Budget FTEs FY 2022
Full Time	6.9
Part Time	
TOTAL	6.9

Level of Service

Storm Water UtilityEnhanced Level of Service

	Quartile FY 2022	Score FY 2022
Storm Water Utility	1	28.50

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves the ENTIRE of the Community and adds to their quality of life

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE N/A

WATER OPERATIONS N/A

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Storm Water-WATER OPERATIONS	Annually submit the Utah Pollutant Discharge Elimination System Storm Water Program MS4 Report form to the state	No	No	No	No

Description:

CITY ATTORNEY Work with the Park City Police Department and other agencies to prosecute misdemeanor offenses which occur within Park City's municipal boundaries. Park City Prosecutor screens approximately 550 cases annually. Advises the Police Department in the field on issues ranging from search warrants to first amendment rights to free speech. Conducts quarterly trainings with the Police Department on a broad array of legal issues. Conducts bench and jury trial and works with the Summit County Attorney's Office on county cases involving Park City personnel. Collaborates with the Summit County Victim's Advocate Coalition. Researches grant opportunities for establishing Park City's own victims' advocate. Complies with FBI and state laws for accessing criminal records with mandatory trainings and required audits.

Council Goal:

036 Core or Essential Services

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

Fiscally and Legally Sound 1) Community policing engaged 2) Capable workforce

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY ATTORNEY			
Personnel	215,481	226,177	226,177
Materials	30,969	30,969	30,969
Total CITY ATTORNEY	246,450	257,146	257,146
TOTAL	246,450	257,146	257,146

FTEs	Budget FTEs
	FY 2022
Full Time	1.5
Part Time	0.5
TOTAL	2.0

Level of Service

Prosecution

Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Prosecution	1	25.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community City is the sole provider of the service and there are no other and adds to their quality of life public or private entities that provide this type of service

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY Suggestion: Purchasing software to streamline case preparation to a paperless system for efficiency and allow timely follow-up to the
ATTORNEY Court and defense attorneys, which will cut down the cost of file folders and using an abundance of copier paper that produces 20 to 50 sheets per file. Shared responsibility between attorney and support staff to maximize efficiency.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEYThe City would be outsourcing prosecution matters to a contracted person/firm and staff that would have minimal training.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Prosecution-CITY ATTORNEY'S OFFICE	Filing and Disposition by Prosecutor (number of misdemeanor cases)	0	0		
Prosecution-CITY ATTORNEY'S OFFICE	Percent of requests for information/charges screening completed within 7 days.	0%	0%	%	%

Description:

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

Council Goal:

002Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government

Efficient and effective execution of elections is one of the most visible commitments to having an open and responsive government. For many citizens, voting may be their only interaction with City government in an entire year. Having the adequate resources to conduct elections is important.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	This is the off-year for elections, so the demand for this program is significantly less.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY MANAGER			
Personnel	10,387	10,387	10,387
Materials	11,600	8,656	8,656
Total CITY MANAGER	21,987	19,043	19,043
ELECTIONS			
Materials	13,000	13,000	13,000
Total ELECTIONS	13,000	13,000	13,000

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	34,987	32,043	32,043

FTEs	Budget FTEs
	FY 2022
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

Elections Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Elections	1	25.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community City is the sole provider of the service and there are no other and adds to their quality of life public or private entities that provide this type of service

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

ELECTIONSPartnering with Summit County is an effective cost-savings measure. In even years, we provide facilities and man the early-voting process. In odd years, when the City has its elections, if the County has any ballot initiatives, they share the cost of supplies, election judges, legal noticing, production of ballots, etc.

Section 5: Consequences of Funding Proposal at Lower Level

ELECTIONSElections are governed by State and Federal Laws. Funding at lower levels would reduce the ability to provide adequate man-power to run the election process.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Elections-CITY MANAGER	Deadline was met for noticing the election.	No	No	No	No
Elections-CITY MANAGER	Election results were delivered to the County within the specified timeline.	No	No	No	No

Description:

FINANCE This program is to assure that all financial transactions of Park City Municipal Corporation are properly administered and reported so as to address applicable laws, management information needs, and constituent requests. The Finance Department oversees the City's investment portfolio to ensure safety, liquidity and optimum yield. The Finance Department accumulates data to account for the City's capital assets, including infrastructure, as required by accounting principles generally accepted in the United State of America. Additionally, the department coordinates the City's annual audit and prepares the Comprehensive Annual Financial Report.

Council Goal:

008Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In an effort to keep the City fiscally and legally sound, the City must adhere to federal laws and regulations as well as requirements imposed at the state level. As stewards of the public trust, the Finance Department continues to receive education and training in the areas required by those entities. Also, changes are constantly happening in governmental accounting, so the Finance Department keeps up with those pending items that may turn into requirements for the City.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
FINANCE			
Personnel	298,882	303,139	303,139
Materials	70,717	67,517	67,517
Total FINANCE	369,599	370,656	370,656
TOTAL	369,599	370,656	370,656

FTEs	Budget FTEs
	FY 2022
Full Time	2.4
Part Time	
TOTAL	2.4

Level of Service

Accounting/Audit/Treasury Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Accounting/Audit/Treasury	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Cost Savings: The Finance Department has been able to take more trainings over the internet rather than travel, accounting for cost savings in training.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Consequences of a lower level of funding: Park City Municipal Corporation could be in danger of not meeting the required laws and regulations set forth by the Federal, State and local governments on top of adhering to our policies and procedures.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Accounting/Audit/Treasury-FINANCE	Output: GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	No	No	No
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted	0	0		
Accounting/Audit/Treasury-FINANCE	Output: Number of journal entries prepared and posted for Finance	47247	0		
Accounting/Audit/Treasury-FINANCE	Output: Number of bank statement transactions reconciled.	13403	0		
Accounting/Audit/Treasury-FINANCE	Output: Number of fixed asset additions and disposals entered in the Fixed Asset System.	300	0		
Accounting/Audit/Treasury-FINANCE	Output: Number of quarterly monitoring reports submitted to City Council.	4	0		
Accounting/Audit/Treasury-FINANCE	Outcome: Percent of semi-annual deposit and investment monitoring reports in compliance with the Utah Money Management Act.	0%	0%	%	%

Description:

CITY MANAGER Maintain a record of City Council proceedings, including minutes and motions. Maintains ordinances, resolutions, agreements, easements, professional services contracts. Administers oaths and acknowledgements under the seal of the City. Performs duties as required by the Municipal Code, the City Council, or the City Manager. Functions of the City Recorder play a vital role in the coordination and management of records of City Council proceedings, minutes and motions. The Recorder maintains original documents including ordinances, resolution, agreements, easements, professional services contracts. The Recorder is also charged by Code to administer oaths and acknowledgements under the seal of the City. The Recorder performs duties as required by the Municipal Code, the Mayor and City Council, and the City Manager.

Council Goal:

010 Core or Essential Services

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

Transparent Government Council has identified open and responsive government as a top priority. Much of the public's interaction with the City is through the Executive office. The Recorder and Senior Recorder are the people that are responsible for much of the perception that the City Manager and Mayor are responsive to citizens. They are often the first line of contact for the public and are an extension of the Mayor and City Manager roles.

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

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY MANAGER			
Personnel	135,496	137,797	137,797
Materials	4,029	3,793	3,793

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total CITY MANAGER	139,525	141,590	141,590
TOTAL	139,525	141,590	141,590

FTEs	Budget FTEs FY 2022
Full Time	1.1
Part Time	
TOTAL	1.1

Level of Service

City Recorder Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
City Recorder	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

City is the sole provider of the service and there are no other public or private entities that provide this type of service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
City Recorder-CITY MANAGER	Epackets & website postings by EOD Monday and packets distributed by end of day Monday.	0%	0%	%	%
City Recorder-CITY MANAGER	Two week turn around for Council minutes	0%	0%	%	%

Description:**STATE LIQUOR
ENFORCEMENT**

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

Council Goal:

011 Core or Essential Services

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

Safe
Community

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
STATE LIQUOR ENFORCEMENT			
Personnel	54,243	54,243	54,243
Materials	10,000	10,000	10,000
Total STATE LIQUOR ENFORCEMENT	64,243	64,243	64,243
TOTAL	64,243	64,243	64,243

FTEs	Budget FTEs
	FY 2022
Full Time	
Part Time	1.3
TOTAL	1.3

Level of Service

State Liquor Enforcement Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
State Liquor Enforcement	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description
	-
State Liquor Enforcement-STATE LIQUOR ENFORCEMENT	Total DUI arrests

Description:

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

Council Goal:

030 Core or Essential Services

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

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
POLICE			
Personnel	2,292,446	2,304,088	2,304,088
Materials	322,888	257,348	257,348
Total POLICE	2,615,334	2,561,436	2,561,436
TOTAL	2,615,334	2,561,436	2,561,436

FTEs	Budget FTEs
	FY 2022
Full Time	15.4
Part Time	
TOTAL	15.4

Level of Service

Patrol OperationsEnhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Patrol Operations	1	23.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Patrol Operations-POLICE	% of calls responded to within 15 minutes	0%	0%	%	%
Patrol Operations-POLICE	Total number of directed foot and bike patrol incidents initiated by officers assigned sectors	0	0		

Description:

STREET LIGHTS/SIGN The Streets Department is responsible for the operation and maintenance of 836 City owned street lights and leases 128 lights from Rocky Mountain Power Company (RMP). Items included are service and maintenance of control panels, wiring and electrical. In addition the Streets Department is responsible for the installation and maintenance of 2,900 street signs throughout town. The Streets Department provides a variety of services and maintenance for this program. It requires that routine inspections and maintenance be performed throughout the community to ensure the street lighting network is maintained in good working condition to provide safety and security to residents and guests. Challenges to this program are maintaining an aging lighting network, including fixtures, wiring, and coordinating repairs and maintenance with RMP.

Council Goal:

Transportation Innovation

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

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for lights and signage through citizen requests. The Street Lights and Signs program is a critical function of the health and safety of the community and is regulated by the Federal Highway Administration (MUTCD).

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
STREET MAINTENANCE			
Personnel	141,763	155,940	155,940
Materials	25,752	25,752	25,752
Total STREET MAINTENANCE	167,515	181,692	181,692
STREET LIGHTS/SIGN			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	181,300	153,800	153,800
Total STREET LIGHTS/SIGN	181,300	153,800	153,800
TOTAL	348,815	335,492	335,492

FTEs	Budget FTEs FY 2022
Full Time	1.5
Part Time	0.2

Level of Service

Street Lights & Signs Same Level of Service

	Quartile FY 2022	Score FY 2022
Street Lights & Signs	1	23.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

STREET LIGHTS/SIGN Collaboration: Being in the Water and Streets Division of Public Works, the Streets Department has a primary maintenance function in supporting Street Lights and Signs. Working collaboratively with Rocky Mountain Power, Sustainability, and the Engineering Department has created opportunities to incorporate new technologies, which allows for greater productivity. Innovation: The Street Department is looking for ways to enhance environmental stewardship while decreasing carbon footprint and equipment downtime through innovation. Recent examples include: Retrofitting existing lights to LED lights along Silver King Drive, Empire Ave, and most recently along Iron Horse Drive. Over the next year or so staff will request approval from City Council to begin retrofitting all street and path lighting to LED.

Section 5: Consequences of Funding Proposal at Lower Level

STREET LIGHTS/SIGN The consequences of lowering the funding for this program include: not meeting regulatory signage compliance, inability to repair street lights in a timely manner, and experiencing an increase in citizen complaints.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Street Lights & Signs-STREET MAINTENANCE	Percentage of city street lights operating.	190%	0%	%	%
Street Lights & Signs-STREET MAINTENANCE	Percentage of City-Owned street lights repaired within 30 days of receiving a complaint or requests for service. Street Lights that are maintained by Park City	196%	0%	%	%
Street Lights & Signs-STREET MAINTENANCE	Percentage of traffic control devices repaired within 30 days.	200%	0%	%	%
Street Lights & Signs-STREET MAINTENANCE	Percentage of signs inspected per year.	200%	0%	%	%

Description:

BUDGET, DEBT & GRANTS Currently the Budget and Finance Departments provide a high level of budget preparation services to the City with regards to budget process, documentation, and monitoring. The budget process includes: staff coordination; data input and collection; report creation and distribution; BFO staff assistance; BFO software creation and upkeep; Council and staff presentations; end-of-year balancing; and Pay Plan participation. Budget documents include the creation of Volumes I and II of the Budget Document, meeting GFOA Award criteria, submittal of the State Budget Audit, and the creation and distribution of the Citizen's Budget. Budget monitoring includes managing the desktop budget toolbox, weekly and monthly budget updates, as well as staff training and assistance on budget related issues.

Council Goal:

017 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City it is of the upmost importance that Council, the City Manager, and staff have a high level of budget preparation, coordination, and monitoring. Additionally, Council has identified the Budgeting for Outcomes (BFO) process as a high priority.

Section 1: Scope

Change in Demand Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	218,480	110,651	110,651
Materials	23,800	23,800	23,800
Total BUDGET, DEBT & GRANTS	242,280	134,451	134,451
FINANCE			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	9,836	10,163	10,163
Materials	2,727	2,727	2,727
Total FINANCE	12,563	12,889	12,889
TOTAL	254,842	147,340	147,340

FTEs	Budget FTEs FY 2022
Full Time	0.9
Part Time	
TOTAL	0.9

Level of Service

Budget Preparation, Coordination, and Monitoring Same Level of Service

	Quartile FY 2022	Score FY 2022
Budget Preparation, Coordination, and Monitoring	1	22.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget Department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS In a reduced scenario the department would not be able to provide much help in the way of budget reporting, assistance with budget options, budget balancing, and the pay plan process. The department's involvement with budget presentations and staff reports would be minimal.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	GFOA Distinguished Budget Presentation Award received (0 =No, 1 =Yes)	No	No	No	No
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Budget Document completed/distributed before end of 1st quarter (# of days before end of quarter)	0	0		
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Monitoring as "satisfactory" or above	0%	0%	%	%
Budget Preparation, Coordination, and Monitoring-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Budget Preparation as "satisfactory" or above	0%	0%	%	%

Description:**TECHNICAL &
CUSTOMER
SERVICES**

www.ParkCity.org is a core component in how we communicate and provide information. In coordination with other websites and social media efforts, Internet traffic is directed to the City website and provides the opportunity to measure the relevance and quality of the information being provided. This program allows departments to create website content and submit for review. This helps ensure that branding and readability guidelines are met before information is published. The City website is also accessible to mobile devices, a growing need and expectation. Users can receive automatic email notifications for a variety of City topics.

Council Goal:

069 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome****Citizen
Engagement**

The City website represents a significant portion of the Open and Responsive Government objective. Search engine ranking and growth, combined with other department offerings such as bus routes, continue to rely on the City website as a platform to disseminate information.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	101,467	103,929	103,929
Materials	80,334	80,334	80,334
Total TECHNICAL & CUSTOMER SERVICES	181,801	184,263	184,263
TOTAL	181,801	184,263	184,263

FTEs	Budget FTEs
	FY 2022
Full Time	0.8
Part Time	0.2
TOTAL	1.0

Level of Service

Website Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Website	1	22.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

The City website represents a significant cost value to provide information quickly and easily and displaces other costlier methods of communication.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduced funding would result in degraded style consistency and update frequency. Other enhanced features would be eliminated or minimized.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Website-TECHNICAL & CUSTOMER SERVICES	Annual Website trainings offered to department liaisons	0	0		
Website-TECHNICAL & CUSTOMER SERVICES	Percent of problem work-orders resolution with 4 hour response time	0%	0%	%	%

Description:

BUDGET, DEBT & GRANTS Currently the Budget Department provides debt management services for the City. These services include the preparation necessary for the issuing of a variety of typical and specialized bonds and other financing agreements. Budget staff works closely with the City's financial advisor and Bond Council in the planning and issuing of bonds. The department prepares and presents bond rating presentations to the bond rating agencies. The department provides analysis and reports for the City Manager and City Council regarding current outstanding debt.

Council Goal:

024Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Council has approved in the Strategic Plan that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the utmost importance that Council, the City Manager, and staff have a high level of debt management capability. Council has continued to utilize debt and a funding mechanism for capital projects and open space.

Section 1: Scope

Change in Demand Explanation

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
BUDGET, DEBT & GRANTS			
Personnel	142,051	149,854	149,854
Materials	2,750	2,750	2,750
Total BUDGET, DEBT & GRANTS	144,801	152,604	152,604

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TOTAL	144,801	152,604	152,604

FTEs	Budget FTEs FY 2022
Full Time	1.2
Part Time	
TOTAL	1.2

Level of Service

Debt Management Same Level of Service

	Quartile FY 2022	Score FY 2022
Debt Management	1	22.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS The department currently provides a high level of service and oversight related to debt issuance. Funding at a lower level would include relying more heavily on a financial advisor to handle debt issuance and planning.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Moody's), 1= Aa2, 2= Aa1, 3= Aaa	0	0		
Debt Management-BUDGET, DEBT & GRANTS	Percentage of bond issuances completed in time for project	0%	0%	%	%
Debt Management-BUDGET, DEBT & GRANTS	At least \$5 million kept in reserve to keep bond rating? (0 =No, 1 =Yes)	No	No	No	No
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (S & P) 2 = AA+	0	0		
Debt Management-BUDGET, DEBT & GRANTS	GO Bond Rating (Fitch) 2= AA+	0	0		

Description:

STREET MAINTENANCE Sweeping and clean-up along city streets; right-of-ways; Main Street Business trash compactors; and storm water runoff management. Challenges to the goal of this program are the Implementation of the Storm Water Management Plan and the need for specialized equipment due to aging infrastructure and community expectations. The Streets Department provides a variety of services and maintenance for this program. It requires that cleanup and control be performed in all areas of the community to ensure flood control, public safety and overall cleanliness.

Council Goal:

059 Core or Essential Services

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

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for additional street sweeping through citizen requests. The Cleanup and Control program is a critical (core) function and proposed enhancement of the program are based on environmental stewardship.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
STREET MAINTENANCE			
Personnel	164,195	185,461	185,461
Materials	63,107	63,107	63,107
Total STREET MAINTENANCE	227,302	248,568	248,568
TOTAL	227,302	248,568	248,568

FTEs	Budget FTEs
	FY 2022
Full Time	1.6
Part Time	0.3
TOTAL	1.9

Level of Service

Clean-up and Storm Drain Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Clean-up and Storm Drain	1	22.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Clean-up and Control-STREET MAINTENANCE	Percentage of residential streets swept every 30 days from April 15 to Nov 15.	100%	0%	%	%
Clean-up and Control-STREET MAINTENANCE	Percentage of flood control devices inspected weekly from April 15 to June 15.	50%	0%	%	%
Clean-up and Control-STREET MAINTENANCE	Percentage of storm drain boxes cleaned annually.	20%	0%	%	%

Description:

EMERGENCY MANAGEMENT	Emergency Management protects our community by coordinating and integrating all activities necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to and recover from threatened or actual natural disasters, acts of terrorism or other man-made disasters of all sizes. We also manage City Building Security and Citywide Safety Programs
EMERGENCY CONTINGENCY	The Emergency Contingency Fund is an "evergreen account" that was started in FY2012 to put aside funding for emergencies or disasters that befall the city that are not budgeted for. In FY 16 this account was changed to remain at \$100,000 per year. In FY17 \$10,000 was used for the purchase of the Mobile Command Trailer (MCT) and the current balance is \$90,000. In FY21, this amount was changed to \$500,000 to assist with response and community recovery efforts associated with the City's response to COVID-19.

Council Goal:

026 Core or Essential Services

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

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

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

Program experiencing a MINIMAL increase in demand of 1% to 4%	All three areas of responsibility, Emergency Management, Security and Safety have all seen an increased focus and demand for services over the past several years, stretching the Emergency Manager's ability to meet increasing requirements from government, insurers, special events, international security concerns and preparing the community.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
EMERGENCY MANAGEMENT			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	187,216	203,566	203,566
Materials	117,500	117,500	117,500
Total EMERGENCY MANAGEMENT	304,716	321,066	321,066
POLICE			
Personnel	70,364	61,504	61,504
Total POLICE	70,364	61,504	61,504
EMERGENCY CONTINGENCY			
Materials	500,000	500,000	500,000
Total EMERGENCY CONTINGENCY	500,000	500,000	500,000
TOTAL	875,080	882,570	882,570

FTEs	Budget FTEs FY 2022
Full Time	1.7
Part Time	
TOTAL	1.7

Level of Service

Emergency Management Same Level of Service

	Quartile FY 2022	Score FY 2022
Emergency Management	1	21.75

Section 3: Basic Program Attributes

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

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

EMERGENCY MANAGEMENT We have established a unique EOC model which has garnered statewide attention and the Emergency Manager has developed a number of policies being adopted by other agencies. Collaboration: We have developed a number of inter-local agreements for times of emergencies and involved in a number of local and regional groups in public safety and emergency management. We are utilizing a number of free resources for our new Safety Program and joint funding projects for the Safety Program.

EMERGENCY CONTINGENCY The Emergency Contingency Fund provides an immediate source of funding for emergencies and disasters that do not have a specific fund source. For large events funds may have to be reallocated.

Section 5: Consequences of Funding Proposal at Lower Level

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

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

Section 6: Performance Measures

	Description
Emergency Management-EMERGENCY MANAGEMENT	Number of Community Preparedness outreach items (print, radio, newspaper, web, presentations etc.)
Emergency Management-EMERGENCY MANAGEMENT	Federal & State National Incident Management System (NIMS) Compliance - NIMSCAST
Emergency Management-EMERGENCY MANAGEMENT	Number of Required NIMS & ICS courses completed by city staff

Description:

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

Council Goal:

066 Core or Essential Services

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUILDING DEPT.			
Personnel	466,629	467,074	467,074
Materials	36,440	36,440	36,440
Total BUILDING DEPT.	503,069	503,514	503,514
TOTAL	503,069	503,514	503,514

FTEs	Budget FTEs
	FY 2022
Full Time	4.1
Part Time	
TOTAL	4.1

Level of Service

Fire Safety

Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Fire Safety	1	21.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Fire Safety-BUILDING DEPT.	Percent of fire inspectors pursuing ongoing training each year	0%	0%	%	%
Fire Safety-BUILDING DEPT.	Percent of fire inspectors conducting outreach regarding code concerns or changes	0%	0%	%	%
Fire Safety-BUILDING DEPT.	Percent of fire incidents that fire inspectors respond to within 24 hrs	0%	0%	%	%

Description:

CITY COUNCIL	Mayor and Council are the legislative and governing body which exercises the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. City Council plays a vital role in outreach and communication with citizens of Park City.
CITY MANAGER	Inform and educate the public through venues including media, newsletters, website, and direct outreach. Include citizens through open houses and public meetings. Communicating the City's position to residents through local and regional news media, as well utilizing the City's website to reach the community and provide excellent resources at minimal cost.
COMMUNITY ENGAGEMENT	This area organizes and conducts neighborhood meetings and targeted citizen input sessions including community visioning, identifies issues of community interest and/or concern and develops messaging to support the City's vision and goals. Monitors public opinion, promotes positive media exposure, and prepares various materials including press releases, position statements, speeches, newsletters, social media, web content and reports. Works closely with City departments to develop and implement public information and media strategies. Staff is readily available to respond to media, organize and promote community meetings and open houses and implement public information campaigns. A monthly newsletter is produced and a biennial community survey implemented. Staff meets with HOAs as requested. Community outreach and engagement efforts include virtual participation through technological enhancements reaching new demographics including younger residents and Spanish-speaking residents. The community engagement program will also enhance the quality of citizen engagement.
ECONOMY	Organizes and conducts neighborhood meetings and targeted citizen input sessions prior to and during planning and implementation of capital and other team projects. In coordination with Community & Public Affairs, prepares various materials including press releases, position statements, web content and reports. By focusing on this as a priority, we currently provide an exceedingly high level of service in this area.

Council Goal:

009 Core or Essential Services

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

Community Engagement	An open and responsive government creates transparency through the utilization of many forms of media and through many channels of communication. Community outreach and citizen engagement are the cornerstone of an open government. Providing opportunities for citizens to become informed and engaged, and the extent to which residents that take those opportunities is an indicator of the connection between government and populace and a hallmark of Open and Responsive Government. Proposed Level of Service: The move of the Analyst I position from IT to Public Affairs will improve the timeliness of public notifications. It eliminates the "middle man" and allows public affairs to publish directly. It also provides a level of content review to ensure consistency with approved style guide.

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY COUNCIL			
Personnel	158,872	158,872	158,872
Materials	37,525	37,525	37,525
Total CITY COUNCIL	196,397	196,397	196,397
CITY MANAGER			
Personnel	299,244	345,169	345,169
Materials	11,545	10,995	10,995
Total CITY MANAGER	310,789	356,164	356,164
COMMUNITY ENGAGEMENT			
Personnel	343,884	424,486	343,884
Materials	60,200	60,200	60,200
Total COMMUNITY ENGAGEMENT	404,084	484,686	404,084
ECONOMY			
Personnel	87,390	116,043	123,672
Materials	105,956	5,956	5,956
Total ECONOMY	193,346	121,999	129,628
GRANTS/HISTORICAL SOCIETY			
Materials	25,000	25,000	25,000
Total GRANTS/HISTORICAL SOCIETY	25,000	25,000	25,000
SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR			
Materials	8,500	8,500	8,500
Total SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR	8,500	8,500	8,500
CONTINGENCY/GENERAL			
Materials	100,000	100,000	100,000
Total CONTINGENCY/GENERAL	100,000	100,000	100,000
CONTINGENCY/COUNCIL			
Materials	50,000	50,000	50,000
Total CONTINGENCY/COUNCIL	50,000	50,000	50,000
TOTAL	1,288,117	1,342,746	1,269,773

FTEs	Budget FTEs
	FY 2022
Full Time	5.1
Part Time	0.2
TOTAL	5.2

Level of Service

Community Outreach and Citizen Engagement Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Community Outreach and Citizen Engagement	1	21.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

In the last budget cycle Community Affairs purchased a keypad polling system that has been used extensively by the Planning Department in community outreach and in other public meetings. We will continue to innovate by employing new applications in citizen engagement using mobile phones. These apps, such as Poll Anywhere, are cost effective and do not require hardware acquisition. Other cost savings include bringing community engagement and communications trainings to Park City and cost sharing these programs with other agencies, and developing in-house training programs.

Section 5: Consequences of Funding Proposal at Lower Level

CITY COUNCIL Funding membership fees at a lower level would severely impact the City's partnership with Utah League of Cities and Towns who offers Park City the services of a skilled team of professionals to assist with the creation of policies and also provides significant support at the

state legislative level. Funding noticing at a lower level would prevent Park City from meeting the noticing requirements of the State of Utah for public and open meetings, as well as required publication of Ordinances.

CITY
MANAGER Funding at a lower level would limit the City Manager's ability to meet regularly with members of the county government, school district, fire district, water reclamation district and other recreation entities. Also, participation in community events would be restricted. Furthermore, less funding has the potential to decrease our current high level of civic engagement. People are busy and their lives are complex. We have to continue to evolve our methods of civic discourse and participation in both form and opportunities. Technology, new approaches and targeted outreach are key to diversifying the community participation. Without an investment in technology and other resources to accomplish this goal, it will be difficult to maintain our current levels of participation. Finally, the City would get less input and buy-in at the beginning of a project. The process would be staff driven and become more efficient on the front end, but we would be highly vulnerable to criticism from unsatisfied stakeholders.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Community Outreach and Citizen Engagement-ECONOMY	Percent of formal complaints about capital projects that are responded to within 24 hours with a detailed description of the amended action.	0%	0%	%	%
Community Outreach and Citizen Engagement-ECONOMY	Percent of customer satisfaction survey respondents, for Main St. projects, that felt communication was effective.	0%	0%	%	%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	Percent of respondents who indicated that they had attended a public meeting at least once in the last 12 months.	0%	0%	%	%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	Percentage of NCS respondents that rated "opportunities to participate in community matters" as "good" or "excellent"	0%	0%	%	%
Community Outreach and Citizen Engagement-CITY MANAGER	Percent of weeks that City Manager, or designee, is interviewed on KPCW regarding City Council meetings	0%	0%	%	%
Community Outreach and Citizen Engagement-COMMUNITY ENGAGEMENT	# of PSA/Press Releases/Social Media Postings	0	0		
Community Outreach and Citizen Engagement- COMMUNITY ENGAGEMENT	# of PSAs	0	0		

Description:

COMMUNICATION CENTER

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

Council Goal:

031 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Safe Community

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

Section 1: Scope

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
COMMUNICATION CENTER			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	620,000	620,000	620,000
Total COMMUNICATION CENTER	620,000	620,000	620,000
TOTAL	620,000	620,000	620,000

Level of Service

Dispatch Same Level of Service

	Quartile FY 2022	Score FY 2022
Dispatch	1	21.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

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

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Dispatch-POLICE	Average response time (minutes)	0	0		
Dispatch-POLICE	Average number of calls per day	0	0		
Dispatch-POLICE	100% of calls dispatched within fifteen minutes of receipt to officers.	0%	0%	%	%
Dispatch-POLICE	Number of calls for service received annually by dispatch	0	0		

Description:

FINANCE The Finance Department provides payroll, accounts payable and accounts receivable services. These services are provided with accuracy and timeliness. Another important factor of this program is customer service. Not only is this service provided to the public, but it is provided to internal departments as well.

Council Goal:

037 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In an effort to keep the City fiscally and legally sound, the City must adhere to federal laws and regulations as well as to requirements imposed at the state level. As stewards of the public trust, the Finance Department continues to receive education and training in the areas required by those entities. The Financial Services program strives to maintain a high level of internal customer service as well as external customer service. It is imperative that payroll and accounts payable keep up with tax laws and regulations that apply.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
FINANCE			
Personnel	353,693	320,995	320,995
Materials	27,418	27,418	27,418
Total FINANCE	381,111	348,413	348,413
TOTAL	381,111	348,413	348,413

FTEs	Budget FTEs
	FY 2022
Full Time	3.5
Part Time	
TOTAL	3.5

Level of Service

Financial Services Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Financial Services	2	21.00

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

FINANCE Collaboration: All of the functions in the program collaborate with all the departments to ensure the accuracy and timeliness of payroll, accounts payable and accounts receivable.

Section 5: Consequences of Funding Proposal at Lower Level

FINANCE Funding at a lower level would decrease the service level internal services provides to all departments, as well as decrease the level of service to the public.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Financial Services-FINANCE	Output: Number of checks processed.	0	0		
Financial Services-FINANCE	Output: Number of payments recorded and deposited in the bank.	0	0		
Financial Services-FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed.	0	0		
Financial Services- FINANCE	Output: Number of line items processed.	0	0		
Financial Services- FINANCE	Output: Number of electronic payments recorded and deposited in the bank.	0	0		
Financial Services- FINANCE	Output: Number of electronic payments processed.	0	0		
Financial Services- FINANCE	Output: Number of payments recorded and deposited at the front desk.	21473	0		
Financial Services- FINANCE	Output: Number of A/P invoices processed	13549	0		
Financial Services- FINANCE	Output: Number of paychecks/bonus checks and direct deposits processed	14699	0		
Financial Services- FINANCE	Output: Number of electronic payments processed at front desk	37514	0		

Description:

AFFORDABLE HOUSING	Housing performs inspections of units that are becoming available for sale to ensure they meet the required standards for maximum re-sale value in accordance to the deed restrictions. This ensures that the units are maintained at a high level.
ENGINEERING	Provide water meter inspections, public improvement inspections, inspections of utility and private work within the Right-of- Way (ROW) and other inspections deemed necessary to maintain the City ROWs in good condition.
BUILDING DEPT.	The purpose of the Department of Building and Fire Safety is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. The Inspectors shall apply the provisions of the International Building Code and National Electrical Code to construction, alterations movement, enlargement, replacement, repair, equipment, use of occupancy, location, maintenance, removal and demolition of every building or structure or any appurtenances connected or attached to such buildings or structures. The inspectors ensure that all structures are built to the minimum standards of the building code.

Council Goal:

051 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

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

Section 1: Scope

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
AFFORDABLE HOUSING			
Materials	3,170	3,170	3,170
Total AFFORDABLE HOUSING	3,170	3,170	3,170
ENGINEERING			
Personnel	133,308	152,476	152,476
Materials	45,103	45,103	45,103
Total ENGINEERING	178,411	197,579	197,579
BUILDING DEPT.			
Personnel	987,399	994,712	994,712
Materials	55,490	55,490	55,490
Total BUILDING DEPT.	1,042,889	1,050,202	1,050,202
TOTAL	1,224,471	1,250,951	1,250,951

FTEs	Budget FTEs FY 2022
Full Time	9.9
Part Time	
TOTAL	9.9

Level of Service

Inspections Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Inspections	2	21.00

Section 3: Basic Program Attributes

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

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

Section 4: Cost Savings / Innovation / Collaboration

ENGINEERING No budget requests related to the Engineering Inspections Program.

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING No budget requests related to the Engineering Inspections Program.

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

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Inspections-ENGINEERING	Percent of ROW permit inspections provided within two working days of contractor contract.	0%	0%	%	%
Inspections-ENGINEERING	Percent of water meter inspections completed within two working days.	0%	0%	%	%
Inspections-BUILDING DEPT.	Percent of inspections completed within 24 hrs of request	0%	0%	%	%
Inspections-BUILDING DEPT.	Percent of week's discussions that are conducted to brainstorm building codes and enforcement methods	0%	0%	%	%
Inspections-BUILDING DEPT.	Percent of inspectors pursuing ongoing training each year	0%	0%	%	%
Inspections-ENGINEERING	Percent of PIMPS completed within two weeks.	0%	0%	%	%

Description:

BUDGET, DEBT & GRANTS Currently the Budget department provides a high level service related to capital. Services include capital budget preparation, evaluation and monitoring. The department oversees the Capital Improvement Plan (CIP) process. The department works with City project managers to set and evaluate capital projects budget and expenditures. The department manages the Project Accounting module in EDEN. The Department also manages the CIP data base which allows a detailed accounting of project prioritization, funding source and budget detail. As part of the budget process, budget staff prepares prioritization, reports, and general analysis related to capital and presents information to the City Manager and Council on all city capital projects and capital needs.

Council Goal:

014 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound In the Strategic Plan, approved by Council, one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the utmost importance that Council, the City Manager, and staff have a high level of capital project preparation, coordination, and monitoring. Additionally, Council has continued to identify capital and infrastructure improvement and maintenance as a high priority to the continued development of the community.

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a MINIMAL increase in demand of 1% to 4% Demand is increasing due to a number of new Capital projects being undertaken in the City.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	154,743	170,350	170,350
Materials	850	850	850

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total BUDGET, DEBT & GRANTS	155,593	171,200	171,200
TOTAL	155,593	171,200	171,200

FTEs	Budget FTEs FY 2022
Full Time	1.5
Part Time	
TOTAL	1.5

Level of Service

Capital Budgeting Same Level of Service

	Quartile FY 2022	Score FY 2022
Capital Budgeting	2	20.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS By funding at a lower level the department would not be able to provide CIP prioritization committee services. CIP staff report and presentations would be greatly diminished. CIP reporting and database maintenance would still be provided, but at reduced levels.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Capital Budgeting-BUDGET, DEBT & GRANTS	Percent of months in which CIP budget monitoring was completed	0%	0%	%	%
Capital Budgeting-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Capital Project Monitoring 'satisfactory' or above	0%	0%	%	%
Capital Budgeting-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the usefulness of Capital Project Monitoring 'satisfactory' or above	0%	0%	%	%

Description:

CITY
ATTORNEY Scope LEGAL

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

Council Goal:

068 Core or Essential Services

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

Well-Maintained Assets and Infrastructure Effective Transportation Systems is identified as one of Council's goals. Routine replacement/re-construction of our transportation infrastructure is an important upkeep and maintenance element of our transportation system. The Effective Transportation desired outcome of engineering project management is to maintain an effective, well maintained, multi-modal transportation network.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ENGINEERING			
Personnel	439,649	346,549	346,549
Materials	76,107	65,732	65,732
Total ENGINEERING	515,756	412,281	412,281

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	515,756	412,281	412,281

FTEs	Budget FTEs
	FY 2022
Full Time	3.7
Part Time	
TOTAL	3.7

Level of Service

Engineering Project Management Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Engineering Project Management	2	20.75

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

ENGINEERING Lower level funding for project management would require the department to either shift the project workload to other teams, reduce the number of projects anticipated, work on the projects at a slower pace, or simply not continue with all of the OTIS, CIP, Federally Funded or other projects.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Engineering Project Management-ENGINEERING	Percent of construction projects "Substantially" completed within a construction season.	0%	0%	%	%
Engineering Project Management-ENGINEERING	Percent of public's construction concerns addressed within two weeks.	0%	0%	%	%

Description:

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

Council Goal:

054 Core or Essential Services

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

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

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BLDG MAINT ADM			
Personnel	134,203	152,267	152,267
Materials	25,125	25,125	25,125
Total BLDG MAINT ADM	159,328	177,392	177,392
TOTAL	159,328	177,392	177,392

FTEs	Budget FTEs
	FY 2022
Full Time	1.4
Part Time	
TOTAL	1.4

Level of Service

Inspections and Contract Supervision Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Inspections and Contract Supervision	2	20.50

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

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

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: falling out of compliances, unsafe facilities, and risk of possible citation. There would also be a decrease in contract oversight which would impact quality and increase complaints from tenants and building users.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
	-				
Inspections and Contract Supervision-BLDG MAINT ADM	Percentage of customer complaints responded to within 72 hours, 24 hours for minor emergencies and 2 hours for major emergencies after receiving a service request.	0%	0%	%	%
Inspections and Contract Supervision-BLDG MAINT ADM	Percentage of alarm and fire protection systems inspected in City buildings yearly.	0%	0%	%	%

Description:

BUDGET, DEBT & GRANTS Currently the Budget department provides a moderate to high level of revenue/resource management for the City. The department presents the annual Financial Impact Assessment Report to City Council during visioning. Staff also presents a monthly revenue update for Council. The Budget department provides detailed sales and property tax information for City Council, the City Manager and city staff.

Council Goal:

035 Core or Essential Services

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

Fiscally and Legally Sound Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of understanding of City revenue and an ability to accurately forecast it. Additionally, Council has identified the Budgeting for Outcomes (BFO) process has a high priority.

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

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

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	24,319	24,319	24,319
Materials	15,350	15,350	15,350
Total BUDGET, DEBT & GRANTS	39,669	39,669	39,669
TOTAL	39,669	39,669	39,669

FTEs	Budget FTEs
	FY 2022
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service

Revenue/Resource Management Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Revenue/Resource Management	2	20.25

Section 3: Basic Program Attributes

Community Served

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

Reliance on City

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

Mandated

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

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS

The Budget department has consolidated property tax analysis and data base management. Property tax data had been provided by an outside consultant and is now collected and compiled in-house. This results in a cost savings for the City. Also, due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS

In a reduced scenario the department would not be able to provide fee analyses and impact fee calculations as well as maintain the property tax and sales tax database. Current services such as sales tax monitoring/reporting, long rang revenue projections, shortfall

management, and property tax calculation would be reduced in scope and effectiveness. The ability to forecast revenues properly and to determine the proper revenue mix would be weakened.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Revenue/Resource Management- BUDGET, DEBT & GRANTS	Days after receiving property tax information from counties that property tax rate calculation sheets are filled out and returned	0	0		
Revenue/Resource Management- BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Revenue Forecasting and Analysis as "satisfactory" or above	0%	0%	%	%
Revenue/Resource Management- BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Financial/Fee Analysis as "satisfactory" or above	0%	0%	%	%

Description:

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

Council Goal:

043 Core or Essential Services

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

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

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

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
STREET MAINTENANCE			
Personnel	855,093	925,980	925,980
Materials	242,917	242,917	242,917
Total STREET MAINTENANCE	1,098,010	1,168,897	1,168,897
CONTINGENCY/SNOW REMOVAL			
Materials	50,000	50,000	50,000

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total CONTINGENCY/SNOW REMOVAL	50,000	50,000	50,000
TOTAL	1,148,010	1,218,897	1,218,897

FTEs	Budget FTEs FY 2022
Full Time	8.8
Part Time	1.1
TOTAL	9.9

Level of Service

Winter Snow Operations

Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022

Winter Snow Operations 2 20.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

STREET MAINTENANCE

Cost Savings: The Streets Department continues expanding to incorporate more "Mini" hauls in the Downtown Business District. This saves money by removing snow in a more efficient and effective manner. Innovation: The Streets Department continually looks for creative ways to increase productivity, service levels, equipment availability and decrease equipment downtime through innovation. Recent examples include: additional snow blowing equipment and 4X4 plow trucks. Funding for PC HeightsPC Heights has now reached 50% build out. With this milestone, the city is now obligated to provide maintenance. The maintenance program includes signs, pavement maintenance and snow removal services. For several years we anticipated that when PC Height's comes on line, it will trigger an additional plow operator for each of the four crews. These four crews are required to provide 24/7 coverage. In 2014, Park City and Summit County entered into a service agreement that provided winter plowing service to Richardson Flat Road. This agreement will terminate at the end of this winter season. We anticipate, as the Richardson Flat Park and ride becomes utilized more the need for higher winter service levels will be required to and from the parking lot. The streets snow removal has not increased in crew size in over 25 years. (Except for a short time during the 2002 Olympics) Adding an additional plow operator to the crews will provide the necessary resources to plow PC Heights and assume winter maintenance responsibility of Richardson Flat Road. With the additional plow operator on each crew, it is expected that many of our service level III streets that are now fully developed and occupied will become Priority II streets, thus an overall increase in winter service as a resultAdmin I personnel request. The attached

document demonstrates deficiencies in the Streets, Parks, Golf, and Building Maintenance. As these departments are combined working out of one newly renovated facility, administrative support will be essential. Transit funded snow operations transferWith the completion of the Iron Horse bus parking structure, Transit funded the snow removal on the parking deck including equipment rental and staff. As Richardson Flat Park and Ride lot became utilized, Transit funded all snow removal services that included loader rental and staff, most recently absorbed into this program is the temporary plowing if the Yard Lot. Kent Cashel wanted to maintain control of the program funding at the time. Then when Blake Fannesbeck took over Transit we continued with the same process. Now that Transit is undergoing a re-org, now might be the ideal time to clean this process up. This request transfers funding for the snow removal from the Transportation Department to the Street Maintenance fund. 1.5 FTE Seasonal Streets III (Grade 12, 1ST 14) \$88,500?Skid Steer Rental \$900 per month \$5,400.000 Large Loader Rental \$ 4,000 per month \$24,000

Section 5: Consequences of Funding Proposal at Lower Level

STREET
MAINTENANCE

The consequences of lowering the funding for this program include: Impacts to the health and Safety of our citizens and visitors, reduction in citizen and visitor safety, convenient travel, and an increase in accidents. There would also be an increase in citizen and business owner complaints due to established community expectations. Ability to access the Richardson Flats Park and Ride LotThe city will be unable to ensure municipal code is met. 14-4-3 Snow Removal Standards"Regular and adequate snow removal service" shall mean that snow shall be cleared from the roadway to a width of twenty feet (20') within a period of eight hours from the end of each snow storm which deposits an accumulation of four inches (4") of snow or more. It shall be unlawful to permit an accumulation of more than four inches (4") of snow to remain on a private street for more than eight (8) hours from the end of each storm.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Winter Snow Operations-STREET MAINTENANCE	Percentage of roads plowed within 16 hours after a storm.	100%	0%	%	%

Description:

FLEET SERVICES DEPT This program provides for the ongoing maintenance and operation of the City's fleet of vehicles and equipment. This includes fuel, routine maintenance and repairs. Includes fueling, preventative maintenance and repair services for a fleet of over 300 vehicles\equipment.

Council Goal:

057 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Fleet Services provides support services to: Transit, Police, Water, Streets, Parks, Bldg Maint. Golf Course Maint., Tech Services, Recreation and the Marsac motor pool. These support services are critical to each of these departments achieving their mission(s) in the pursuit of Council Goals.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
FLEET SERVICES DEPT			
Personnel	1,005,923	1,011,868	1,011,868
Materials	1,853,155	1,853,155	1,853,155
Total FLEET SERVICES DEPT	2,859,078	2,865,023	2,865,023
TOTAL	2,859,078	2,865,023	2,865,023

FTEs	Budget FTEs
	FY 2022
Full Time	10.0
Part Time	0.1
TOTAL	10.1

Level of Service

Fleet Management & Maintenance Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Fleet Management & Maintenance	2	20.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

FLEET
SERVICES
DEPT

Over the past 6 years, in the face of significant growth in fleet size, hours and miles of operation, the fleet maintenance program has streamlined its management structure, which has yielded the City a minimum savings of \$50,000 per year in personnel costs. Fleet growth in size and technical complexity now dictates the need to add an additional mechanic. Fleet Services continually reviews fleet utilization to identify opportunities to consolidate and reduce fleet vehicles while still meeting user need. The Marsac Motor Pool has significantly reduced fleet size and costs.

Section 5: Consequences of Funding Proposal at Lower Level

FLEET SERVICES DEPT Current Level of Service provides a base level of fueling, preventative maintenance and repair services to adequately maintain and operate the City's fleet. Funding the Fleet Maintenance program at a lower level would result in reduced vehicle appearance, increased vehicle downtime and shortened vehicle useful life. These consequences would hamper other divisions' ability to achieve their mission(s) and Council goals.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Fleet Management & Maintenance-FLEET SERVICES DEPT	Number of VEUs per mechanic (measured "vehicle equivalent units" to adjust for various equipment sizes).	45	0		
Fleet Management & Maintenance-FLEET SERVICES DEPT	Customer Satisfaction from Internal Service Survey: Percentage of ratings satisfactory or above.	0%	0%	%	%
Fleet Management & Maintenance-FLEET SERVICES DEPT	Product Quality from Internal Service Survey: Percentage of ratings satisfactory or above.	0%	0%	%	%
Fleet Management & Maintenance-FLEET SERVICES DEPT	Percentage of mechanic time spent servicing vehicles and equipment ("Wrench-turning" hours to total hours)	85%	0%	%	%

Description:

CITY ATTORNEY

Legal staff provides support to all City departments to address needs and/or concerns in an efficient manner. Conduct ongoing training for all staff. Attend meetings, review reports and code issues for staff, Park City Council and all boards and commissions. Advise Park City staff on the full gamut of municipal issues, ethics, and public matters. Prepare legal memoranda on significant changes in laws affecting Park City.

Council Goal:

041 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound 1) Fiscally and legally sound 2) Engaged and capable workforce

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY ATTORNEY			
Personnel	181,165	74,682	74,682
Materials	28,583	10,383	10,383
Total CITY ATTORNEY	209,748	85,065	85,065
TOTAL	209,748	85,065	85,065

FTEs	Budget FTEs
	FY 2022
Full Time	1.1
Part Time	0.1
TOTAL	1.2

Level of Service

General Legal SupportEnhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
General Legal Support	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEYProactive focus minimizes claims

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEYNon-legal support would impact training, meeting attendance, report review and addressing other issues efficiently.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
General Legal Support-CITY ATTORNEY'S OFFICE	Percent of staff inquiries addressed within 3 days.	0%	0%	%	%

Description:

HUMAN RESOURCES Compliance with multiple agencies, regulations and laws including the federal government, Utah State government and local government. This program involves being aware of changes to employment law and adhering to the requirements needed to comply, including but not limited to the Fair Labor Standards Act, Family Medical Leave, American with Disabilities Act and EEOC.

Council Goal:

046 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound Compliance in this area means no findings in audits by the Department of Labor, Equal Employment Opportunity Commission, State offices, and other agencies. In order to achieve this, compliance policies are researched and updated as necessary, required notices are posted, and accurate records are kept. This is critical to meeting the outcomes in being compliant. We also oversee internal auditing as necessary and education for management staff.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
HUMAN RESOURCES			
Personnel	133,883	140,423	140,423
Materials	19,770	19,770	19,770
Total HUMAN RESOURCES	153,653	160,193	160,193
TOTAL	153,653	160,193	160,193

FTEs	Budget FTEs
	FY 2022
Full Time	1.0
Part Time	0.1
TOTAL	1.1

Level of Service

Local, State, and Federal Compliance Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Local, State, and Federal Compliance	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES By keeping the City in compliance with regulations, we are able to minimize behaviors that act to disengage and frustrate the employee population, as well as distractions and fines that could be caused by complaints resulting in audits.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Audits by government officials are extremely costly and time-consuming if we are not being proactive in this area.

Section 6: Performance Measures

	Description
	-
Local, State, and Federal Compliance-HUMAN RESOURCES	# of violation inquiries received annually (IRS, INS, OSHA, Labor Commission, DOL, WC)

Description:**Council Goal:**

047 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe Community The Code Enforcement Officers are the only enforcement the City has to enforce on illegal activities that take place in the neighborhoods and are generally generated off of residential complaints. They are there to preserve the neighborhoods from zoning, Code and building Violations that could affect the preservation of the Park City Character.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUILDING DEPT.			
Personnel	263,782	264,228	264,228
Materials	20,245	20,245	20,245
Total BUILDING DEPT.	284,027	284,473	284,473
TOTAL	284,027	284,473	284,473

FTEs	Budget FTEs
	FY 2022
Full Time	2.4
Part Time	
TOTAL	2.4

Level of Service

Community Code ComplianceEnhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Community Code Compliance	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BUILDING DEPT. Hiring another field Code Enforcement Officer, we have building staff cross-trained to help out on code enforcement issues as needed. But as the economy slowly recovers, the Building staff will be increasingly focused on building projects, with less focus on code enforcement, but will still be able to help out occasionally. Train staff to help in large venue events with Police.

Section 5: Consequences of Funding Proposal at Lower Level

BUILDING DEPT. Concerns from the public on the well being of Park City. Currently there are not enough Code Enforcement Officers to patrol Park City during festivals. There has been public out cry that there is not enough Code enforcement as is.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Code Enforcement-BUILDING DEPT.	Percent of investigations initiated within 24 hrs of complaint	0%	0%	%	%
Code Enforcement-BUILDING DEPT.	Percent of complaints initiated by internal/proactive enforcement	0%	0%	%	%
Code Enforcement - BUILDING DEPT.	Percent of code enforcement hours provided outside of regular business hours	0%	0%	%	%
Code Enforcement-BUILDING DEPT.	Percent of code enforcement personnel conducting outreach regarding code concerns or changes	0%	0%	%	%

Description:

CITY ATTORNEY Legal Staff provides in-house capability for efficient case administration with outside legal counsel retained for conflict/specialty cases. Represent Park City in mediations, arbitrations, administrative hearings, and trials. Prepare pleadings, motions, and legal memoranda on matters including employment lawsuits, personal injury lawsuits, property damage, water rights applications and claims of interference with water rights, crop loss claims, police liability claims, civil rights violations, and land use appeals. Conduct depositions and defend staff deponents in all of the foregoing matters.

Council Goal:

090 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound Fiscally and legally sound

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY ATTORNEY			
Personnel	134,522	122,434	122,434
Materials	2,280	2,280	2,280
Total CITY ATTORNEY	136,802	124,714	124,714
TOTAL	136,802	124,714	124,714

FTEs	Budget FTEs
	FY 2022
Full Time	0.9
Part Time	0.1
TOTAL	0.9

Level of Service

Litigation Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Litigation	2	19.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Internal costs are less than hiring outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Outsourcing litigation to outside counsel would likely increase in costs over a long-term period.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Litigation-CITY ATTORNEY'S OFFICE	Percent of court deadlines met without extensions.	0%	0%	%	%
Litigation-CITY ATTORNEY'S OFFICE	Time dedicated to resolve city claims is at least approximately 20%; including consultations with outside counsel.	No	No	No	No

Description:

CITY COUNCIL	Mayor and Council are the legislative and governing body which exercise the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. City Council has been a member of the Utah League of Cities and Towns for many years. ULCT provides services to communities throughout the State of Utah.
CITY MANAGER	Develop proactive initiatives to respond to community challenges and shape policy for the City Council. Address public safety, economic, social and environmental factors (among others) and implement Council direction and address City operational concerns with wise discretion in the management of programs. The City Manager is responsible for facilitating policy decisions in accordance with goals and priorities of the Mayor and Council. Annual Goals and Targets for Action are established at the annual Council Visioning Workshop. The current level of service includes development proactive initiatives to respond to community challenges and shape policy for the City Council; addressing public safety, economic, social, and environmental factors (among others) and implement Council direction and address city operational concerns with wise discretion in the management of programs.
ENVIRONMENTAL SUSTAINABILITY	The Regional Community Development Director represents the City on regional collaboration efforts.

Council Goal:

029Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government	City Council has been a member of the Utah League of Cities and Towns for many years. ULCT provides services to communities throughout the State of Utah. Annual membership rates continue to increase and a budget request has been submitted to keep up with the increased costs. Municipalities are required to publish legal notices, which consist of agendas, public hearings, and publication of ordinance approvals. The budget request reflects actual expenditures for these notices.

Section 1: Scope

Change in Demand	Explanation
Program experiencing NO change in demand	

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
CITY COUNCIL			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	158,872	158,872	158,872
Materials	33,075	33,075	33,075
Total CITY COUNCIL	191,947	191,947	191,947
CITY MANAGER			
Personnel	149,215	195,140	195,140
Materials	23,144	23,083	23,083
Total CITY MANAGER	172,359	218,223	218,223
ENVIRONMENTAL SUSTAINABILITY			
Materials	144,100	144,100	144,100
Total ENVIRONMENTAL SUSTAINABILITY	144,100	144,100	144,100
TOTAL	508,407	554,270	554,270

FTEs	Budget FTEs FY 2022
Full Time	1.2
Part Time	
TOTAL	1.2

Level of Service

Policy Creation & Implementation Same Level of Service

	Quartile FY 2022	Score FY 2022
Policy Creation & Implementation	2	19.50

Section 3: Basic Program Attributes

Description:

CITY MANAGER	Staff assistance to City Council members and the Mayor in the performance of their official duties. Scheduling information requests, staff reports, workshop preparations and time in meetings, and other things paid City employees do to enable Council members to make governing happen. Staff is involved on a daily basis in the preparation of staff reports, workshops and meetings to aid Council and the Mayor in the performance of their official duties.
CITY ATTORNEY	Advise all city boards, commissions, mayor and city council of federal and state laws and regulations. Attend meetings and provide legal annual training to members of the same. The Legal Staff provides active support to all boards and commissions so as to address public concerns and questions in a timely and efficient manner.

Council Goal:

049 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transparent Government Open and Responsive Government is a high priority of the City Council and Mayor.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY MANAGER			
Personnel	152,112	176,225	176,225
Materials	11,659	9,797	9,797
Total CITY MANAGER	163,771	186,022	186,022
CITY ATTORNEY			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	333,857	327,813	327,813
Materials	4,797	4,797	4,797
Total CITY ATTORNEY	338,654	332,610	332,610
TOTAL	502,425	518,632	518,632

FTEs	Budget FTEs FY 2022
Full Time	2.7
Part Time	0.2
TOTAL	2.9

Level of Service

Council & Board Support Same Level of Service

	Quartile FY 2022	Score FY 2022
Council & Board Support	2	19.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

CITY MANAGER Innovation this year will come in the form of increased interagency outreach. The City has an interest in raising its profile and presence among its regional partners. Also, proactive focus reduces errors/liability.

Section 5: Consequences of Funding Proposal at Lower Level

CITY MANAGER Consequences of lowering funding for this program include impacts on facilitation of policy decisions in accordance with goals and priorities of the Mayor and Council, as well as reduced opportunities for regular meetings and communication with Council and Mayor. Also, non-legal support would impact training levels, meeting attendance, report review and addressing other issues efficiently.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Council & Board Support-CITY MANAGER	Percent of NCS respondents whose overall confidence in Park City government is "good" or "excellent"	0%	0%	%	%
Council & Board Support-CITY MANAGER	Percent of employees satisfied with the City Manager's office.	0%	0%	%	%
Council & Board Support-CITY ATTORNEY'S OFFICE	Percent of staff reports reviewed within three days.	0%	0%	%	%
Council & Board Support-CITY ATTORNEY'S OFFICE	Conduct annual training with all Boards, Commissions and Council in accordance with Master Training Calendar.	0	0		

Description:

TECHNICAL & CUSTOMER SERVICES Network Support manages network infrastructure and security across multiple locations, providing phone, data, and wireless access services. Support includes datacenter operations and backup system support. This program also implements and supports technology projects.

Council Goal:

044 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Open and responsive government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Network connectivity provides this through allowing complex software packages that allow departments to respond to citizens with requests in a timely manner while effectively enabling departments to communicate and share data saving time and effort.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14% Technology expansion and adoption of new services tend to increase network demands. However, cybersecurity controls and expectations represent the most significant operational development.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	191,533	200,767	200,767
Materials	110,694	85,694	85,694
Total TECHNICAL & CUSTOMER SERVICES	302,227	286,461	286,461
TOTAL	302,227	286,461	286,461

FTEs	Budget FTEs
	FY 2022
Full Time	1.3
Part Time	
TOTAL	1.3

Level of Service

Network Support Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Network Support	2	19.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Significant security, infrastructure and fiber upgrades have helped safeguard our network and data as demonstrated through a recent security assessment.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Network Support reductions would reduce response times to support and service/project requests. Reductions will pose risks to proactively manage security, updates and backup of network equipment. Backup safeguards may not be available, and advanced project capabilities will be hindered. Network operations represents a critical component to the foundation of IT support. With reduced funding, IT and the organization will be disadvantaged and unlikely to meet growing demands. Furthermore, we will have

an increased level of risk and cost associated with downtime. Should the level of funding remain unchanged into future years, issues will continue to hinder other project expectations.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of network available for use or log in	0%	0%	%	%
Network Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with network support	0%	0%	%	%

Description:

PARKS & CEMETERY The Parks and Fields Maintenance Departments provide a variety of services and snow removal techniques for this program. It requires that snow removal services be performed through priority sequencing at all City facilities. Items include snow plowing, blowing and widening from 14+ miles of sidewalks and bike paths. The Parks Department is also responsible for snow removal at all City-owned buildings, including the tennis bubble and 24 flights of Old Town Stairs. The Fields Department is responsible for the removal of snow from the artificial turf field. Challenges to the goal of this program are expanded service for sidewalks, new development, and increasing community expectations.

Council Goal:

052Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for effective snow removal services through citizen requests and community satisfaction surveys. The snow removal program is a critical (core) service for the public in providing a safe community that is walkable & bike-able, supporting a world class resort destination.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
FIELDS			
Personnel	69,044	69,044	69,044
Materials	29,431	29,431	29,431
Total FIELDS	98,475	98,475	98,475
PARKS & CEMETERY			

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Personnel	508,784	473,784	473,784
Materials	85,626	85,626	85,626
Total PARKS & CEMETERY	594,409	559,409	559,409
TOTAL	692,884	657,884	657,884

FTEs	Budget FTEs FY 2022
Full Time	3.7
Part Time	3.1
TOTAL	6.9

Level of Service

Parks & Sidewalk Snow Removal Same Level of Service

	Quartile FY 2022	Score FY 2022
Parks & Sidewalk Snow Removal	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
City Facility Snow Removal-PARKS & CEMETERY	Percentage of Sidewalks and stairs cleared of ice and snow within the next scheduled work shift.	0%	0%	%	%
Parks & Sidewalk Snow Removal-PARKS & CEMETERY	Percentage of sidewalks and stairs cleared of ice and snow within the next scheduled work shift (following the end of the storm)	90	0		

Description:

HUMAN RESOURCES Benefits programs include health, dental, retirement, disability and life insurance offerings. The financial and emotional stability for employees made possible by these programs allows the City to remain competitive with marketable and comparable employee job opportunities. This benefits both the internal and external City customer with longevity, training and institutional memory. This also allows employees the occasional needed flexibility to deal with significant and minor challenges in their personal lives, which allows them to be productive and stable in the work force. Benefits costs are included as part of salary comparison data undermining salary levels, so quality programs at low costs are important to both the City and the employees.

Council Goal:

078 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Fiscally and Legally Sound Turnover and loss of key employees who demonstrate excellence and loyalty is a major cost and loss of service for the City. In order to function well and be open and responsive to Citizen needs and requests, stable employees with experience and training are necessary.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
HUMAN RESOURCES			
Personnel	66,380	71,285	71,285
Materials	10,555	10,555	10,555
Total HUMAN RESOURCES	76,935	81,840	81,840

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	76,935	81,840	81,840

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Benefit Design/Administration Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Benefit Design/Administration	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES

Competitive benefit offerings provide greater stability and allow the City to overcome unnecessary additional training, recruitment and replacement costs. Industry studies cite total costs of recruitment, training and lost productivity associated with turnover at 2-3 times the cost of a position's annual salary. Cost savings by remaining competitive with other job opportunities of employees is significant to the City. Innovations in this area include costs savings associated with renewals by completing some necessary administrative work in-house, as well as adopting online programs to lower customer service costs by producers.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Reductions in established benefits programs would result in employee compensation not meeting the City standard of "market pay" as benefit costs are one contributor to "total compensation" comparisons. Market analysis would need to be conducted by staff, as well as revised recommendations by Council on compensation directives.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Benefits Design/Administration-HUMAN RESOURCES	Percent of increase to benefit dollar costs compared to national average.	0%	0%	%	%
Benefits Design/Administration-HUMAN RESOURCES	Benefit-to-pay ratio for 40K salary.	80%	0%	%	%
Benefits Design/Administration-HUMAN RESOURCES	Employer-to-Employee benefit ratio cost (compare to Wasatch Comp Group Data)	0%	0%	%	%

Description:

CITY ATTORNEY The City Attorney and Deputy City Attorney are assigned to Human Resources to address personnel related needs in a timely and efficient manner, including: special employment agreements, disciplinary actions, complaints, terminations, and administrative appeals. Act as lead counsel on employment litigation. Counsel managers on emerging employment case law.

Council Goal:

081 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization

Section 1: Scope

Change in Demand Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
CITY ATTORNEY			
Personnel	100,915	122,307	122,307
Materials	785	785	785
Total CITY ATTORNEY	101,700	123,092	123,092
TOTAL	101,700	123,092	123,092

FTEs	Budget FTEs
	FY 2022
Full Time	0.5
Part Time	0.1
TOTAL	0.5

Level of Service

Employment Review Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Employment Review	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Internal resources are less expensive than outside counsel

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would spend adequate time with employee related issues, and address report reviews efficiently.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Employment Review-CITY ATTORNEY'S OFFICE	Percent of employee contracts reviewed within three days.	0%	0%	%	%
Employment Review-CITY ATTORNEY'S OFFICE	Percent of legal questions from Human Resources and other departments answered within three days, unless extenuating circumstances	0%	0%	%	%

Description:

BLDG MAINT ADM The Building Maintenance Department provides a variety of janitorial services for this program. It requires that janitorial services be performed in City buildings to ensure cleanliness and a respectable appearance for staff and visitors. Includes general cleaning services such as carpet, windows, restrooms, offices, and common areas. Much of this program is outsourced to private businesses for efficiency. Challenges to the goal of this program are high costs associated with environmentally friendly cleaning products, which are used due to increasing community expectations to go "green".

Council Goal:

092 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community and user groups have also expressed their desire for clean, presentable facilities. The Janitorial program is a critical function and proposed enhancement of the program is based on a citizen request for enhanced services and inflation in the cost of environmentally friendly cleaning products and materials.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BLDG MAINT ADM			
Personnel	176,798	206,904	206,904
Materials	401,846	379,500	379,500
Total BLDG MAINT ADM	578,644	586,404	586,404

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	578,644	586,404	586,404

FTEs	Budget FTEs
	FY 2022
Full Time	2.0
Part Time	
TOTAL	2.0

Level of Service

Janitorial Services Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Janitorial Services	2	18.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM	"Innovation": The Building Maintenance Department continually looks for creative ways to increase productivity, service levels, and equipment availability that will decrease carbon footprint and equipment downtime through innovation. Industry trends are to move toward increasing availability of environmentally friendly janitorial products.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM	The consequences of lowering the funding for this program include: Reduction in building and restroom cleanliness. There would also be an increase in citizen and staff complaints due to established expectations.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Janitorial Services-BLDG MAINT ADM	Percentage of City buildings cleaned based on weekly schedule.	0%	0%	%	%

Description:

LIBRARY The Circulation Desk is staffed to greet, welcome and assist library users 7 days a week. The library is open to the public 64 hours each week. Staff check materials in and out, assist computer users, register patrons for library cards, answer questions in person and via the telephone, manage item requests, process interlibrary loans, handle fines & payment, create displays, accept & sort donations, manage meeting & study rooms and sort returned items.

Council Goal:

018 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Arts & Culture Circulation Services helps to meet the desired outcomes by: 1. Greeting, welcoming, and assisting community members (Physically and socially connected neighborhoods) 2. Providing a welcoming place for members of the community & visitors to use for accessing the internet, quiet study, or gathering. (Vibrant community gathering spaces and places) 3. Checking out materials and providing research and computer assistance. (Connected, knowledgeable and engaged citizens) 4. Answering questions about local events and activities, and providing materials to learn more about arts and culture. (Vibrant arts and culture offerings for community & visitors)

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14% This department is seeing the same growth as others, but we need funding in the other programs to meet strong demand for programming, collections, personnel, software, and computers.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
LIBRARY			
Personnel	255,864	279,667	279,667
Materials	41,249	41,609	41,609

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total LIBRARY	297,113	321,276	321,276
TOTAL	297,113	321,276	321,276

FTEs	Budget FTEs
	FY 2022
Full Time	2.6
Part Time	0.7
TOTAL	3.3

Level of Service

Circulation Services Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Circulation Services	2	18.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Staff working at the circulation desk complete other tasks and projects as time allows such as, doing inventory, working on displays, helping librarians with projects and programs, etc. The Circulation Desk also assists the Friends of the Farm by selling tickets for their events at the front desk and assists the film series by answering questions about the upcoming films and receiving packages. During Sundance the

Circulation Desk distributes film guides and answers questions from visitors, Sundance staff and volunteers. The Circulation Desk also provides and updates a community bulletin board and displays flyers with community and visitor information.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Less community impact without development and growth as a 21st Century Library. Reduced level of customer engagement.

Section 6: Performance Measures

	Description
	-
Circulation Services-LIBRARY	Annual visits per capita.
Circulation Services-LIBRARY	Circulation per capita (annual measure only)
Circulation Services- LIBRARY	Electric content use (number of log-ins)
Circulation Services- LIBRARY	Number of Registered Users
Circulation Services- LIBRARY	Total number of Spanish materials in collection

Description:

CITY MANAGER This includes all of the staff support roles of the Executive Team. This largely reflects the daily operations of our local government: High level of citizens and business community support and interaction. Significant internal support of the many teams within the City and providing leadership to those teams.

Council Goal:

019Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Council has identified open and responsive government as a top priority. Much of the public's interaction with the City is through the Executive office. The Recorder and Senior Recorder are the people that are responsible for much of the perception that the City Manager and Mayor are responsive to citizens. They are often the first line of contact for the public and are an extension of the Mayor and City Manager roles.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
CITY MANAGER			
Personnel	191,697	194,985	194,985
Materials	88,303	28,303	28,303
Total CITY MANAGER	280,000	223,288	223,288
TOTAL	280,000	223,288	223,288

FTEs	Budget FTEs
	FY 2022
Full Time	1.2
Part Time	0.2
TOTAL	1.4

Level of Service

Staff Support Reduced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Staff Support	2	18.50

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves the ENTIRE Community and adds to their quality of life	City is the sole provider of the service and there are no other public or private entities that provide this type of service	Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Staff Support-CITY MANAGER	Percentage (%) of staff reports completed by Thursdays at 5 PM.	0%	0%	%	%

Description:

LIBRARY Technical Services includes a broad range of library support functions. Included in this program are cataloging & processing materials such as books, DVD's, audios and other items for check-out to the public. Support of public computers, internet access, web interface, library software for organizing and providing access to the collection are also major components as well as tracking Library finances. Development of a 21st Century Library includes provision of a high-tech information interface. Catalog and process all new items for public checkout. Maintain equipment and software for 33 computers and wi-fi access. Ensure that materials are ordered, received and paid for in a timely manner and accurate records are maintained.

Council Goal:

022 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Arts & Culture The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing free and up-to-date technology access to ensure that all segments of the community have the opportunity to be knowledgeable and engaged.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a SUBSTANTIAL increase in demand of 25% or more	Personnel is the biggest need in the Technical Services Program. This department catalogs and prepares all new materials for the public and currently has a 3 month backlog. There is a deficit of 14,203 hours per year in staffing to handle an additional 16,789 items coming into the Library each year. Returned books are not getting back to the shelf in the desired 1-3 day period, which makes finding and helping the community difficult as we respond to their information needs. With the help of additional staff, we will be able to maintain the current level of service with the growing usage. In addition, more funds are needed for professional development resources for staff to keep them trained in cutting-edge 21st Century Library Services. We have no funding for phones currently. All library departments depend on software to provide service, and costs for those resources are continually rising. Collection use went up by 13,377 and, in addition, there are a large number of titles that need replacing due to increased usage.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
LIBRARY			
Personnel	275,463	299,267	299,267
Materials	38,791	38,930	38,930
Total LIBRARY	314,254	338,197	338,197
TOTAL	314,254	338,197	338,197

FTEs	Budget FTEs
	FY 2022
Full Time	2.7
Part Time	0.7
TOTAL	3.4

Level of Service

Technical Services Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Technical Services	2	18.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY The library receives a reduced rate for public internet access through the e-rate program. Broadband access was installed with grant dollars in partnership with the Utah Education Network. As a part of the OCLC Cooperative the library shares cataloging records with other libraries, thus expediting the process of preparing item descriptions for the library catalog.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Negative impacts of not being approved for the sorter maintenance requests include the library not being equipped to provide services in a timely and cost-effective fashion. Deliverables will suffer. The library cannot provide books and new materials into the community's hands effectively. In addition, because staff is stuck in a back room checking in books such jobs computers updates and the provision state of the art databases are not being managed, which does not provide 21st Century Service to the public. Inability for staff to attend conferences, meetings, and hold memberships at a professional level to keep up 21st Century Library standards. Unable to update library software as those expenses increase.

Section 6: Performance Measures

	Description
	-
Technical Services LIBRARY	Annual number of in-library wi-fi logins.
Technical Services-LIBRARY	Annual number of web hits.

Description:

POLICE Community Support / Community Policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Each review period each individual officer selects a Community Oriented Policing Project and presents it to the supervisory team for approval. Once implemented it is that individual officer's responsibility to report on the progress of the project and to ensure that the project is completed. Many projects are ongoing and officers often oversee more than one Community Oriented Policing Project. Projects are designed with community input and citizens' needs in mind. We also have dedicated a sworn and a civilian employee to specifically focus on community outreach.

Council Goal:

056 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe Community The community is actively involved in the success of the various Community Oriented Policing Projects and has an expectation that these projects will have a positive impact on their individual neighborhoods and the community as a whole. Officers in charge of the projects meet on an individual basis with community members as well as Homeowner Associations and business owners and provide updates and gather input for the projects.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
POLICE			
Personnel	1,359,923	910,843	910,843
Materials	34,600	1,700	1,700
Total POLICE	1,394,523	912,543	912,543

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	1,394,523	912,543	912,543

FTEs	Budget FTEs
	FY 2022
Full Time	7.4
Part Time	
TOTAL	7.4

Level of Service

Community Support Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Community Support	2	18.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

POLICE Joining forces with the community and addressing their needs provides a great tool in our fight against neighborhood and community crime such as burglaries, thefts, graffiti and other more serious crimes. Community Oriented Policing Projects helps reduce the loss to victims of stolen property, criminal mischief and other personal property damage as a result of crime and even traffic accidents.

Section 5: Consequences of Funding Proposal at Lower Level

POLICEA reduction in funding levels would affect the Level of Service to the community in the area Community Oriented Policing Projects and we would see a steep and quick rise in personal financial loss and place our citizens at a greater risk of becoming victims of personal and property crime.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Community Support-POLICE	100% of victims contacted within ten working days	0%	0%	%	%
Community Support-POLICE	% of Operations Staff with viable Problem Oriented Policing projects	0%	0%	%	%
Community Support-POLICE	Total number of Community meetings/contacts per year	0	0		
Community Support-POLICE	Number of events	0	0		
Community Support-POLICE	Number of hours spent on events	0	0		
Community Support-POLICE	Percent of respondents whose "overall feeling of safety in Park City" is "good" or "excellent" (National Citizens' Survey)	0%	0%	%	%
Community Support-POLICE	Percent of respondents that feel "very safe" or "somewhat safe" in their neighborhood during the day (National Citizens' Survey)	0%	0%	%	%
Community Support-POLICE	Percent of respondents that feel "very safe" or "somewhat safe" in Park City's downtown area during the day (National Citizens' Survey)	0%	0%	%	%
Community Support-POLICE	Percent of respondents that rate Police Services as "good" or "excellent" (National Citizens' Survey)	0%	0%	%	%
Community Support-POLICE	Percent of respondents that rate Crime Prevention as "good" or "excellent" (National Citizens' Survey)	0%	0%	%	%

Description:

TECHNICAL & CUSTOMER SERVICES Communication utilities include reoccurring monthly services that include phone/fax lines, data circuits, alarm systems, and internet connectivity. This program was created to accurately represent spending for communication services for organizational objectives.

Council Goal:

087 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure With a proven track record of providing excellent customer service, both within and outside PCMC, IT continues to educate our customers and improve customer service in multiple ways. Answering incoming phone calls, directing walk-in traffic, and managing the PCMC Website is beneficial to citizens, visitors and employees.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

As more services are reliant on internet access for both internal and external operations, IT has increased the bandwidth and enhanced network redundancy to support this demand.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	34,191	36,447	36,447
Materials	91,400	91,400	91,400
Total TECHNICAL & CUSTOMER SERVICES	125,591	127,847	127,847
TOTAL	125,591	127,847	127,847

FTEs	Budget FTEs
	FY 2022
Full Time	0.3
Part Time	
TOTAL	0.3

Level of Service

IT Utilities Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
IT Utilities	2	18.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES IT has reviewed this program and made savings adjustments in both FY2015 & FY2016 totaling \$15k.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES Communication services are a critical component to organizational operations, reducing this program would have consequences but impacts would need to be addressed on a case-by-case basis.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
	-				
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of phone coverage Monday - Friday (8 a.m. to 5 p.m.)	0%	0%	%	%
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of physical coverage Monday - Friday (8 a.m. to 5 p.m.)	0%	0%	%	%
IT Customer Service-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Front Desk	0%	0%	%	%

Description:

BLDG The Building Maintenance Department provides a variety of services and preventative maintenance for this program. It requires that City MAINT ADM building repairs and maintenance are performed throughout all City owned facilities to ensure preservation and longevity of building assets.

Council Goal:

064 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The occupants and user groups have also expressed their desire for clean, functioning, reliable facilities through requests and an internal services survey. The building maintenance and repair program is a critical (core) function in preserving the City's infrastructure.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BLDG MAINT ADM			
Personnel	411,815	484,070	484,070
Materials	143,125	143,125	143,125
Total BLDG MAINT ADM	554,940	627,195	627,195
MARSAC-SWEDE CONDO HOA			
Materials	13,000	13,000	13,000

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total MARSAC-SWEDE CONDO HOA	13,000	13,000	13,000
TOTAL	567,940	640,195	640,195

FTEs	Budget FTEs
	FY 2022
Full Time	4.7
Part Time	
TOTAL	4.7

Level of Service

Building Repairs and Maintenance Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Building Repairs and Maintenance	2	17.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Mandated

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM "Cost Savings": The Building Maintenance Department through the building repairs and maintenance program is able to extend useable life of facilities reducing overall costs. "Innovation": The Building Maintenance Department continually looks for creative ways to extend the life of building components through preventative maintenance. Industry trends are to move towards "greener" technologies.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: Reduction in usable life due to dilapidation and aging infrastructure, and reduced safety and reliability of building components. There would also be an increase in citizen and building occupant complaints due to established expectations.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Building Repairs and Maintenance - BLDG MAINT ADM	Percent of building repairs made within 30 days of receiving a complaint or request for service.	0%	0%	%	%
Building Repairs and Maintenance- BLDG MAINT ADM	Percentage of all city buildings inspected weekly.	0%	0%	%	%

Description:

COMMUNITY ENGAGEMENT This program area includes crisis communications during unforeseen and/or sensitive events. Develops and disseminates emergency messages to the community, media and other stakeholders. Develops and maintains an organization crisis communication plan. The current level of service provides for biannual emergency preparedness outreach, timely emergency response with ongoing communications, limited continuing education within the state for the PIO and back-up PIOs and a limited social media outreach. Enhanced Level for Service.

Council Goal:

067 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe While 81% of the community rated the city's public information services as "excellent" or "good" only 31% rated their level of emergency Community preparedness as "excellent" or "good". It is important that we continue efforts to emphasize emergency preparedness efforts over the next two years. The \$6000 budget request will replace discontinued EMPG funding and is necessary to maintain outreach and education

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
COMMUNITY ENGAGEMENT			
Personnel	101,186	81,473	101,186
Total COMMUNITY ENGAGEMENT	101,186	81,473	101,186
TOTAL	101,186	81,473	101,186

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Emergency Communications Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Emergency Communications	2	17.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

COMMUNITY ENGAGEMENT

Cost Savings & Collaboration: The City collaborates extensively with the Summit County Health Department and Summit County Manager's office in its emergency communications efforts. This allows us to operate a lean emergency communications staffing level. Emergency communications staff provide cross-jurisdictional support during emergencies and maintains a regional wildfires website. Staff are members of the UT PIO Association and participate on its board and as presenters at the statewide conference. Staff is also active in the National Information Officers Association.

Section 5: Consequences of Funding Proposal at Lower Level

COMMUNITY ENGAGEMENT

With the loss of the state matching funds program funding at a lower level will reduce community outreach and education efforts through direct mailing, posters and ad placement especially as it relates to wildfire prevention and education.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Emergency Communications- COMMUNITY ENGAGEMENT	Percent of households who have stocked supplies in preparation for an emergency within the last 12 months (National Citizen's Survey)- NCS data collected every 2 years	0%	0%	%	%
Emergency Communications- COMMUNITY ENGAGEMENT	Percent of respondents who rate the City's emergency preparedness services as "good" or "excellent" (National Citizen's Survey)- NCS data collected every 2 years	0%	0%	%	%

Description:

TECHNICAL & CUSTOMER SERVICES System support manages server hardware, operating systems, security controls, anti-virus, backups/disaster recovery and disk storage in a virtualized environment that includes up to 100 servers. The systems platform provides data and applications, including web services, database, email, storage, document and permit management. Systems support serves as secondary support for network operations.

Council Goal:

084 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure In meeting the needs of the organization's system(s) requirements, we require additional funding to not only continue support of current infrastructure but leverage these funds to effectively continue to expand and deliver innovative systems solutions. Investment in storage and backup solutions will be key to the overall success in our outcome area. This will allow IT to continue with its proven track record of providing reliable and effective systems solutions.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	197,455	206,719	206,719
Materials	133,632	133,632	133,632
Total TECHNICAL & CUSTOMER SERVICES	331,087	340,351	340,351

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TOTAL	331,087	340,351	340,351

FTEs	Budget FTEs
	FY 2022
Full Time	1.9
Part Time	
TOTAL	1.9

Level of Service

Systems Support Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Systems Support	3	17.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

This past year, upgrades to data storage and backup-recovery systems have significantly improved management and recovery times. In addition, these changes have enhanced database and application performance for most users.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES System Support reductions would reduce response times to support and service/project requests. Reductions will pose critical risks to proactively manage security, server, backup, updates and storage systems.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Systems Support-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with system support	0%	0%	%	%
Systems Support-TECHNICAL & CUSTOMER SERVICES	Percent of systems / servers available for use or log in	0%	0%	%	%

Description:

LIBRARY Current Park City Library Cards are provided free of charge for those who reside in Summit County under the age of 19, or until the student isiving outside of the Park City limits. Continuation of this program is desired.

Council Goal:

025 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Regional Reciprocal Borrowing helps to meet desired outcomes by allowing broader access to the library for all 5-18 year olds in the area
Collaboration (county). This contributes to the goals of a connected, knowledgeable, and engaged citizenry, vibrant community gathering spaces and places, as well as providing broader information access to a diverse population and social fabric.

Section 1: Scope

Change in Demand Explanation

Program Experiencing a NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
LIBRARY			
Personnel	15,740	17,810	17,810
Materials	7,105	7,228	7,228
Total LIBRARY	22,845	25,038	25,038
TOTAL	22,845	25,038	25,038

FTEs	Budget FTEs
	FY 2022
Full Time	0.2
Part Time	0.1
TOTAL	0.2

Level of Service

Reciprocal Borrowing Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Reciprocal Borrowing	3	17.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY This was initially a collaborative effort with Summit County providing half of the needed funding. Due to budget issues the County no longer contributed funds after FY 2013. This scenario adds resources to be more efficient with resources and able to purchase materials and provide services for this program.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Library would not be able to continue our current level of service and free cards to the children who reside in Summit County outside of the Park City limits.

Section 6: Performance Measures

	Description
	-
Reciprocal Borrowing-LIBRARY	Number of Reciprocal Borrowing Cards issued annually.
Reciprocal Borrowing-LIBRARY	Number of checkouts by Reciprocal Borrowing Card holders annually.

Description:

TECHNICAL & CUSTOMER SERVICES	Records retention and archiving includes the storage, access and destruction of paper and electronic records. The capture and storage of paper records is managed through this program and spans multiple facilities and is approaching 3,000 cubic feet of storage. Access is provided to departments for research and for GRAMA requests for both paper and electronic formats. Secure destruction of records occurs when all the necessary criteria is met including GRAMA, Legal and departmental needs. Paper records are also digitized for electronic reference.
COMMUNICATION CENTER	The Police Department also manages records in a similar fashion to meet requirements for Federal and State public safety guidelines. The Records Division is responsible for the maintenance and process of all police records. The Records Division process's over 10,000 citations, 500 traffic accident reports, 2,400 crime reports, 600 arrest reports and fills over 3,000 records requests annually. The Records Division is required under Utah State Statute to process records and submit them to the state in a required time period. The Records Division is responsible for providing statistical information to both state and federal agencies.

Council Goal:

038Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government	Records accessibility represents a vital component to providing open records access to citizens and to meet the requirements of the Government Records Access and Management Act (GRAMA). Funding is identified to further enhance records services, but in conjunction with server and storage demands. Records operations provides effective record delivery and continues to work with departments to minimize and eliminate paper oriented processes. Also, the Records Division is an essential link as the first point of contact with the public as they enter the police station. They are essential in providing various forms of documentation to the community and in processing documentation that meet state and federal requirements.

Section 1: Scope

Change in Demand

Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	44,365	50,937	50,937

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	11,500	11,500	11,500
Total TECHNICAL & CUSTOMER SERVICES	55,865	62,437	62,437
TOTAL	55,865	62,437	62,437

FTEs	Budget FTEs FY 2022
Full Time	0.3
Part Time	
TOTAL	0.3

Level of Service

Records Management Same Level of Service

	Quartile FY 2022	Score FY 2022
Records Management	3	17.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Increased efficiency is achieved through the elimination and need of paper processes. Stored electronic files also enhance the experience of the citizen and the user through a searchable interface. Growth in electronic data and increases in storage

requirements will continue, and investments will be required to further efficiency gains. Also, current staffing provides excellent customer service and meets the needs of records processing.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES Reduction of funding will thwart efforts to eliminate paper processes. While current processes could continue, our physical storage capacity is also limited, thus reduction in storage duration cycles (Record Retention Schedules) would be necessary. Also, a decrease in funding of the Records Division would diminish the high level of customer service now in place. It would also hinder our ability to meet our obligations under state and federal for reporting requirements.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Records Management-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Records Management	0%	0%	%	%
Records Management-TECHNICAL & CUSTOMER SERVICES	Average time in hours to fulfill records request	0	0		
Records Management-TECHNICAL & CUSTOMER SERVICES	Annual Records / GRAMA trainings held	0	0		
Records Management-TECHNICAL & CUSTOMER SERVICES	Percent of Departments compliant in records / GRAMA maintenance	0%	0%	%	%
Records Management-POLICE	100% of report requests met within ten days	0%	0%	%	%
Records Management-POLICE	100% of state required forms submitted within the 10 day time frame required by state statute.	0%	0%	%	%

Description:

SELF INS & SEC BOND	There are two additional Programs managed by the Emergency Manager - those being Building Security and Safety. In conjunction with the Building Security Committee, the Security Program manages all of the city's security cameras and systems, electronic access control (EAC), security audits, security upgrades to city buildings and security training for all city employees. The Citywide Safety Program includes management of all aspects of occupational safety, from staff training and awareness, program oversight, incident review, Safety Data Sheet management, workspace inspections, management of outside agency audits and inspections, etc.
EMERGENCY MANAGEMENT	As part of City's emergency operations center (EOC) management, this 'evergreen' fund is designed to add or upgrade aging equipment necessary to manage and support responses to a large-scale incident.

Council Goal:

105 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Safe Community	The Security Program had been charged with upgrading and centralizing all video and electronic access controls in fourteen City buildings, in addition to other security upgrades and training of all city employees on security measures. Park City has not had a citywide safety program across all departments. The new Safety Program will reach all employees and meet all federal and state requirements over a period of two to three years. These programs help meet the requirements of an "engaged and capable workforce," along with being a "fiscally & legally sound" municipality.

Section 1: Scope**Change in Demand**

Program experiencing NO change in demand

Explanation

Due to the need to meet required OSHA standards, a higher level of safety education and tracking is required. On the security side, more buildings are being added to electronic access controls which increase security and accountability, along with an addition of cameras for security and investigations.

Section 2: Proposed Amount / FTEs

Level of Service	
Safety and Security	Same Level of Service

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

SELF INS & SEC BOND	Safety and Security are both key components to risk management and the cost of insurance. Insurance placements for CY14 all increased. Workers Compensation increased 10% of which 9% of the increase was due to injury claims. Comprehensive safety programs help reduce those premiums, as do security programs for other insurance policy premiums. The National Safety Council reports that for every dollar spent on a safety program you save four dollars in expense. Innovative training programs for both projects along with using free resources and in-house staff save money as well.

Section 5: Consequences of Funding Proposal at Lower Level

SELF INS & SEC BOND The Safety Program will allow us to meet all Federal and State OSHA standards as required by law. Lowering funding will greatly reduce our ability to be in compliance in a timely manner. Most Security funding is CIP based but there need to be funds for maintenance and other inter-departmental expenses that departments will not prioritize or budget for. Decreased or no funding will hamper our ability to complete our centralized systems and reduce our ability to lower insurance premiums, not to mention our ability to investigate and monitor key critical infrastructure.

Section 6: Performance Measures

	Description -	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
Safety and Security-EMERGENCY MANAGEMENT	OSHA Compliance - Training	0%	0%	%	%
Safety and Security-EMERGENCY MANAGEMENT	Workplace Audits	0	0		
Safety and Security-EMERGENCY MANAGEMENT	Digital Camera Placement	0%	0%	%	%
Safety and Security-EMERGENCY MANAGEMENT	Electronic Access Control Buildings	0	0		

Description:

CITY ATTORNEY Legal staff provides support to all City departments to address legal needs and/or concerns in an efficient manner, including the settlement of disputes; review modifications to land use approvals; and for interlocal endeavors. Draft development agreements. Present training to all applicable Park City Staff on said documents and procurement requirements. Provide legal advice regarding contract administration and disputes.

Council Goal:

080Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Fiscally and legally sound

Section 1: Scope

Change in Demand Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
CITY ATTORNEY			
Personnel	67,435	88,827	88,827
Materials	917	917	917
Total CITY ATTORNEY	68,352	89,744	89,744
TOTAL	68,352	89,744	89,744

FTEs	Budget FTEs
	FY 2022
Full Time	0.5
Part Time	0.1
TOTAL	0.5

Level of Service

Contracts/Grants Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Contracts/Grants	3	16.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Charter or other incorporation documents OR to comply with regulatory agency standards

Section 4: Cost Savings / Innovation / Collaboration

CITY ATTORNEY Advanced review minimizes future claims.

Section 5: Consequences of Funding Proposal at Lower Level

CITY ATTORNEY Non-legal support would spend adequate time with city department related issues, and address report reviews efficiently.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Contracts/Grants-CITY ATTORNEY'S OFFICE	Percent of contracts reviewed within 7 days.	0%	0%	%	%

Description:

LIBRARY Adult Services is a program encompassing education and enrichment opportunities for both the Park City community and the visitor population. It provides a collection of reading materials, reference services, and programming tailored to adults.

Council Goal:

020 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Vibrant Arts & Culture The library helps to meet the desired outcomes by: 1. Providing free and open access to information and technology (Connected, knowledgeable, and engaged citizens) 2. Providing a meeting space for community interaction and exchange of ideas (Vibrant community gathering spaces and places) 3. Housing a historical Park City Room collection & being located in a historical building (Preserved and celebrated history and protected National Historic District 4. Offering exhibits and author programs (Vibrant arts and culture offerings for community and visitors)

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a SIGNIFICANT increase in demand of 15% to 24%

With the help of additional staff, we will be able to maintain the current level of service with the growing usage. In addition, more funds are needed for professional development resources for staff to keep them trained in cutting-edge 21st Century Library Services. We have no funding for phones currently. All library departments depend on software to provide service, and costs for those resources are continually rising. Collection use went up by 13,377 and, in addition, there are a large number of titles that need replacing due to increased usage. Programming demand has increased and bringing authors and other presenters has become expensive. The YouCreate Lab has needs for new technology and while maintaining current resources.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
LIBRARY			
Personnel	152,584	154,653	154,653
Materials	123,558	121,898	121,898

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Total LIBRARY	276,142	276,551	276,551
TOTAL	276,142	276,551	276,551

FTEs	Budget FTEs
	FY 2022
Full Time	1.3
Part Time	0.1
TOTAL	1.4

Level of Service

Adult Services Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Adult Services	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY Adult program partnerships are utilized to decrease costs while still offering high quality classes and programs to the community. We offer the community free access to fee-based databases through partnership with Utah State Library.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY Negative impacts of not being approved for the sorter maintenance costs include the library not being equipped to provide services in a timely and cost-effective fashion. Deliverables will suffer. The library cannot provide books and new materials into the community's hands effectively. In addition, because our personnel are stuck checking in and out books in a back room we will not be able to support the programs that are needed. Adult & senior computer trainings are inhibited and such jobs computers updates are not being managed, which does not provide 21st Century service to the public. Inability for staff to attend conferences, meetings, and hold memberships at a professional level to keep up 21st Century Library standards. Unable to update library software as those expenses increase. Collection use has increased and there are a large number of titles that need replacing due to increased usage.

Section 6: Performance Measures

	Description
	-
Adult Services-LIBRARY	Number of people served by Adult programs and outreach annually.
Adult Services-LIBRARY	Collection Size-Items (books, tapes, CD's, etc.) per capita

Description:

BUDGET, DEBT & GRANTS Guides the City's strategic planning processes and creates framework to assist the Council and Mayor, the City Manager, and the management team to define, evaluate, and accomplish strategic goals and objectives. Assists departments in creating and aligning their goals and objectives with City Council's Goals and Objectives.

Council Goal:

042 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transparent Government This program meets Council's Goals and Desired Outcomes because strategic planning helps to shape and focus all of Council's initiatives to ensure completion by staff of projects and tasks.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	32,834	32,834	32,834
Total BUDGET, DEBT & GRANTS	32,834	32,834	32,834
TOTAL	32,834	32,834	32,834

FTEs	Budget FTEs
	FY 2022
Full Time	0.2
Part Time	
TOTAL	0.2

Level of Service

Strategic Planning Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Strategic Planning	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS This program saves money through aligning departmental activities with the goals of City Council, and provides insight into activities that might not be as important to City Council or its residents, and could be eliminated.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS A reduction of this program would result in less effective strategic planning. The 2030 Strategic Plan, Biennial Plans, Business Plans, and Council's Quarterly Goals Report would not get updated or would cease to exist.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Strategic Planning- BUDGET	Percent of Internal Service Survey (ISS) respondents who rated the quality of Strategic Planning as "satisfactory" or above	0%	0%	%	%
Strategic Planning- BUDGET	All Business Plans updated by Sept. 1 (0 =No, 1 =Yes)	No	No	No	No
Strategic Planning- BUDGET	All Biennial Plans updated before Council Retreat (0 =No, 1 =Yes)	No	No	No	No
Strategic Planning- BUDGET	# of Quarters where the Quarterly Goals Report is presented to Council	No	No	No	No

Description:**TECHNICAL &
CUSTOMER
SERVICES**

Software subscriptions and maintenance contracts represent a common trend in the IT industry to utilize services and minimize risks. Contracts ensure that we have an updated and viable infrastructure and provide support for issues. Examples of covered subscriptions include enterprise software, and Office365.

Council Goal:

083 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Software Maintenance is a critical layer that supports a significant portion of IT and GIS infrastructure. It is a necessity to the other support systems that depend on this area, including Open and Responsive Government.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MODEST increase in demand of 5% to 14% Use of subscription softwares services or SaaS.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	52,109	54,425	54,425
Materials	272,540	226,540	226,540
Total TECHNICAL & CUSTOMER SERVICES	324,649	280,965	280,965
TOTAL	324,649	280,965	280,965

FTEs	Budget FTEs
	FY 2022
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service

Software Maintenance/Upgrades Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Software Maintenance/Upgrades	3	16.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Savings from reducing the level of support provided by vendors has been maximized in past years. However, it is sometimes prudent to minimize software and equipment issues through elevated support contracts and thereby reduced risks caused by failures of critical systems e.g., email, network and storage systems.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Reduced funding would increase risk and recovery time should a "downtime" event occur. Although prioritizing contract services would occur, many technology components have interlaced dependencies that would likely have broader implications.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Software Maintenance/Upgrades-TECHNICAL & CUSTOMER SERVICES	Percent of maintenance contracts on critical systems	0%	0%	%	%
Software Maintenance/Upgrades-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Software Maintenance / Upgrades	0%	0%	%	%

Description:

BUDGET, DEBT & GRANTS The Budget department currently provides management oversight and administration on grants. As outlined in the grant policy, the Budget department reviews all grant applications and provides grant writing assistance when necessary. The department prepares grant-related budget adjustment, monitoring and drawdowns of state and federal funds. The department is responsible for assuring that the City complies with all grant-related requirements and clauses and that the City fulfills its reporting requirements. The department is responsible for Federal requirements such as Davis-Bacon, DBE, Title VI, Buy America and all other requirements.

Council Goal:

085 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Fiscally and Legally Sound Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the upmost importance that Council, the City Manager, and staff have a high level of grant administration capability.

Section 1: Scope

Change in Demand Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	11,185	11,185	11,185
Total BUDGET, DEBT & GRANTS	11,185	11,185	11,185
TOTAL	11,185	11,185	11,185

FTEs	Budget FTEs FY 2022
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

Grant Administration Same Level of Service

	Quartile FY 2022	Score FY 2022
Grant Administration	3	16.25

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via contract position reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS Funding at a lower level would require that grant administration and reporting be handled at a individual departmental level. This could possibly result in failure of the City to comply with state or federal regulations.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Grant Administration-BUDGET, DEBT & GRANTS	Special Service Contract turnaround time (days between receiving performance measures and PO checks sent)	0	0		
Grant Administration-BUDGET, DEBT & GRANTS	Percentage of Internal Service Survey (ISS) respondents who rated the quality of Grants Coordination 'satisfactory' or above	0%	0%	%	%

Description:

CITY MANAGER Fosters relationships for the City at local, state and federal levels in order to obtain funding for the community and prevent adverse actions from affecting the community.

Council Goal:

099 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Regional Collaboration Park City's state and federal legislative activities support municipal goals as well as goals of other agencies with whom we work, such as the Park City School District.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
CITY MANAGER			
Personnel	82,117	82,774	82,774
Materials	9,822	9,673	9,673
Total CITY MANAGER	91,939	92,447	92,447
TOTAL	91,939	92,447	92,447

FTEs	Budget FTEs
	FY 2022
Full Time	0.4
Part Time	
TOTAL	0.4

Level of Service

Legislative Liaison Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Legislative Liaison	3	15.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description
	-
Legislative Liaison-CITY MANAGER	Number of legislative updates given to Council.

Description:

LIBRARY Community Engagement enlivens the library with programs and services that take the library beyond being “just a building” – to being a place where people come year after year based on the amenities, programs, resources, collaborations, and community-building that is integrated into our services. This program develops, plans, and presents creative, educational, and entertaining special events for a diverse population that encourages lifetime literacy and the development of 21st century skills; serves to work with the City Events Department; schedules and manages library rooms; facilitates large event bookings, procurement, and planning; conducts library marketing, advertising, graphic design, media relations, social media, newsletter, and website management; coordinates library special exhibits and applies for funding for exhibits and programs; applies for grants and identifies other sources of funding; manages community relations; pursues, procures, and maintains community partnerships; coordinates library outreach efforts; collects library usage statistics; creates and maintains library statistics dashboard; and manages rotating exhibits within the library, including implementation or oversight of juring, curating, and contracting. This providing service to the public that are essential in today’s Library Community Center as we work to create dynamic service models to keep up with the many innovations that libraries are experiencing, allowing us to keep libraries relevant and to serve the public in dynamic ways. The Community Engagement program oversees all aspects of buliding tenant contracts.

Council Goal:

073 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Community Engagement

Section 1: Scope

Change in Demand

Program experiencing a MODEST increase in demand of 5% to 14%

Explanation

The community continues to have high expectations and usage in room reservations, and in need of information about resources offered at the Library. With technology continually changing, community marketing/training campaigns become more and more essential so that people know how to access the resources in the 21st Century Library. In addition, we are not keeping up with the tech needs in the rooms.

Section 2: Proposed Amount / FTEs

FTEs	Budget FTEs FY 2022
Full Time	1.8
Part Time	
TOTAL	1.8

Level of Service

Community Engagement Enhanced Level of Service

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

LIBRARY

Community engagement partnerships are utilized to develop collaborative partnerships with organizations that will be willing to offer programs and community interest events in the library facility. Private room use comes with a fee in the library that will offset this program with charges for such things as corporate events, private receptions, weddings, etc.

Section 5: Consequences of Funding Proposal at Lower Level

LIBRARY

If the library is unable to receive funding for Community Engagement we will not be able to keep up with the demand for rooms and bookings, or get the word out about what amenities and programs the library is offering. The space needs to be enlivened through events such as literary festivals that will serve our community and make us part of the broader vision for what libraries offer. We will be unable to invigorate the library in the necessary way to make the library a 21st Century Library Community Center. We will be unable to pursue critical grants and exhibits that will bring recognition to Park City and provide rich cultural experiences to our community and visitors. The needs of diverse communities will fall by the wayside as we will not have the time or resources to keep up with Spanish translations, closed captioning, or other electronic resources that help hearing or sight impaired community members. The community rooms will not serve the expressed needs of the community with the technology and audio visual resources needed for presentations and events.

Section 6: Performance Measures

Description:

BLDG MAINT ADM Items include: natural gas, electricity, sewer, security systems, and trash services. Challenges to the goal of this program are increasing costs of utilities due to new & expanded facilities, and community expectations.

Council Goal:

125Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Open and Responsive Government has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. Utilities are a critical (core) function in keeping the City operating.

Section 1: Scope

Change in Demand Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BLDG MAINT ADM			
Personnel	15,625	15,625	15,625
Materials	164,700	164,700	164,700
Total BLDG MAINT ADM	180,325	180,325	180,325
TOTAL	180,325	180,325	180,325

FTEs	Budget FTEs
	FY 2022
Full Time	0.1
Part Time	
TOTAL	0.1

Level of Service

Utilities Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Utilities	3	15.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

BLDG MAINT ADM "Cost Savings": The Building Maintenance Department has opportunities to assist Sustainability in expanding alternative energy sources. In addition, opportunities exist in futures with building components. "Collaboration & Innovation": Being in the Operations Division of Public Works, the Building Maintenance Department has the primary function of funding various utilities which support City services. Working collaboratively with Sustainability Department in researching new opportunities for alternative energy sources.

Section 5: Consequences of Funding Proposal at Lower Level

BLDG MAINT ADM The consequences of lowering the funding for this program include: reduced comfort level in City facilities which may impact employee productivity.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
		FY 2020	FY 2021	FY 2022	FY 2023
Utilities-BLDG MAINT ADM	Perf Meas for Utilities - Building Maint.	0	0		

Description:

PLANNING DEPT. Provide customer service to walk-ins and scheduled visitors to assist in data research, map preparation, subdivision/plat information research, pre-application requests for information, code enforcement assistance, zoning information requests, LMC understanding, General Plan clarification, etc. This customer service is primarily focused on non-PCMC residents, but also carries over to general planning/information assistance for PCMC personnel.

Council Goal:

127 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Responsive Customer Service The Planning Department fields numerous inquiries, cold calls, real estate questions, LMC inquiries, application assistance, zoning inquiries, GIS mapping needs, survey/plat information, etc. in addition to day-to-day applications/long-range planning/historic review. The Department recognizes the importance of assisting all questions/inquiries - including the aforementioned that are NOT part of a formal application. Customer service is fundamental to our City's small town feeling and approach to doing business.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PLANNING DEPT.			
Personnel	151,919	162,068	164,406
Materials	5,225	5,225	5,225
Total PLANNING DEPT.	157,144	167,293	169,631
TOTAL	157,144	167,293	169,631

FTEs	Budget FTEs
	FY 2022
Full Time	1.4
Part Time	
TOTAL	1.4

Level of Service

Planning Customer Service Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Planning Customer Service	3	15.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PLANNING DEPT. The cost/value of this "window" service is difficult to measure; however, the Department recommends that we keep this high level of customer service and responsiveness. Our Planner-On-Call (POC) has done an extraordinary job this past year in addressing many customer inquiries, as have the Planners.

Section 5: Consequences of Funding Proposal at Lower Level

PLANNING DEPT. A reduction in funding would lead to delayed responses to customer needs, resulting in angry residents.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Planning Customer Service-PLANNING	Percent of POC inquiries addressed within 24 hours.	0%	0%	%	%
Planning Customer Service-PLANNING DEPT.	Percent customer satisfaction on comment cards.	0%	0%	%	%

Description:**TECHNICAL &
CUSTOMER
SERVICES**

The Geographic Information System (GIS) program is the geospatial division in IT that administers GIS servers, geodatabases, online applications, Apps, and GPS for the city mapping needs. The GIS Strategic Plan provides a framework for developing the program, in addition to regional collaboration and the changing needs of city projects and services.

Council Goal:

082 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure The GIS program has more than doubled in recent years, and continues to add users in several departments. GIS staff has been able to accommodate increased usage of GIS data, services, and software, as well as new demands for analysis. GIS staff has also kept up with developments and trends in the industry including mobile platforms.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	78,805	85,632	85,632
Materials	58,700	51,700	51,700
Total TECHNICAL & CUSTOMER SERVICES	137,505	137,332	137,332
TOTAL	137,505	137,332	137,332

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

GIS Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
GIS	4	14.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Less implementation of GIS simply means less of a benefit for departments that use GIS. If the user base stops growing there will be fewer chances for creating efficiency and automation, and if users do grow without adequate support then satisfaction with the GIS will suffer. If not funded the GIS will stagnate in terms of data sources, software tools and user interface.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL & CUSTOMER SERVICES

Less implementation of GIS simply means less of a benefit for departments that use GIS. If the user base stops growing there will be fewer chances for creating efficiency and automation, and if users do grow without adequate support then satisfaction with the GIS will suffer. If not funded the GIS will stagnate in terms of data sources, software tools and user interface.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
GIS-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with GIS	0%	0%	%	%

Description:

SWEDE ALLEY PARKING STRUCT.

Maintain structural integrity, fire suppression system and lighting at China Bridge and Gateway parking structures. A challenge to the goal of this program is maintaining an aging infrastructure. Gateway is jointly owned with Gateway.

Council Goal:

111 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome	
Well-Maintained Assets and Infrastructure	Effective Transportation has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Main Street Parking through citizen requests and community satisfaction surveys. The Swede Alley Parking Structure program is a critical function.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	

Section 2: Proposed Amount / FTEs

FTEs	Level of Service
Full Time	Swede Alley Parking StructureSame Level of Service
Part Time	
TOTAL	

Section 3: Basic Program Attributes

Community Served	Reliance on City	Mandated
Program benefits/serves SOME portion of the Community and adds to their quality of life	City provides program and program is currently being offered by other private businesses not within City limits	Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

SWEDE ALLEY PARKING STRUCT.

"Collaboration/ Innovation": Being in the Operations Division of Public Works, the Streets Department has a primary Maintenance and service function in supporting our parking structures.

Section 5: Consequences of Funding Proposal at Lower Level

SWEDE ALLEY PARKING STRUCT.

The consequences of lowering the funding for this program include: Reduction in routine maintenance, less preventative maintenance, and reduced cleanliness. There would also be an increase in citizen and user complaints due to established community expectations.

Section 6: Performance Measures

	Description
	-
Swede Alley Parking Structure-FLEET	Percentage of structural surveys conducted every 3 years.
Swede Alley Parking Structure-FLEET	Percentage of monthly inspections conducted on lighting systems

Description:

GOLF MAINTENANCE The Golf Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that golf maintenance provides sound agronomic practices for the continued sustainable playability and condition of the golf course. Items included are mowing, irrigation maintenance, tree care, course amenities, greens rolling, flowers and presentation. Challenges to the goal of this program are environmental regulation, maintaining an evolving eco system, increased cost of green technology, aging infrastructure, and increasing player demand and community expectations.

Council Goal:

098Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Well-Maintained Assets and Infrastructure Recreation, Open Space and Trails has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for a premier public golf course in the intermountain region through golf user requests and community satisfaction surveys. The Golf Maintenance program is a critical function in preserving the Park City "Brand".

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
GOLF MAINTENANCE			
Personnel	486,989	486,989	486,989
Materials	195,630	195,630	195,630
Total GOLF MAINTENANCE	682,619	682,619	682,619
TOTAL	682,619	682,619	682,619

FTEs	Budget FTEs
	FY 2022
Full Time	1.5
Part Time	7.0
TOTAL	8.5

Level of Service

Golf Maintenance Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Golf Maintenance	4	13.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Golf Maintenance-GOLF MAINTENANCE	Percent of scheduled restroom cleanings completed.	100%	0%	%	%
Golf Maintenance-GOLF MAINTENANCE	Percent of mowing completed per schedule	98%	0%	%	%
Golf Maintenance-GOLF MAINTENANCE	Percent of irrigation mainlines repaired within 72 hours.	100%	0%	%	%
Golf Maintenance-GOLF MAINTENANCE	Percentage of Trees Pruned per Season	0%	0%	%	%

Description:

BUDGET, DEBT & GRANTS Currently the Budget Department provides a high level of critical analysis for all City departments as well as the City Manager and City Council. This includes financial, policy, legislative, and miscellaneous analysis. The finished product in this area includes research, process improvement, polished presentations and documents. In essence, the Budget Department acts as a resource for all types of critical analysis whether budget related or not. One example would be the assessment of several economic development feasibility studies to determine the economic impact of commercial ventures by projecting sales, franchise, and property taxes, as well as other planning, building, and engineering fees brought by the development.

Council Goal:

118Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Transparent Government Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound as a City, it is of the utmost importance that Council, the City Manager, and staff have a high level of critical and professional analysis at their disposal. A City without this resource on staff would have to contract out for various studies or expertise in order to provide the same level of service, which would be more expensive.

Section 1: Scope

Change in Demand Explanation

Program experiencing a MINIMAL increase in demand of 1% to 4%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
BUDGET, DEBT & GRANTS			
Personnel	71,918	76,079	76,079
Total BUDGET, DEBT & GRANTS	71,918	76,079	76,079
TOTAL	71,918	76,079	76,079

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Analysis Resource Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Analysis Resource	4	13.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS The department's ability to provide policy analysis would be greatly diminished. In a reduced scenario the department would not be able to provide much help in the way of legislative and miscellaneous analysis for city departments; departments would be on their own. The City would have to contract out for certain studies and expertise, which would probably be more expensive.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of City Departments satisfied with analysis (based on Internal Service Survey)	0%	0%	%	%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of City departments satisfied with turnaround time (based on Internal Service Survey)	0%	0%	%	%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of Policy Analysis as "satisfactory" or above	0%	0%	%	%
Analysis Resource-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Budget Department as an Information Resource as "satisfactory" or above	0%	0%	%	%

Description:

TECHNICAL & CUSTOMER SERVICES IT helpdesk supports employees with a broad range of technologies to ensure operational business continuity. This portfolio includes system controls, software, computers, network, and phones. Equipment lifecycle management and IT projects are also essential parts of the program.

Council Goal:

070 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Responsive Customer Service With a proven track record of performance and customer satisfaction, support has expanded services to include more specialized software, smartphones and other mobile devices.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14% Helpdesk statistics show reduction in demand, this is explained by the adoption of new security technologies that has minimized computer rebuilds; adoption of ADP; and changes to dispatch operations. However, 2018 represents a small respite of demand since 2014 while other demand growth indicators are strong.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TECHNICAL & CUSTOMER SERVICES			
Personnel	481,290	489,226	489,226
Materials	33,100	28,100	28,100
Total TECHNICAL & CUSTOMER SERVICES	514,390	517,326	517,326
TOTAL	514,390	517,326	517,326

FTEs	Budget FTEs
	FY 2022
Full Time	3.8
Part Time	0.7
TOTAL	4.4

Level of Service

Support/Help Desk Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Support/Help Desk	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

TECHNICAL & CUSTOMER SERVICES

Support improvements could be achieved through technology upgrades. For example, automation of frequent administrative tasks such as delivery of software, reimaging of computers, and making user data and settings more portable. These upgrades could save significant time for staff and users and possibly allow greater accessibility of user data. Increased time for support staff means more time for training which would result in more productivity for city staff. Increased availability for project assistance will also result in improvement of project outcomes.

Section 5: Consequences of Funding Proposal at Lower Level

TECHNICAL &
CUSTOMER
SERVICES

Service reductions would impact user support capacity and response times. With reduced funding, the organization will be disadvantaged and unlikely to meet growing demands. Training would be reduced along with capacity to meet demands for software upgrade timelines and replacement computer timelines.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of users satisfied or very satisfied with Support / Helpdesk	0%	0%	%	%
Support/Help Desk-TECHNICAL & CUSTOMER SERVICES	Percent of problem resolution with 4 hour response time	0%	0%	%	%

Description:

BUDGET, DEBT & GRANTS The Budget Department provides a moderate level of performance measurement management for the City. The Budget Department assists staff in keeping track of their internal department performance measures as well as acting as a liaison between ICMA's Center for Performance Measurement Program (CPM) and staff.

Council Goal:

122Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Council has approved in the Strategic Plan, Open and Responsive Government, that one of their Desired Outcomes is to be fiscally and legally sound. In order to be fiscally sound, as a City, it is important that Council, the City Manager, and staff have a high level of performance measure and benchmarking management. Additionally, Council has identified the Budgeting for Outcomes (BFO) process as a high priority; intrinsic to that process is a high level of performance management.

Section 1: Scope

Change in Demand	Explanation
Program experiencing a MINIMAL increase in demand of 1% to 4%	

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
BUDGET, DEBT & GRANTS			
Personnel	54,283	67,289	67,289
Total BUDGET, DEBT & GRANTS	54,283	67,289	67,289
TOTAL	54,283	67,289	67,289

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	
TOTAL	0.6

Level of Service

Performance Measures and Benchmarking Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Performance Measures and Benchmarking	4	13.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion City provides program and program is currently of the Community and adds to their quality of life being offered by other private businesses not within City limits

Reliance on City

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

BUDGET, DEBT & GRANTS Due to the restructuring of the Budget department, cost savings will result in this bid via personnel reprioritization of duties. Even with fewer resources at the department's disposal, it's anticipated that level of service will not decrease.

Section 5: Consequences of Funding Proposal at Lower Level

BUDGET, DEBT & GRANTS In a reduced scenario the department would not be able to provide performance measure and benchmarking management. With fewer resources the department would need to cut these services first. The performance of City services could suffer as a result.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Performance Measures and Benchmarking-BUDGET	Percent of BFO programs with corresponding performance measures	0%	0%	%	%
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Number of Communities participating in benchmarking group (CAST/ICMA)	0	0		
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rate the usefulness of the Performance Measurement program as "satisfactory" or above	0%	0%	%	%
Performance Measures and Benchmarking-BUDGET, DEBT & GRANTS	Percent of Internal Service Survey (ISS) respondents who rated the quality of the Performance Measurement program as "satisfactory" or above	0%	0%	%	%

Description:

PC MARC	The Recreation Department programs and keeps records for the facility. We are also a resource for those researching family historyCurrently staff is available 7 days a week for cemetery emergencies. We have begun selling plaques for the Memorial Wall.
PARKS & CEMETERY	The Parks Department is responsible for the maintenance and upkeep of the cemetery including interment services. Items include turf maintenance, mowing, irrigation, tree & shrub maintenance, grave opening & closing, leveling sunken graves and monuments.

Council Goal:

106Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Citizen Wellbeing	Recreation, Trails and Open Space has been identified by Council as a high priority through Council's goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for Cemetery services. The Cemetery program is a critical function which greatly benefits Park City's sense of community.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
PC MARC			
Personnel	19,949	19,949	19,949
Total PC MARC	19,949	19,949	19,949
PARKS & CEMETERY			
Personnel	67,179	67,179	67,179

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Materials	21,177	21,177	21,177
Total PARKS & CEMETERY	88,357	88,356	88,356
TOTAL	108,306	108,305	108,305

FTEs	Budget FTEs
	FY 2022
Full Time	0.8
Part Time	
TOTAL	0.8

Level of Service

Cemetery Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Cemetery	4	12.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

PC MARC The construction of the Memorial Wall will allow residents to be memorialized in the cemetery without having to purchase a plot.

PARKS & CEMETERY Collaboration - Being in the Public Works Division, the Parks Department has a primarily maintenance and interment function in supporting the community. Future collaboration with other governmental agencies, such as Summit County, to develop a new regional cemetery will relieve some pressure on the Park City Cemetery.

Section 5: Consequences of Funding Proposal at Lower Level

PC MARC See below

PARKS & CEMETERY The consequences of lowering the funding for this program include reductions in: turf & tree quality, preventative maintenance, and response time after the burial services. There would also be an increase in citizen complaints due to established community expectations. The paper records would be transferred to electronic records at a slower rate and cemetery inquiries would likely be restricted to Mon - Fri during regular business hours.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Cemetery-PARKS & CEMETERY	Percent of internments completed on time.	0%	0%	%	%

Description:

ICE FACILITY The goal of this program is to provide resources and training to promote an engaged staff. Objectives also include employee recognition and empowering employees with the appropriate tools and resources to succeed.

Council Goal:

142 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization

Section 1: Scope

Change in Demand

Explanation

Program Experiencing a NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ICE FACILITY			
Materials	3,460	2,440	2,440
Total ICE FACILITY	3,460	2,440	2,440
TOTAL	3,460	2,440	2,440

Level of Service

Valued & Engaged Staff Same Level of Service

Level of Service

	Quartile	Score
	FY 2022	FY 2022
Valued & Engaged Staff	4	12.25

Section 3: Basic Program Attributes

Community Served

Program Benefits/Serves a SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

No Requirement or Mandate exists

Section 4: Cost Savings / Innovation / Collaboration

ICE FACILITY In addition to sending staff to attend industry conferences and trainings (when funding is available), the General Manager is also working with regional ice arenas in the Salt Lake Valley to build relationships between facilities to promote idea sharing and cooperation.

Section 5: Consequences of Funding Proposal at Lower Level

ICE FACILITY Funding this program at a lower level could result in lower employee satisfaction which could result in greater turnover and a difficult time filling positions. Such an outcome would likely result in a degradation of the facility and lower customer satisfaction.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Valued & Engaged Staff-ICE FACILITY	Percentage of employees satisfied with training and educational opportunities supported by facility	100%	0%	%	%
Valued & Engaged Staff-ICE FACILITY	Percentage of employees who feel they are being supported in achieving their personal and professional goals	100%	0%	%	%
Valued & Engaged Staff-ICE FACILITY	Percentage of staff who feel appreciated	100	0		
Valued & Engaged Staff-ICE FACILITY	Percentage of employees that feel they have the appropriate tools and resources to succeed	100	0		

Description:

HUMAN RESOURCES Employee training and development take many forms to help staff realize employment goals, better perform at new/changing functions, and assist managers in managing staff. Also assists with compliance and other measures.

LEAD TRAINING To take our communities confidently into the future, public leaders and executives must adopt a proactive approach to change both inside the public organization and outside in the community. They must invest the time and resources required for themselves and their leadership team to create and maintain a continuously improving, learning organization. The LEAD program helps tackle this issue and prepare leaders in the public sector.

Council Goal:

086 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Gold Medal Performance Organization High Quality program for the Professional and Leadership Development of all City Staff would include local and national training as well as team and HR training.

Section 1: Scope**Change in Demand**

Program Experiencing a MODEST decrease in demand of 5% to 14%

Explanation**Section 2: Proposed Amount / FTEs****Level of Service**

LEAD Enhanced Level of Service

Section 3: Basic Program Attributes**Community Served****Reliance on City****Mandated****Section 4: Cost Savings / Innovation / Collaboration**

HUMAN RESOURCES Cost Savings/Collaboration: Majority of PC LEAD classes will be taught by employees that have already attended LEAD in Virginia which will create a cost savings by minimizing the attendees at LEAD.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Not meeting the City's needs of professional standards.

Section 6: Performance Measures

Description:

HUMAN RESOURCES Current LOS: Current HR performance measures include the ability to attract and retain qualified personnel and attract qualified applicant pools for City recruitments. To be able to attract and retain the talent and quality of employee necessary to provide desired service levels is a key objective of Human Resources. HR works in conjunction with the management team to attract, screen and select the best performers that are qualified to deliver the service levels demanded by our residents and visitors.

Council Goal:

091 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance OrganizationA workforce that is engaged and working to provide the best services for the City.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
HUMAN RESOURCES			
Personnel	83,007	87,912	87,912
Materials	17,730	17,730	17,730
Total HUMAN RESOURCES	100,737	105,642	105,642
TOTAL	100,737	105,642	105,642

FTEs	Budget FTEs
	FY 2022
Full Time	0.8
Part Time	0.3
TOTAL	1.1

Level of Service

Recruitment Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Recruitment	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

HUMAN
RESOURCES

Collaborating with the management team on the best recruitment efforts for any open position in the City as well as maintaining the applicant pool for on-going recruitment.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN
RESOURCES

A drop in the level of service by positions not being filled quickly and/or poorly filled would be the consequence for funding this program at a lower level.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Recruitment-HUMAN RESOURCES	Total number of recruitments- FTR	0	0		
Recruitment-HUMAN RESOURCES	Total number of recruitments-Other	0	0		
Recruitment-HUMAN RESOURCES	Average time to fill external positions.	0%	0%	%	%

Description:

HUMAN RESOURCES The scope of the Pay Plan Design and Administration program is to provide job evaluations and benchmarks (market and point factor analysis) that produce ranges that properly reflect external competitiveness and also internal equity. It allows the City to provide base pay and benefits that enable the attraction, retention and motivation of well-qualified employees who add value to the City. And in the end, the pay plan is instrumental to the City's ability to attract and retain engaged and talented high performers, qualified to deliver the service levels demanded by our residents and visitors.

Council Goal:

094 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Competitive pay helps employees feel engaged in their jobs and with the City's organization, enabling them to focus on what makes Park City great. It increases the City's ability to retain great talent, thus improving City services across the board.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
HUMAN RESOURCES			
Personnel	85,277	93,452	93,452
Materials	5,490	5,490	5,490
Total HUMAN RESOURCES	90,767	98,942	98,942
TOTAL	90,767	98,942	98,942

FTEs	Budget FTEs
	FY 2022
Full Time	0.9
Part Time	0.1
TOTAL	1.0

Level of Service

Pay Plan Design/Administration Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Pay Plan Design/Administration	4	11.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES For over two decades the City has embraced a "pay for performance" pay philosophy. Current HR performance measures include the ability to attract and retain qualified personnel and attract qualified applicant pools for City recruitments. Focusing on achieving Park City's specific goals and whether we are successfully competing in the market has been a measure of whether our pay plan is successfully targeting the expertise and talent we require. Hiring lower level talent will cost the City in the long run.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Reduced ability to attract, retain, and motivate well-qualified employees who add value to the City, and increased potential of losing them to other public sector employers.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Pay Plan Design/Administration-HUMAN RESOURCES	Total number of job classifications.	0	0		
Pay Plan Design/Administration-HUMAN RESOURCES	Percent of applicant pool qualified for the posted position.	0%	0%	%	%
Pay Plan Design/Administration-HUMAN RESOURCES	Percent of city-wide turnover.	0%	0%	%	%

Description:

PARKS & CEMETERY The Parks and Fields Maintenance Departments provide a variety of service and maintenance for this program. It requires that trash cleanup be performed throughout City facilities to ensure the preservation of the Park City "brand", public safety and overall cleanliness. Items included in this program are: sweeping and trash removal service along sidewalks, bike paths, City facilities, Parks and right-of-ways. Challenges to the goal of this program are increasing use of stickers on city equipment and facilities. This program supports maintenance to City owned open space property.

Council Goal:

101 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Well-Maintained Assets and Infrastructure Recreation, Trails and Open Space has been identified by Council as a high priority through Councils goals (Outcomes Area) and the strategic plan. The community has also expressed their desire for trash clean-up through citizen requests. The Cleanup program is a critical function for the preservation of Park City.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
FIELDS			
Personnel	23,015	23,015	23,015
Materials	4,257	4,257	4,257
Total FIELDS	27,272	27,272	27,272
PARKS & CEMETERY			
Personnel	95,482	91,107	91,107
Materials	37,424	37,424	37,424

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Total PARKS & CEMETERY	132,906	128,531	128,531
TOTAL	160,178	155,802	155,802

FTEs	Budget FTEs FY 2022
Full Time	0.9
Part Time	0.4
TOTAL	1.3

Level of Service

Trash Clean-Up Same Level of Service

	Quartile FY 2022	Score FY 2022
Trash Clean-Up	4	11.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

FIELDS

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Trash Clean-Up-PARKS & CEMETERY	Percentage of trash containers checked daily (during summer season)	90%	0%	%	%

Description:

LEADERSHIP The purpose of Leadership Park City is to train new and emerging leaders and deepen the pool of people willing to dedicate themselves to accomplishing worthwhile community goals. It offers potential leadership an experiential, long-term, group-oriented learning opportunity. The program consists of 10 individual training sessions, a 5-day field trip and several social events. 30 adult and 2 high school participants are accepted each year for this 10-session program. The program is designed to give participants a wide variety of networking experiences in addition to content on local and state government and various leadership skills training opportunities. Each class further chooses a community-oriented project to accomplish over the course of their leadership year. Participants are awarded a scholarship to defray most program expenses, except for the cost of the annual five-day CityTour, which is a program requirement.

Council Goal:

123 Core or Essential Services

Desired Outcome:**Criteria for Meeting Desired Outcome**

Regional Collaboration

Preserving Park City's Character depends in large measure on encouraging, engaging and involving emerging leaders in a wide variety of governmental, non-profit, and civic and business associations. It is this continuity of leadership and the community's commitment to bring new blood into the mix and educate them that ensures that our community's unique character is protected and preserved.

Section 1: Scope**Change in Demand**

Program experiencing NO change in demand

Explanation**Section 2: Proposed Amount / FTEs**

FTEs	Budget FTEs FY 2022
Full Time	0.8
Part Time	
TOTAL	0.8

Level of Service

Leadership Park City Same Level of Service

Section 3: Basic Program Attributes**Community Served**

Program benefits/serves only a SMALL portion of the Community but still adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

No Requirement or madate exists

Section 4: Cost Savings / Innovation / Collaboration

LEADERSHIP The program runs on a very lean budget and depends on extensive collaboration with other governmental entities, businesses and nonprofits. A portion of each year's budget is raised from the Chamber, Summit County, the three ski resorts, Lodging Association, Board of Realtors, banks, alumni and other private donations, among others.

Section 5: Consequences of Funding Proposal at Lower Level

LEADERSHIP One of the hallmarks of Leadership Park City is that financial considerations have been largely removed from the selection process assuring the widest possible community diversity. This is accomplished by providing all selected participants with a scholarship to help defray program costs. We are the only community leadership program to my knowledge that does this, and is one of the reasons we have been so widely recognized and awarded. It demonstrates Park City's commitment to train its emerging leaders. The philosophy is that great communities invest in great infrastructure like parks, open space, roads, bike paths, etc., but that excellent communities also invest in their human leadership infrastructure. With less funding, we could charge individuals to participate and only award scholarships on an as needed basis.

Section 6: Performance Measures

	Description
Leadership Park City-CITY MANAGER	-
Leadership Park City-CITY MANAGER	Dollars raised through community donations.
Leadership Park City-CITY MANAGER	Number of applications to program.

Description:

HUMAN RESOURCES Human Resources designs, manages and implements the performance management process with collaboration and input from the management team. It includes communication and training on the process and adhering to deadlines with the management team. Evaluating the performance and developing the potential of the employees is critical to the success of the City. This is achieved by formalizing the communication between employees and management and documenting performance issues that need to be addressed. Human Resources reviews the process for consistency, completion and accuracy.

Council Goal:

107 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Keeping employees abreast of how they are performing in their jobs and what can be done for improvement is key to the management of morale and the motivation of employees to achieve all that they can in their current role.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
HUMAN RESOURCES			
Personnel	71,862	76,767	76,767
Materials	18,265	18,265	18,265
Total HUMAN RESOURCES	90,127	95,032	95,032
TOTAL	90,127	95,032	95,032

FTEs	Budget FTEs
	FY 2022
Full Time	0.6
Part Time	0.1
TOTAL	0.7

Level of Service

Performance Management Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Performance Management	4	10.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES

Consistent performance evaluation is needed to keep the City in compliance and well documented for any legal issues that may arise.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES Changes to performance management would put the City at risk for exposure to legal and compliance issues.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Performance Management-HUMAN RESOURCES	Medical leave usage per 1000 hours.	0%	0%	%	%
Performance Management-HUMAN RESOURCES	Percentage of staff in supervisory roles.	0%	0%	%	%
Performance Management-HUMAN RESOURCES	Percentage of HR staff hours used for refilling positions annually.	0%	0%	%	%
Performance Management-HUMAN RESOURCES	Number of grievances filed annually.	1	0		

Description:

HUMAN RESOURCES The ability to maintain City services that are both open and responsive to the community needs is sometimes unpredictable. Short-Term Citywide personnel are temporary workers, interns and/or external services that allow for flexibility in this area. This prevents unnecessary burnout to departments experiencing temporary increases in workload due to City needs, and saves the City in both consulting and long term employment costs. This program also allows the City to be flexible for emergency situations, unforeseen issues, and workloads.

Council Goal:

135 Core or Essential Services

Desired Outcome:

Criteria for Meeting Desired Outcome

Gold Medal Performance Organization Ability of City personnel to respond when necessary to ensure compliance and risk management, as well as the ability to maintain continuity in business operations.

Section 1: Scope

Change in Demand Explanation

Program experiencing NO change in demand

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
HUMAN RESOURCES			
Personnel	18,666	18,666	18,666
Materials	20,000	20,000	20,000
Total HUMAN RESOURCES	38,666	38,666	38,666
TOTAL	38,666	38,666	38,666

FTEs	Budget FTEs
	FY 2022
Full Time	0.2
Part Time	0.1
TOTAL	0.3

Level of Service

Short-Term Citywide Personnel Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Short-Term Citywide Personnel	4	6.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves SOME portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses within City limits

Mandated

Recommended by national professional organization to meet published standards or as a best practice

Section 4: Cost Savings / Innovation / Collaboration

HUMAN RESOURCES

Cost savings are substantial, depending on varying situations. Savings are achieved by reducing overtime dollars as well as time and resources of experienced and higher paid employees; otherwise these employees would be using valuable time on unnecessary research to complete unusual projects outside of their experience and training, as well as work on projects well below their level of pay and expertise.

Section 5: Consequences of Funding Proposal at Lower Level

HUMAN RESOURCES

Inability of the City to remain flexible and able to respond to unusual events such as litigation, emergencies, and unexpected projects.

Section 6: Performance Measures

Transportation Innovation

Program	Score FY 2022	Quartile FY 2022	Dept Req FY 2022	Results Team Rec FY 2022	City	
					Manager Rec FY 2022	City Council Rec FY 2022
Traffic Enforcement	22.00	1	1,231,639	1,293,249	1,293,249	1,301,430
Summer Service	21.75	1	4,336,464	3,307,288	3,339,365	3,360,482
Winter Service	21.75	1	5,732,188	4,320,563	4,355,207	4,382,748
Park City Mobility	21.75	1	166,488	95,919	121,663	122,431
Transportation Management	21.50	1	1,373,849	1,345,797	1,423,785	1,432,787
Parking Management	19.00	2	1,505,062	1,593,032	1,593,032	1,603,109
Urban Trails and Walkability	16.00	3	181,839	181,839	181,839	182,989
Trails (Backcountry)	14.00	4	66,398	118,096	118,096	118,843
Total Transportation Innovation			14,593,928	12,255,784	12,426,236	12,504,819

Description:

POLICE Traffic Enforcement is simply stated; the enforcement of traffic laws in order to reduce traffic collisions, their resulting injuries, and to facilitate and expedite the flow of vehicular and pedestrian traffic. A focus on traffic enforcement allows us to meet the many community requests that we have for neighborhood enforcement, school zone enforcement and overall community needs.

Council Goal:

039 Transportation Innovation

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transportation: Congestion
Reduction, Local and Regional

Overall traffic enforcement is essential to providing a safe community environment. We are able to reduce neighborhood traffic concerns and reduce the number of traffic accidents involving vehicles and pedestrians.

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
POLICE			
Personnel	1,249,000	1,253,657	1,253,657
Materials	39,952	39,592	39,592
Total POLICE	1,288,952	1,293,249	1,293,249
TOTAL	1,288,952	1,293,249	1,293,249

FTEs	Budget FTEs
	FY 2022
Full Time	7.9
Part Time	3.2
TOTAL	11.0

Level of Service

Traffic Enforcement Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Traffic Enforcement	1	22.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

POLICE Specifically focusing on areas of concern and complaint allows us to direct traffic enforcement efforts thus reducing a hit and miss approach. Proper planning and staffing provides effective traffic enforcement efforts.

Section 5: Consequences of Funding Proposal at Lower Level

POLICE Reducing funding in this area would prohibit us from providing directed traffic enforcement. We would be handicapped in our ability to meet the many requests for enforcement that we receive from the community. We would also quickly see and upward trend in traffic related accidents in certain areas of the city.

Section 6: Performance Measures

	Description
	-
Traffic Enforcement-POLICE	Total number of citations issued
Traffic Enforcement-POLICE	Total number of traffic stops conducted
Traffic Enforcement-POLICE	Total number of directed traffic enforcement incidents initiated
Traffic Enforcement-POLICE	Total number of speed trailers deployed
Traffic Enforcement-POLICE	Total number of school zone enforcement incidents initiated

Description:

TRANSPORTATION OPER The summer service program operates from April 15th through December 15th (start and end dates may vary based upon opening and closing of ski resorts). The system operates from 6:45 am to 12:05 am, 7 days a week. The Trolley operates from 10am to 10pm 7 days a week. Current LOS also includes year round PC-SLC Connect service.

Council Goal:

027 Transportation Innovation

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transportation: Congestion Reduction, Local and Regional The summer service program plays a vital role in achieving Council's goal of an effective transportation system. The system carried 480,003 riders in 2011. The program reduces congestion, reduces carbon emissions and helps maintain Park City's position as a world class ski destination.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TRANSPORTATION OPER			
Personnel	3,587,191	2,666,265	2,691,502
Materials	749,273	641,023	647,863
Total TRANSPORTATION OPER	4,336,464	3,307,288	3,339,365
TOTAL	4,336,464	3,307,288	3,339,365

FTEs	Budget FTEs
	FY 2022
Full Time	29.1
Part Time	2.8
TOTAL	31.9

Level of Service

Summer Service Enhanced Level of Service

	Quartile	Score
	FY 2022	FY 2022
Summer Service	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION
OPER

Our collaborative transit operation with Summit County and Utah Transit Authority eliminates capital and administrative duplication and significantly reduces management and overhead costs for all involved agencies and the taxpayers that support them.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION
OPER

Staff does not recommend any reduction in funding. However, should Council determine to do so, this would require a reduction in routes, hours or days of service. If directed staff will return with a prioritized list of service reductions.

Section 6: Performance Measures

	Description
	-
Summer Service-TRANSPORTATION OPER	Total passengers during Summer Season
Summer Service-TRANSPORTATION OPER	4) Passengers per route mile. - Summer Service
Summer Service-TRANSPORTATION OPER	3) Cost per passenger - Summer Service

Description:

TRANSPORTATION OPER The Winter Service Program operates from December 15th through April 15th (start and end dates vary slightly based upon resort opening and closing). Service hours run from 5:53 am to 2:10 am 7 days a week.

Council Goal:

028 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional The winter service program plays a vital role in achieving Council's goal of an effective transportation system. The system carried 1,284,154 riders in 2011. The program reduces congestion, reduces carbon emissions and helps maintain Park City's position as a world class ski destination.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TRANSPORTATION OPER			
Personnel	4,998,766	3,730,641	3,755,880
Materials	733,422	589,922	599,327
Total TRANSPORTATION OPER	5,732,188	4,320,563	4,355,207
TOTAL	5,732,188	4,320,563	4,355,207

FTEs	Budget FTEs FY 2022
Full Time	39.8
Part Time	3.9
TOTAL	43.7

Level of Service

Winter Service

Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Winter Service	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves the ENTIRE Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER

Our collaborative transit operation with Summit County and Utah Transit Authority eliminates capital and administrative duplication and significantly reduces management and overhead costs for all involved agencies and the taxpayers that support them.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER

Staff does not recommend any reduction in funding. However, should Council determine to do so, this would require a reduction in routes, hours or days of service. If directed staff will return with a prioritized list of service reductions.

Section 6: Performance Measures

	Description
	-
Winter Service-TRANSPORTATION OPER	Total passengers during Winter Season
Winter Service-TRANSPORTATION OPER	4) Passengers per route mile. - Winter Service
Winter Service-TRANSPORTATION OPER	3) Cost per passenger - Winter Service

Description:

TRANSPORTATION OPER Serves Park City's senior and disabled populations with fully accessible and supported transit services that operate the same days and hours as our fixed route system.

Council Goal:

048 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

Transportation: Congestion Reduction, Local and Regional This service provides mobility to a portion of our population that may have no other option. The service is required by the American with Disabilities Act, but most importantly ensures transit benefits are accessible to all within our community. ADA Para-transit service is required by the American with Disabilities Act.

Section 1: Scope

Change in Demand Explanation

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TRANSPORTATION OPER			
Personnel	148,465	77,896	103,127
Materials	18,023	18,023	18,536
Total TRANSPORTATION OPER	166,488	95,919	121,663
TOTAL	166,488	95,919	121,663

FTEs	Budget FTEs FY 2022
Full Time	2.6
Part Time	0.2
TOTAL	2.8

Level of Service

Park City Mobility Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Park City Mobility	1	21.75

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the City Community and adds to their quality of life

Reliance on City

Program provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Federal, State or County legislation

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER This service is run in collaboration with Summit County, who provides a proportionate share of the funding for this program. Combining the ADA Para-transit service allows us to serve both communities' needs at a far reduced cost per ride.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER The current level of funding for this program is driven by the demand the City must serve in order to remain compliant with the Americans with Disabilities Act. Reductions in cost in this service would result in non-compliant service that would likely lead to Federal Transit Administration sanctions and expose the City to potential litigation by affected groups.

Section 6: Performance Measures

	Description
	-
Park City Mobility-TRANSPORTATION OPER	Cost per passenger on Park City Mobility
Park City Mobility-TRANSPORTATION OPER	Passenger per mile on Park City Mobility
Park City Mobility-TRANSPORTATION OPER	Total annual passengers on Park City Mobility

Description:

TRANSPORTATION OPER	This program provides transit service throughout Park City and Summit County year-round. It ensures mobility choices for residents, employees, visitors and others. This ensures the Park City transit network is operated in a manner that creates an effective and efficient system.
TRANSPORTATION PLANNING	This program coordinates with the City's planning department, Summit County and the Utah Department of Transportation to ensure our critical transportation corridors (SR-224, SR-248 and Bonanza Drive) are constructed and operated to promote the safety and convenience of all travel modes (Pedestrian, Bicycle, Transit, Auto). The program provides for long and short term planning and implementation of strategic plans for the City's primary transportation corridors (SR-224, SR-248 and Bonanza Dr.).

Council Goal:

033 Transportation Innovation

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transportation: Congestion Reduction, The Transportation department plays a critical role in pursuing City Council's goal of an effective Transportation Local and Regional System through planning and implementation of primary corridor strategic plans.

Section 1: Scope**Change in Demand****Explanation**

Program experiencing a SIGNIFICANT increase in demand of 15% to 24%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
TRANSPORTATION OPER			
Personnel	143,428	143,428	168,662
Materials	400,850	336,237	336,237
Total TRANSPORTATION OPER	544,278	479,665	504,899
TRANSPORTATION PLANNING			
Personnel	441,560	441,560	494,314

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
Materials	498,572	424,572	424,572
Total TRANSPORTATION PLANNING	940,132	866,132	918,886
TOTAL	1,484,410	1,345,797	1,423,785

FTEs	Budget FTEs FY 2022
Full Time	7.5
Part Time	
TOTAL	7.5

Level of Service

Transportation Management Enhanced Level of Service

	Quartile FY 2022	Score FY 2022
Transportation Management	1	21.50

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by another governmental, non-profit or civic agency

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

TRANSPORTATION OPER The program collaborates with Summit County, and the Utah Department of Transportation on regional and local strategic planning efforts. This collaboration helps ensure the primary transportation corridors that Park City depends upon (SR-224, Sr-248, Bonanza Dr.) are constructed and operated in a manner that promotes a balanced multi-modal and effective transportation system.

Section 5: Consequences of Funding Proposal at Lower Level

TRANSPORTATION OPER Staff does not recommend reductions in funding for this program.

TRANSPORTATION PLANNING Staff does not recommend reductions in funding for this program. Should Council direct Staff to reduce expenses, this would require a reduction in staff levels. This reduction would impact the programs ability to effectively plan, coordinate and implement the City's primary corridor strategic plans.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Transportation Management-TRANSPORTATION OPER	Percent of citizens who rate traffic flow in Park City as "good" or excellent"	0%	0%	%	%

Description:

CAPITAL Capital funding goes towards maintenance and upkeep of parking facilities.

PARKING The program administers and enforces regulation of 1316 parking spaces in the Main Street core. This includes the North and South Marsac lots, Sandridge lots, Flagpole lot, Galleria lot, top level of Gateway Garage, Swede Alley lots, China bridge Garage, Brew Pub Lot, Main Street, Heber Avenue and Park Avenue (Heber Ave to 9th St.). The program also administers and enforces the City's historic district residential permit zones located south of 12th Street and west of Main Street. The programs customer service desk at the Ironhorse Public Works Building issues approximately 325 employee permits each year, and 1200 residential permits each year. Parking Services processes an average of 9,500 citations per year (including Police parking citations issued throughout City limits) and the City's adjudicator reviews and rules on approximately 525 citation appeals (5.5% of citations issued) per year. This scenario includes staffing the parking enforcement program with City employees.

Council Goal:

076 Transportation Innovation

Desired Outcome:**Criteria for Meeting Desired Outcome**

Transportation: Congestion Reduction, Local and Regional Parking is an essential component of the strategy to achieve Council's goal of an effective transportation system. The availability, convenience and pricing of parking play an important role in a traveler's mode choice. The City's parking strategy seeks to balance the availability of convenient parking while also promoting use of alternate modes of travel (pedestrian, bicycle, transit).

Section 1: Scope**Change in Demand****Explanation**

Program Experiencing a SUBSTANTIAL increase in demand of 25% or more

With the implementation of the DLS program on Main st., enforcement is the key factor in ensuring consistency and success. Having available parking staff to work alongside Park City Police is essential to ensure proper function. Parking has also expanded residential parking zones in Fall of 2019 with another zone expected to be implemented in 2020. This places further demand on regular enforcement to ensure continuity and success of programs. Staff anticipates continued increases in parking demand throughout 2021.

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
PARKING			

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
Personnel	918,898	1,006,619	1,006,619
Materials	792,900	706,500	706,500
Total PARKING	1,711,798	1,713,119	1,713,119
TOTAL	1,711,798	1,713,119	1,713,119

FTEs	Budget FTEs
	FY 2022
Full Time	11.6
Part Time	1.0
TOTAL	12.5

Level of Service

Parking Management Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Parking Management	2	19.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

Section 5: Consequences of Funding Proposal at Lower Level

PARKING Staff does not recommend reducing program funding at this time. This position is based on Staff's experience that the current level of enforcement maintains a reasonable level of compliance with regulations (time limits, paid parking and safety regulations) However, should Council direct Staff to do so days, hours or levels of enforcement would need to be reduced. Staff, if directed, would return with a prioritized list of reductions.

Section 6: Performance Measures

	Description	Actual	Actual	Target	Target
	-	FY 2020	FY 2021	FY 2022	FY 2023
Parking Management-TRANSPORTATION OPER	Ratio of appeals to citations (Dept: Parking)	0%	0%	%	%
Parking Management-TRANSPORTATION OPER	Appeals processing time in days (Dept: Parking)	0	0		
Parking Management-TRANSPORTATION OPER	Percentage of Vehicles in compliance (Dept: Parking)	0%	0%	%	%
Parking Management-TRANSPORTATION OPER	Ratio of first-time violations to total violations (Dept: Parking)	0%	0%	%	%
Parking Management-TRANSPORTATION OPER	Citation collection rate (Dept: Parking)	0%	0%	%	%

Description:

ECONOMY Provide a high level of service in community outreach and public participation in the planning and implementation of projects, as well as proactively mitigate negative impacts to neighborhoods.

Council Goal:

040 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

Abundant, Preserved and Publicly-Accessible Open Space 1. Implement projects in a timely fashion. 2. Provide ample opportunity for public input. 3. Provide a high level of service in community outreach to mitigate construction impacts 4. Provide safe and effective infrastructure for alternative travel options.

Section 1: Scope

Change in Demand

Explanation

Program experiencing a MODEST increase in demand of 5% to 14%

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
ECONOMY			
Personnel	180,988	180,988	180,988
Materials	851	851	851
Total ECONOMY	181,839	181,839	181,839
TOTAL	181,839	181,839	181,839

FTEs	Budget FTEs
	FY 2022
Full Time	1.6
Part Time	
TOTAL	1.6

Level of Service

Urban Trails and Walkability Same Level of Service

	Quartile	Score
	FY 2022	FY 2022
Urban Trails and Walkability	3	16.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SUBSTANTIAL portion of the Community and adds to their quality of life

Reliance on City

City is the sole provider but there are other public or private entities which could be contracted to provide this service

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY 1. Coordinate and collaborate with other City projects and/or utility companies to gain an economy of scale on project costs. 2. Innovative thinking on infrastructure design and maintenance planning.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY Project timelines negatively impacted. Connectivity, safety and effectiveness of projects and overall walkable network negatively impacted.

Section 6: Performance Measures

	Description	Actual FY 2020	Actual FY 2021	Target FY 2022	Target FY 2023
	-				
Urban Trails and Walkability-ECONOMY	Average daily users Poison Creek Pathway	0	0		
Urban Trails and Walkability-ECONOMY	Average daily users Comstock Pathway	0	0		
Urban Trails and Walkability-ECONOMY	Average daily users McLeod Creek Pathway	0	0		

Description:

ECONOMY Back country trail maintenance services are provided through a professional service agreement with Mountain Tr4ails Foundation. The 5 year agreement is due to expire in December 2020. The current budget allocation of \$25,000 anticipates services provided to the trail system of 2015. Since 2015, the following additions to open space and trails have been realized. 1. 1500 acres of open space 2. 23 additional miles of trails (single track/back country) 3. Increase 17K of winter trails 4. 20% increase in labor costs 5. 15% increase in machine costs 6. 2\$/mile trail construction cost. Staff anticipates SSC funding associated with MTF winter grooming to offset this request. Staff finds that funding associated with this service and a subsequent contract with MTF (in comparison with related services and budgets at Snyderville Basin Special Service District) saves PCMC over \$300,000 annually. Additionally funding is also off set with MTF adopt a trails programs and joint grant related projects.

Council Goal:

045 Transportation Innovation

Desired Outcome:

Criteria for Meeting Desired Outcome

Abundant, Preserved and Publicly-Accessible Open Space

Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the facility and the possibility of providing some data, which may help provide a glimpse into the fiscal impact of trail users on the Park City economy. Oversight and implementation of trail event fees and criteria will help fund and protect the public resource.

Section 1: Scope

Change in Demand	Explanation
Program Experiencing a MODEST increase in demand of 5% to 14%	

Section 2: Proposed Amount / FTEs

Expenditures	Dept Req	RT Rec	CM REC
	FY 2022	FY 2022	FY 2022
ECONOMY			
Personnel	50,163	50,163	50,163
Materials	52,933	52,933	52,933
Total ECONOMY	103,096	103,096	103,096

Expenditures	Dept Req FY 2022	RT Rec FY 2022	CM REC FY 2022
SPEC. SRVC. CONTRT/TRAILS MANAGEMENT			
Materials	15,000	15,000	15,000
Total SPEC. SRVC. CONTRT/TRAILS MANAGEMENT	15,000	15,000	15,000
TOTAL	118,096	118,096	118,096

FTEs	Budget FTEs FY 2022
Full Time	0.2
Part Time	0.5
TOTAL	0.7

Level of Service

Trails (Backcountry) Same Level of Service

	Quartile FY 2022	Score FY 2022
Trails (Backcountry)	4	14.00

Section 3: Basic Program Attributes

Community Served

Program benefits/serves a SIGNIFICANT portion of the Community and adds to their quality of life

Reliance on City

City provides program and program is currently being offered by other private businesses not within City limits

Mandated

Program is required by Code, ordinance, resolution or policy OR to fulfill franchise or contractual agreement

Section 4: Cost Savings / Innovation / Collaboration

ECONOMY Cost savings: Specific oversight of trail event criteria and fees will specifically offset trail maintenance and deter events which may damage the facility or negatively impact the public's ability to access the trail system. Innovation: There is very little to no current data on the fiscal impact of trail users, their demographics or desires per the Park City trail system.

Section 5: Consequences of Funding Proposal at Lower Level

ECONOMY Trails are a high priority goal for Council, as well as for the community. Enhancement in data collection will help meet goals established in the Transportation Master Plan, as well as work towards providing a better understanding of the public's use of the system. Furthermore, oversight of trail event criteria and fees may result in negative impacts on the trails and trail user experience.

Section 6: Performance Measures

	Description
	-
Trails (Backcountry)-ECONOMY	Average daily use of trails in Round Valley (summer)
Trails (Backcountry)-ECONOMY	Average daily use of trails in Round Valley (winter)

Expenditure Summary by Fund and Major Object (FY 2021 Original Budget)

Description	Personnel FY 2021	Mat, Supplies, Services FY 2021	Capital FY 2021	Debt Service FY 2021	Contingency FY 2021	Sub - Total FY 2021	Interfund Transfer FY 2021	Ending Balance FY 2021	Total FY 2021
Park City Municipal Corporation									
011 GENERAL FUND	\$23,607,514	\$8,106,143	\$307,620	\$0	\$700,000	\$32,721,277	\$2,834,061	\$7,504,960	\$43,060,298
012 QUINNS RECREATION COMPLEX	\$902,829	\$348,835	\$1,000	\$0	\$0	\$1,252,664	\$0	\$-6,033,938	\$-4,781,273
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 DRUG CONFISCATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$37,534,575	\$0	\$0	\$37,534,575	\$3,580,329	\$3,128,714	\$44,243,618
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,460,138	\$0	\$0	\$1,460,138	\$0	\$7,429	\$1,467,567
051 WATER FUND	\$3,258,424	\$3,589,138	\$40,896,797	\$1,028,266	\$0	\$48,772,625	\$1,773,085	\$4,484,094	\$55,029,804
052 STORM WATER FUND	\$607,137	\$290,025	\$1,221,500	\$0	\$0	\$2,118,662	\$127,425	\$58,813	\$2,304,900
055 GOLF COURSE FUND	\$899,687	\$486,435	\$114,565	\$24,283	\$0	\$1,524,970	\$134,913	\$26,248	\$1,686,131
057 TRANSPORTATION & PARKING FUND	\$8,902,923	\$2,268,672	\$8,281,094	\$0	\$0	\$19,452,689	\$3,334,501	\$2,187,998	\$24,975,188
058 PARKING FUND	\$849,924	\$707,900	\$125,000	\$0	\$0	\$1,682,824	\$8,000	\$2,338,730	\$4,029,554
062 FLEET SERVICES FUND	\$995,989	\$1,853,155	\$0	\$0	\$0	\$2,849,144	\$0	\$864,661	\$3,713,805
064 SELF INSURANCE FUND	\$0	\$1,733,060	\$0	\$0	\$0	\$1,733,060	\$0	\$493,142	\$2,226,202
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$5,040,066	\$0	\$5,040,066	\$0	\$27,906,245	\$32,946,311
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$7,699,000	\$0	\$7,699,000	\$0	\$2,581,847	\$10,280,847
Total Park City Municipal Corporation	\$40,024,428	\$19,383,363	\$89,942,289	\$13,791,615	\$700,000	\$163,841,695	\$11,792,314	\$45,548,943	\$221,182,953
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$31,958	\$692,300	\$0	\$0	\$0	\$724,258	\$3,092,532	\$2,689,797	\$6,506,587
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$994,151	\$2,149,151
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,782,840	\$340,776	\$3,378,616
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$0	\$0	\$0	\$0	\$1,046,777	\$5,853	\$1,052,630
Total Park City Redevelopment Agency	\$31,958	\$1,147,300	\$255,000	\$0	\$0	\$1,434,259	\$7,622,149	\$4,030,577	\$13,086,985
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$440,916	\$440,916
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$440,916	\$440,916
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$40,056,387	\$20,530,663	\$90,197,289	\$13,791,615	\$700,000	\$165,275,954	\$19,414,463	\$50,020,436	\$234,710,853

Expenditure Summary by Fund and Major Object (FY 2021 Adjusted Budget)

Description	Personnel FY 2021	Mat, Supplies, Services FY 2021	Capital FY 2021	Debt Service FY 2021	Contingency FY 2021	Sub - Total FY 2021	Interfund Transfer FY 2021	Ending Balance FY 2021	Total FY 2021
Park City Municipal Corporation									
011 GENERAL FUND	\$23,810,858	\$11,948,355	\$335,320	\$0	\$700,000	\$36,794,534	\$2,880,849	\$14,053,298	\$53,728,681
012 QUINNS RECREATION COMPLEX	\$860,060	\$355,485	\$1,000	\$0	\$0	\$1,216,545	\$0	\$-5,727,889	\$-4,511,343
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$35,773	\$0	\$0	\$35,773	\$0	\$0	\$35,773
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$23,168	\$0	\$0	\$23,168	\$0	\$0	\$23,168
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$86,741,120	\$0	\$0	\$86,741,120	\$3,589,254	\$8,076,937	\$98,407,311
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$2,577,863	\$0	\$0	\$2,577,863	\$0	\$313,515	\$2,891,378
051 WATER FUND	\$3,258,424	\$3,589,138	\$75,214,366	\$5,567,426	\$0	\$87,629,353	\$1,777,085	\$861,624	\$90,268,063
052 STORM WATER FUND	\$607,137	\$290,025	\$1,578,834	\$0	\$0	\$2,475,996	\$127,775	\$453,808	\$3,057,579
055 GOLF COURSE FUND	\$899,687	\$486,435	\$313,682	\$24,283	\$0	\$1,724,087	\$134,513	\$740,043	\$2,598,643
057 TRANSPORTATION & PARKING FUND	\$8,909,323	\$2,268,672	\$18,855,935	\$0	\$0	\$30,033,931	\$3,043,501	\$6,035,444	\$39,112,876
058 PARKING FUND	\$849,924	\$707,900	\$250,000	\$0	\$0	\$1,807,824	\$16,500	\$1,282,502	\$3,106,826
062 FLEET SERVICES FUND	\$995,989	\$1,853,155	\$0	\$0	\$0	\$2,849,144	\$0	\$638,176	\$3,487,320
064 SELF INSURANCE FUND	\$0	\$2,583,060	\$0	\$0	\$0	\$2,583,060	\$0	\$522,814	\$3,105,874
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$7,454,365	\$0	\$7,454,365	\$0	\$26,123,690	\$33,578,055
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,522,280	\$0	\$9,522,280	\$0	\$1,680,641	\$11,202,921
Total Park City Municipal Corporation	\$40,191,403	\$24,082,225	\$185,927,060	\$22,568,354	\$700,000	\$273,469,043	\$11,569,477	\$55,054,603	\$340,093,124
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$31,958	\$692,300	\$0	\$0	\$0	\$724,258	\$3,092,532	\$1,480,029	\$5,296,819
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$1,200,000	\$812,130	\$2,467,130
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$2,505,623	\$0	\$0	\$2,505,623	\$2,780,340	\$417,505	\$5,703,468
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$397,971	\$0	\$0	\$397,971	\$1,046,777	\$490,567	\$1,935,315
Total Park City Redevelopment Agency	\$31,958	\$1,147,300	\$2,903,594	\$0	\$0	\$4,082,853	\$8,119,649	\$3,200,231	\$15,402,733
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$40,223,362	\$25,229,526	\$188,830,655	\$22,568,354	\$700,000	\$277,551,896	\$19,689,126	\$58,704,025	\$355,945,048

Expenditure Summary by Fund and Major Object (FY 2022 Budget)

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingency FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$26,421,544	\$10,340,190	\$346,443	\$0	\$300,000	\$37,408,177	\$3,084,785	\$12,134,585	\$52,627,547
012 QUINNS RECREATION COMPLEX	\$944,214	\$379,800	\$1,000	\$0	\$0	\$1,325,014	\$0	\$-6,139,275	\$-4,814,261
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$16,556,629	\$0	\$0	\$16,556,629	\$4,174,626	\$27,326,315	\$48,057,570
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,585,600	\$0	\$0	\$1,585,600	\$0	\$313,515	\$1,899,115
051 WATER FUND	\$3,709,472	\$4,109,243	\$37,422,575	\$5,577,420	\$0	\$50,818,710	\$1,807,429	\$1,087,844	\$53,713,983
052 STORM WATER FUND	\$668,062	\$291,444	\$1,121,500	\$0	\$0	\$2,081,006	\$135,448	\$237,354	\$2,453,808
055 GOLF COURSE FUND	\$915,363	\$517,875	\$114,565	\$0	\$0	\$1,547,803	\$142,377	\$438,113	\$2,128,293
057 TRANSPORTATION & PARKING FUND	\$7,241,515	\$1,915,272	\$19,186,993	\$0	\$0	\$28,343,780	\$3,306,502	\$6,622,049	\$38,272,331
058 PARKING FUND	\$886,149	\$706,500	\$125,000	\$0	\$0	\$1,717,649	\$16,500	\$2,151,717	\$3,885,866
062 FLEET SERVICES FUND	\$1,018,016	\$1,853,155	\$0	\$0	\$0	\$2,871,171	\$0	\$115,705	\$2,986,876
064 SELF INSURANCE FUND	\$0	\$1,446,500	\$0	\$0	\$0	\$1,446,500	\$0	\$934,764	\$2,381,264
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,113,690	\$33,085,906
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,720,007	\$11,229,695
Total Park City Municipal Corporation	\$41,804,336	\$21,559,979	\$76,460,306	\$22,059,324	\$300,000	\$162,183,945	\$12,667,667	\$73,056,383	\$247,907,995
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$692,300	\$0	\$0	\$0	\$692,300	\$3,092,532	\$1,947,197	\$5,732,029
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$933,449	\$2,088,449
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,787,590	\$467,447	\$3,510,037
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$0	\$1,160,567	\$1,190,567
Total Park City Redevelopment Agency	\$0	\$1,147,300	\$285,000	\$0	\$0	\$1,432,300	\$6,580,122	\$4,508,660	\$12,521,082
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$41,804,336	\$22,707,279	\$76,745,306	\$22,059,324	\$300,000	\$163,616,245	\$19,247,789	\$78,014,234	\$260,878,268

All Funds Combined

Description	Personnel FY 2022	Mat, Supplies, Services FY 2022	Capital FY 2022	Debt Service FY 2022	Contingency FY 2022	Sub - Total FY 2022	Interfund Transfer FY 2022	Ending Balance FY 2022	Total FY 2022
Park City Municipal Corporation									
011 GENERAL FUND	\$26,421,544	\$10,340,190	\$346,443	\$0	\$300,000	\$37,408,177	\$3,084,785	\$12,134,585	\$52,627,547
012 QUINNS RECREATION COMPLEX	\$944,214	\$379,800	\$1,000	\$0	\$0	\$1,325,014	\$0	\$-6,139,275	\$-4,814,261
021 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
031 CAPITAL IMPROVEMENT FUND	\$0	\$0	\$16,556,629	\$0	\$0	\$16,556,629	\$4,174,626	\$27,326,315	\$48,057,570
038 EQUIPMENT REPLACEMENT CIP	\$0	\$0	\$1,585,600	\$0	\$0	\$1,585,600	\$0	\$313,515	\$1,899,115
051 WATER FUND	\$3,709,472	\$4,109,243	\$37,422,575	\$5,577,420	\$0	\$50,818,710	\$1,807,429	\$1,087,844	\$53,713,983
052 STORM WATER FUND	\$668,062	\$291,444	\$1,121,500	\$0	\$0	\$2,081,006	\$135,448	\$237,354	\$2,453,808
055 GOLF COURSE FUND	\$915,363	\$517,875	\$114,565	\$0	\$0	\$1,547,803	\$142,377	\$438,113	\$2,128,293
057 TRANSPORTATION & PARKING FUND	\$7,241,515	\$1,915,272	\$19,186,993	\$0	\$0	\$28,343,780	\$3,306,502	\$6,622,049	\$38,272,331
058 PARKING FUND	\$886,149	\$706,500	\$125,000	\$0	\$0	\$1,717,649	\$16,500	\$2,151,717	\$3,885,866
062 FLEET SERVICES FUND	\$1,018,016	\$1,853,155	\$0	\$0	\$0	\$2,871,171	\$0	\$115,705	\$2,986,876
064 SELF INSURANCE FUND	\$0	\$1,446,500	\$0	\$0	\$0	\$1,446,500	\$0	\$934,764	\$2,381,264
070 SALES TAX REV BOND - DEBT SVS FUND	\$0	\$0	\$0	\$6,972,216	\$0	\$6,972,216	\$0	\$26,113,690	\$33,085,906
071 DEBT SERVICE FUND	\$0	\$0	\$0	\$9,509,688	\$0	\$9,509,688	\$0	\$1,720,007	\$11,229,695
Total Park City Municipal Corporation	\$41,804,336	\$21,559,979	\$76,460,306	\$22,059,324	\$300,000	\$162,183,945	\$12,667,667	\$73,056,383	\$247,907,995
Park City Redevelopment Agency									
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$0	\$692,300	\$0	\$0	\$0	\$692,300	\$3,092,532	\$1,947,197	\$5,732,029
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$0	\$455,000	\$0	\$0	\$0	\$455,000	\$700,000	\$933,449	\$2,088,449
033 REDEVELOPMENT AGENCY-LOWER PRK	\$0	\$0	\$255,000	\$0	\$0	\$255,000	\$2,787,590	\$467,447	\$3,510,037
034 REDEVELOPMENT AGENCY-MAIN ST	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$0	\$1,160,567	\$1,190,567
Total Park City Redevelopment Agency	\$0	\$1,147,300	\$285,000	\$0	\$0	\$1,432,300	\$6,580,122	\$4,508,660	\$12,521,082
Municipal Building Authority									
035 BUILDING AUTHORITY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Total Municipal Building Authority	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$449,191	\$449,191
Park City Housing Authority									
Total Park City Housing Authority									
TOTAL	\$41,804,336	\$22,707,279	\$76,745,306	\$22,059,324	\$300,000	\$163,616,245	\$19,247,789	\$78,014,234	\$260,878,268

Change in Fund Balance

Fund	Actuals FY 2018	Actuals FY 2019	Actuals FY 2020	Budget FY 2021	Adjusted FY 2021	Change over FY20 Actuals	Change over FY21 Budget	% Inc (red) FY 2021	Budget FY 2022	Increase (red) FY 2022	% Inc (red) FY 2022
Park City Municipal Corporation											
011 GENERAL FUND	\$12,266,079	\$13,995,937	\$12,987,123	\$7,504,960	\$14,053,298	\$1,066,175	\$7,504,960	8%	\$12,134,585	\$-1,918,713	-14%
012 QUINNS RECREATION COMPLEX	\$-4,450,108	\$-4,803,352	\$-5,138,717	\$-6,033,938	\$-5,727,889	\$-589,172	\$-6,033,938	11%	\$-6,139,275	\$-411,386	7%
021 POLICE SPECIAL REVENUE FUND	\$34,404	\$35,773	\$35,773	\$0	\$0	\$-35,773	\$0	-100%	\$0	\$0	
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	\$23,168	\$23,168	\$23,168	\$0	\$0	\$-23,168	\$0	-100%	\$0	\$0	
031 CAPITAL IMPROVEMENT FUND	\$40,859,511	\$47,522,284	\$59,750,463	\$3,128,714	\$8,076,937	\$-51,673,526	\$3,128,714	-86%	\$27,326,315	\$19,249,378	238%
038 EQUIPMENT REPLACEMENT CIP	\$1,990,746	\$1,912,090	\$1,431,240	\$7,429	\$313,515	\$-1,117,725	\$7,429	-78%	\$313,515		
051 WATER FUND	\$2,415,273	\$8,601,446	\$11,194,924	\$4,484,094	\$861,624	\$-10,333,300	\$4,484,094	-92%	\$1,087,844	\$226,220	26%
052 STORM WATER FUND	\$598,027	\$717,233	\$1,057,579	\$58,813	\$453,808	\$-603,771	\$58,813	-57%	\$237,354	\$-216,454	-48%
055 GOLF COURSE FUND	\$1,210,441	\$1,234,194	\$1,195,758	\$26,248	\$740,043	\$-455,715	\$26,248	-38%	\$438,113	\$-301,930	-41%
057 TRANSPORTATION & PARKING FUND	\$13,647,186	\$13,034,167	\$11,187,402	\$2,187,998	\$6,035,444	\$-5,151,958	\$2,187,998	-46%	\$6,622,049	\$586,605	10%
058 PARKING FUND	\$0	\$0	\$503,462	\$2,338,730	\$1,282,502	\$779,040	\$2,338,730	155%	\$2,151,717	\$869,215	68%
062 FLEET SERVICES FUND	\$1,207,403	\$1,210,535	\$1,138,620	\$864,661	\$638,176	\$-500,444	\$864,661	-44%	\$115,705	\$-522,471	-82%
064 SELF INSURANCE FUND	\$1,163,647	\$1,348,568	\$1,431,831	\$493,142	\$522,814	\$-909,017	\$493,142	-63%	\$934,764	\$411,950	79%
070 SALES TAX REV BOND - DEBT SVS FUND	\$7,396,945	\$25,749,908	\$26,139,189	\$27,906,245	\$26,123,690	\$-15,499	\$27,906,245	0%	\$26,113,690	\$-10,000	0%
071 DEBT SERVICE FUND	\$710,461	\$1,575,743	\$1,641,274	\$2,581,847	\$1,680,641	\$39,367	\$2,581,847	2%	\$1,720,007	\$39,366	2%
Total Park City Municipal Corporation	\$79,073,183	\$112,157,694	\$124,579,089	\$45,548,943	\$55,054,603	\$-69,524,486	\$45,548,943	-529%	\$73,056,383	\$18,001,780	246%
Park City Redevelopment Agency											
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	\$857,555	\$1,604,087	\$1,044,819	\$2,689,797	\$1,480,029	\$435,210	\$2,689,797	42%	\$1,947,197	\$467,168	32%
024 MAIN STREET RDA SPECIAL REVENUE FUND	\$730,611	\$904,151	\$1,272,130	\$994,151	\$812,130	\$-460,000	\$994,151	-36%	\$933,449	\$121,319	15%
033 REDEVELOPMENT AGENCY- LOWER PRK	\$1,026,025	\$1,774,703	\$2,610,936	\$340,776	\$417,505	\$-2,193,431	\$340,776	-84%	\$467,447	\$49,942	12%
034 REDEVELOPMENT AGENCY- MAIN ST	\$1,073,963	\$835,780	\$735,315	\$5,853	\$490,567	\$-244,748	\$5,853	-33%	\$1,160,567	\$670,000	137%
Total Park City Redevelopment Agency	\$3,688,154	\$5,118,721	\$5,663,200	\$4,030,577	\$3,200,231	\$-2,462,969	\$4,030,577	-112%	\$4,508,660	\$1,308,429	195%
Municipal Building Authority											
035 BUILDING AUTHORITY	\$429,917	\$440,916	\$449,191	\$440,916	\$449,191		\$440,916		\$449,191		
Total Municipal Building Authority	\$429,917	\$440,916	\$449,191	\$440,916	\$449,191		\$440,916		\$449,191		

CP0002 Information System Enhancement/Upgrades

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0002	Recommended	Robertson	96,696			Engaged & Effective Government & Citizenry

Description	Comments

Funding of computer expenditures and major upgrades as technology is available. Technological advancements that solve a City need are funded from here. Past examples include web page design and implementation, security systems, document imaging, telephony enhancements, etc.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-20,580	-20,580										
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
051481 Water Fund * WATER SERVICE FEES												
057471 TRANSIT FUND * RESORT TAX - TRANS	-23,538	-73,538										
TOTAL	-44,118	-94,118										

CP0003 Old Town Stairs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0003	Recommended	Twombly	434,253			Inclusive & Healthy Community

Description	Comments

An ongoing program to construct or reconstruct stairways in the Old Town Area. Stairways that are in a dilapidated condition beyond effective repair are replaced. Most of the stair projects include retaining walls, drainage improvements and lighting. Like trails, the priority depends on factors such as adjacent development, available easements, community priority and location. Funding comes largely from RDAs so most funding is restricted for use in a particular area. Tread replacements are planned beginning with the oldest in closest proximity to Main Street. New sets proposed include 9th St. with three new blocks at \$300,000 (LPARDA); 10th St. with 1 new block at \$100,000 (LPARDA); possible improvements to Crescent Tram pending resolution of the current parcel discussions (no identified funding); Reconstruct 3rd St, 4th St, 5th St, others as prioritized (Main St RDA). See also Project #722.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND				21,276								
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE		150,000		150,000		150,000						
034468 MAIN ST RDA * CONT TO RDA DEBT												
034477 MAIN ST RDA * TRANSFER FROM DEBT SERVICE												

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
TOTAL		150,000		171,276		150,000						

CP0005 City Park Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0005	Recommended	Fisher	1,422,211	5,514		Preserving & Enhancing the Natural Environment

Description	Comments

As Park City and surrounding areas continue to grow, there is a greater public demand for recreational uses. This project is a continuing effort to complete City Park. The funds will be used to improve and better accommodate the community's needs with necessary recreational amenities. The current recreation building needs to be replaced with a larger more functional space that will meet the needs of day camp & other recreation programs. The facility has some conceptual designs being done through the Recreation Facility Master Plan.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE	-770,486	-620,486	-9,765	140,235	-150,000	-50,000	-150,000					
031402 CIP FUND * IMP FEE-STREETS												
031451 CIP Fund * BOND PROCEEDS												
031460 CIP Fund * IMPACT FEES												
031466 CIP Fund * OTHER CONTRIBUTIONS												
031469 CIP FUND * RAP TAX												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031478 CIP Fund * TRANSFER FROM CIP												
031485 CIP FUND * SALES TAX DEBT SERVICE - 2005B												
033450 Lower Park RDA * BEGINNING BALANCE												
033468 LOWER PARK RDA * CONT TO RDA DEBT		100,000		100,000		100,000		100,000				
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
035477 MBA * TRANSFER FROM DEBT SERVICE												
TOTAL	-770,486	-520,486	-9,765	240,235	-150,000	50,000	-150,000	100,000				

CP0006 Pavement Managment Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0006	Recommended	Dayley	530,971	925,983		Thriving Mountain Town

Description									Comments				
This project provides the funding necessary to properly maintain and prolong the useful life of City owned streets and parking lots. Annual maintenance projects include crack sealing, slurry sealing, rototilling, pavement overlays and utility adjustments.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031452 CIP Fund * CLASS "C" ROAD		410,000		410,000		410,000		410,000		410,000	410,000	820,000	
031454 CIP Fund * DONATIONS													
031475 CIP FUND * TRANSFER FROM GENERAL FUND		590,000		630,000		630,000		630,000		630,000	700,000	1,400,000	
034450 Main St RDA * BEGINNING BALANCE													
TOTAL		1,000,000		1,040,000		1,040,000		1,040,000		1,040,000	1,110,000	2,220,000	

CP0007 Tunnel Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0007	Recommended	McAfee	240,102	3,363,440	50	Preserving & Enhancing the Natural Environment

Description									Comments				
Maintenance and inspection of the Judge and Spiro Mine tunnels. Replacement of rotting timber with steel sets and cleanup of mine cave ins. Stabilization of sidewall shifting with split set of bolts and screening. Track replacement. Flow meter OM&R.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
051451 Water Fund * BOND PROCEEDS													
051481 Water Fund * WATER SERVICE FEES				274,750		281,619		292,884		304,599	319,829	639,658	
051543 WATER FUND * 2020 WATER REVENUE BONDS		268,049											
TOTAL		268,049		274,750		281,619		292,884		304,599	319,829	639,658	

CP0009 Transit Rolling Stock Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0009	Recommended	Fjelsted	64,628	384,495		Thriving Mountain Town

Description	Comments
This program provides for the replacement of the existing transit fleet . It is anticipated what the Federal Transit Administration will be providing 80	

Description									Comments				
percent of the purchase cost.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057450 Transit Fund * BEGINNING BALANCE													
057458 Transit Fund * FEDERAL GRANTS			-1,310,835	11,939,165									
057479 Transit Fund * TRANSIT SALES TAX			1,638,505	2,273,672									
057482 Transit Fund * REGIONAL TRANSIT REVENUE		-2,713	-2,713	-914,833									
TOTAL	-2,713	-2,713	-587,163	14,212,837									

CP0010 Water Department Service Equipment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0010	Recommended	McAffee	77,647	92,699		Preserving & Enhancing the Natural Environment

Description	Comments
Replacement of vehicles and other water department service equipment that is on the timed depreciation schedule.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
051451 Water Fund * BOND PROCEEDS													
051481 Water Fund * WATER SERVICE FEES				80,000		80,000		83,200		86,528	89,989	179,978	
051543 WATER FUND * 2020 WATER REVENUE BONDS		80,000											
TOTAL		80,000		80,000		80,000		83,200		86,528	89,989	179,978	

CP0014 McPolin Farm

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0014	Recommended	Stockdale	2,280			Inclusive & Healthy Community

Description	Comments
City Farm Phase II - Landscaping. Trailhead parking. Completion of the sidewalks, ADA accessible trail to safely accommodate the passive use of the property. Pads and interpretive signs to display antique farm equipment.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
031478 CIP Fund * TRANSFER FROM CIP												
031485 CIP FUND * SALES TAX DEBT SERVICE - 2005B												
035477 MBA * TRANSFER FROM DEBT SERVICE												
TOTAL												

CP0017 ADA Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0017	Recommended	Robertson, J.	80,523			Engaged & Effective Government & Citizenry

Description	Comments

Many of the City's buildings have restricted programs due to physical restraints of the buildings. An ADA compliance audit was conducted by the building department and phase one improvements have been made. Additional funds will be needed to continue the program to complete phase 2 and 3 improvements.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		5,000		5,000		5,000		5,000				
TOTAL		5,000		5,000		5,000		5,000				

CP0019 Library Development & Donations

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0019	Recommended	Juarez	-2,678	11,333		Inclusive & Healthy Community

Description	Comments

Project 579 also includes a category 39124. Public Library development grant. This is a grant made to all public libraries in Utah by the State, based on population and assessed needs. The uses of this money are restricted by State statute, and must be outlined in the Library goals which are set by the Library Board and due to the State Library at the end of October each year.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031458 CIP Fund * FEDERAL GRANTS												
031463 CIP FUND * LIBRARY UNSERV												
031464 CIP FUND * LIBRARY FUNDRAISERS	100	100										
031466 CIP Fund * OTHER CONTRIBUTIONS												
031474 CIP Fund * STATE CONTRIBUTION	11,593	13,176										
TOTAL	11,693	13,276										

CP0020 City-wide Signs Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0020	Recommended	Weidenhamer	27,156			Thriving Mountain Town

Description	Comments
Funded in FY02 - Continue to coordinate and install way-finding and directional signs throughout the City.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND				40,513								
033468 LOWER PARK RDA * CONT TO RDA DEBT												
034468 MAIN ST RDA * CONT TO RDA DEBT												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL				40,513								

CP0025 Bus Shelters Design and Capital Improve

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0025	Recommended	Collins	125,924	24,076		Thriving Mountain Town

Description	Comments
Passenger amenities such as shelters, and benches have proven to enhance transit ridership. This project will provide the funding necessary to redesign and install shelters and benches at new locations. These locations will be determined using rider and staff input as well as rider data. Funding will be 80% FTA funds, 20% transit fund balance.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS												
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
057450 Transit Fund * BEGINNING BALANCE			-17,053									
057455 TRANSIT FUND * DOT												
057458 Transit Fund * FEDERAL GRANTS												
057475 TRANSIT FUND * TRANSFER FROM GENERAL FUND												
057479 Transit Fund * TRANSIT SALES TAX			17,053	17,053								
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-125,924	-125,924	-150,000									
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX	125,924	125,924	150,000	150,000								
TOTAL				167,053								

CP0028 5 Year CIP Funding

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0028	Recommended	Briggs	5,073,395			Engaged & Effective Government & Citizenry

Description	Comments

This account is for identified unfunded projects.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE												
031467 CIP Fund * OTHER MISCELLANEOUS												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033451 Lower Park RDA * BOND PROCEEDS												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
034468 MAIN ST RDA * CONT TO RDA DEBT												
034477 MAIN ST RDA * TRANSFER FROM DEBT SERVICE												
038453 EQUIP RPLCMNT FUND * COMPUTER REPAIR												
051481 Water Fund * WATER SERVICE FEES												
057467 Transit Fund * OTHER MISCELLANEOUS												
057471 TRANSIT FUND * RESORT TAX - TRANS												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0036 Traffic Calming

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0036	Recommended	Robertson, J.	104,651	19,466		Thriving Mountain Town

Description	Comments

Over the last few years residents have expressed concerns with the speed and number of vehicles, safety of children and walkers. The interest of participation for traffic calming has come in from all areas of town. Funding covers traffic studies, signage, and speed control devices.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND				20,000		10,000		10,000				
033468 LOWER PARK RDA * CONT TO RDA DEBT												
033470 Lower Park RDA * RENTAL INCOME												
TOTAL				20,000		10,000		10,000				

CP0040 Water Dept Infrastructure Improvement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0040	Recommended	McAffee	448,532	171,827		Preserving & Enhancing the Natural Environment

Description	Comments

General asset replacement for existing infrastructure including such assets as pipelines, pump stations, valve vaults, etc.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES		-592,000	2,200,000	2,395,250	2,400,000	3,454,863	2,400,000	3,496,538	650,000	1,776,879	1,183,223	2,366,446
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
051543 WATER FUND * 2020 WATER REVENUE BONDS												
TOTAL		-592,000	2,200,000	2,395,250	2,400,000	3,454,863	2,400,000	3,496,538	650,000	1,776,879	1,183,223	2,366,446

CP0041 Trails Master Plan Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0041	Recommended	Twombly	-22,517	88,355		Preserving & Enhancing the Natural Environment

Description	Comments

Existing Funds will be utilized to construct the following trails and infrastructure: Prospector connection, April Mountain Plan, Historic trail signage and Daly Canyon connections. Additionally, Phase III trailheads at April Mountain and Meadows Dr. East. Requested funds for future FY include projects associated with continuation of trail connectivity as outlined in the Trails Master Plan and those identified in the PC Heights MPD, more specifically identified as Phase I and II of the Quinn's Park and Ride connections. Easements have been secured for these pathways. Staff will utilize local and state grants to off set costs associated with these connections.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE		20,000	53,543	73,543	4,000	24,000		20,000				
031451 CIP Fund * BOND PROCEEDS			425,000	425,000	425,000	425,000						
031467 CIP Fund * OTHER MISCELLANEOUS												
031469 CIP FUND * RAP TAX	46,737	46,737										
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		50,000		50,000		50,000		50,000				
031487 CIP FUND * RESTAURANT TAX												
033450 Lower Park RDA * BEGINNING BALANCE												
033467 Lower Park RDA * OTHER MISCELLANEOUS												
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
TOTAL	46,737	116,737	478,543	548,543	429,000	499,000		70,000				

CP0046 Golf Course Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0046	Recommended	Fonnesbeck	-6,090			Thriving Mountain Town

Description	Comments

This fund encompasses all golf course related projects, constructing new tee boxes, cart path repairs, restroom upgrade, landscaping, pro-shop improvements, and other operational maintenance projects.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
055458 Golf Fund * FEDERAL GRANTS												
055459 Golf Fund * GOLF FEES		12,000		12,000		12,000		12,000		12,000		
055467 Golf Fund * OTHER MISCELLANEOUS												
055469 GOLF FUND * RAP TAX												
055487 GOLF FUND * RESTAURANT TAX												
TOTAL		12,000		12,000		12,000		12,000		12,000		

CP0074 Equipment Replacement - Rolling Stock

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0074	Recommended	Dayley	1,894,309	147,325		Engaged & Effective Government & Citizenry

Description	Comments

This project funds the replacement of fleet vehicles based upon a predetermined schedule. The purpose of the project is to ensure the City has the funding to replace equipment that has reached the end of its useful life. A correction to the vehicle replacement fund is needed to get it back on track. The short fall can be attributed to the following: • Tier 4 final diesel engines cost \$50,000 more • Police vehicles need \$24,000 of equipment that was never budgeted. • Street plows require plow, salter and hydro's costing \$110,000 ea that was not budgeted for. As we begin moving toward an Electric Fleet we are seeing higher purchasing prices. This may yet further warrant increases.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT		1,250,000		1,250,000		1,300,000		1,450,000		1,450,000	1,500,000	3,000,000
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
TOTAL		1,250,000		1,250,000		1,300,000		1,450,000		1,450,000	1,500,000	3,000,000

CP0075 Equipment Replacement - Computer

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0075	Recommended	Robertson	484,858	141,248	2,364	Engaged & Effective Government & Citizenry

Description	Comments

Description									Comments				
The computer replacement fund supports replacement of computer equipment and support infrastructure including network, servers, and climate control systems. However, replacement decisions are driven by technological advancements, software requirements, and obsolescence.2019+ Requests: Approximate \$15k for: This additional funding request supports organizational growth and technology changes to address future asset replacement cycles. This includes computer, server and network assets.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT			195,138		320,600		446,062		320,600				
051481 Water Fund * WATER SERVICE FEES			21,232		21,232		21,232		21,232				
052530 STORM WATER FUND * STORM WATER SERVICE FEE													
055459 Golf Fund * GOLF FEES			2,560		2,560		2,560		2,560				
057479 Transit Fund * TRANSIT SALES TAX			16,172		16,172		16,172		16,172				
TOTAL			235,102		360,564		486,026		360,564				

CP0089 Public Art

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0089	Recommended	Everitt	294,768	13,516		Inclusive & Healthy Community

Description									Comments				
This project is designed to fund public art as part of an "Arts Community Master Plan". Public Art will be funded following the Council adopted 1% allocation form each City construction project policy where applicable.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE													
031475 CIP FUND * TRANSFER FROM GENERAL FUND				50,000	50,000								
031487 CIP FUND * RESTAURANT TAX													
033450 Lower Park RDA * BEGINNING BALANCE													
TOTAL				50,000	50,000								

CP0090 Friends of the Farm

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0090	Recommended	Stockdale	21,895			Inclusive & Healthy Community

Description	Comments

Use to produce events to raise money for the Friends of the Farm and use for improvements to the farm.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

031466 CIP Fund * OTHER CONTRIBUTIONS

031487 CIP FUND * RESTAURANT TAX

TOTAL												

CP0091 Golf Maintenance Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0091	Recommended	Robinson	253,785	40,682		Thriving Mountain Town

Description	Comments

This fund is used for golf course maintenance equipment replacement.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

055459 Golf Fund * GOLF FEES

98,000

98,000

98,000

98,000

98,000

055469 GOLF FUND * RAP TAX

055487 GOLF FUND * RESTAURANT TAX

TOTAL		98,000		98,000		98,000		98,000		98,000		

CP0092 Open Space Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0092	Recommended	Deters	98,081	296,598		Preserving & Enhancing the Natural Environment

Description	Comments

This fund provides for maintenance, improvements, and acquisition of Park City's Open Space.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE												
031454 CIP Fund * DONATIONS												
031466 CIP Fund * OTHER CONTRIBUTIONS	12,026	324,052		300,000		300,000		300,000				
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND			100,000	100,000	100,000	100,000	100,000	100,000				
TOTAL	12,026	324,052	100,000	400,000	100,000	400,000	100,000	400,000				

CP0100 Neighborhood Parks

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0100	Recommended	Twombly	262,082			Preserving & Enhancing the Natural Environment

Description	Comments

This project includes the creation of neighborhood parks through the use of Park and Ice bond proceeds. This includes projects in Park Meadows, Prospector, and Old Town.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE												
031451 CIP Fund * BOND PROCEEDS												
031454 CIP Fund * DONATIONS												
031466 CIP Fund * OTHER CONTRIBUTIONS												
031469 CIP FUND * RAP TAX												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031477 CIP FUND * TRANSFER FROM DEBT SERVICE												
TOTAL												

CP0108 Flagstaff Transit Transfer Fees

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0108	Recommended	Knotts	2,015,006			Thriving Mountain Town

Description	Comments

Account for transit transfer fees dedicated to improvement enhancement of Park City transit system by designing and constructing transit priority improvements on SR 248. Reduction in greenhouse gas emissions by reducing idling and single occupancy vehicles.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057466 Transit Fund * OTHER CONTRIBUTIONS												
XXXXXX Unspecified												
TOTAL												

CP0118 Transit GIS/AVL System

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0118	Recommended	Collins	-17,465			Thriving Mountain Town						

Description	Comments

CAD/AVL systems to provide real time information to passengers and managers to better manage the transit system. Also provides funding for run cutting software, new signs and general intelligent systems infrastructure.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057458 Transit Fund * FEDERAL GRANTS		400,000										
057466 Transit Fund * OTHER CONTRIBUTIONS												
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL		400,000										

CP0128 Quinn's Ice/Fields Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0128	Recommended	Twombly	36,805			Preserving & Enhancing the Natural Environment						

Description	Comments

Additional development of outdoor playing fields and support facilities

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

031400 CIP FUND * IMP FEE-OPEN SPACE

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031484 CIP FUND * SALES TAX DEBT SERVICE - 2005A												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION												
TOTAL												

CP0142 Racquet Club Program Equipment Replaceme

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0142	Recommended	Fisher	217,383	-1,464		Thriving Mountain Town
Description						Comments
For ongoing replacement of fitness equipment.						

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031454 CIP Fund * DONATIONS												
031469 CIP FUND * RAP TAX												
031470 CIP FUND * RENTAL INCOME												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		65,000		65,000		65,000		65,000				
TOTAL		65,000		65,000		65,000		65,000				

CP0146 Asset Management/Replacement Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0146	Recommended	Dayley	155,589	786,397		Engaged & Effective Government & Citizenry
Description						Comments
Money is dedicated to this account for asset replacement. The replacement/repair schedule was created in FY 07 for Building replacement. Plan was updated in FY 13 and will be updated again in FY18.						

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031462 CIP Fund * INTEREST EARNINGS												
031467 CIP Fund * OTHER MISCELLANEOUS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND				552,709		704,760		1,105,418	697,291	750,000	700,000	1,400,000
TOTAL				552,709		704,760		1,105,418	697,291	750,000	700,000	1,400,000

CP0150 Ice Facility Capital Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0150	Recommended	Angevine	888,601	125,043		Thriving Mountain Town

Description	Comments

For ongoing capital replacement at Quinn's Ice Facility. Funding provided by City and Basin per interlocal agreement.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031469 CIP FUND * RAP TAX	306,807	306,807										
031475 CIP FUND * TRANSFER FROM GENERAL FUND		50,000	291,000	341,000	16,000	66,000	16,000	66,000	66,000	66,000	66,000	132,000
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION		50,000	291,000	341,000	16,000	66,000	16,000	66,000	66,000	66,000	66,000	132,000
TOTAL	306,807	406,807	582,000	682,000	32,000	132,000	32,000	132,000	132,000	132,000	132,000	264,000

CP0152 Parking Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0152	Recommended	Knotts	250,712			Thriving Mountain Town

Description	Comments

For replacement of parking meters on Main St., replacement of garage gates and pay equipment, replacement of sensors in garage and loops in surface lots. Replacement of parking vehicles, License plate recognition hardware/software, signage related to changes in the parking program, and handheld ticket writers. Funded by garage and meter fee revenues.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

031489 CIP FUND * GARAGE REVENUE

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057479 Transit Fund * TRANSIT SALES TAX												
057489 TRANSIT FUND * GARAGE REVENUE	-49,310	-49,310					125,000					
058489 PARKING FUND * GARAGE REVENUE		125,000		125,000		125,000		125,000				
TOTAL	-49,310	75,690		125,000		125,000	125,000	125,000				

CP0157 OTIS Phase III(a)

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0157	Recommended	Robertson, J.	1,804,361	33,294		Engaged & Effective Government & Citizenry

Description	Comments
OTIS Phase II and III – These projects are a continuation of the Old Town Infrastructure Study and resulting rebuild of Old Town roads that started in 2002. The upcoming roads included in IIIa were McHenry Avenue (constructed in the summer of 2015) and Lowell Avenue (Construction for the summer of 2016). Tentative future projects will be 8th and 12th Streets in 2017 and 2018 and Rossi Hill Drive in 2019.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		1,948,120	150,000	150,000	-2,250,000							
031528 CIP FUND * 2015 SALES TAX BONDS												
TOTAL		1,948,120	150,000	150,000	-2,250,000							

CP0167 Skate Park Repairs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0167	Recommended	Fisher	14,749			Preserving & Enhancing the Natural Environment

Description	Comments
Re-paint fence and re-caulk the concrete joints.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
033450 Lower Park RDA * BEGINNING BALANCE		5,000		5,000		5,000		5,000		30,000		

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
TOTAL		5,000		5,000		5,000		5,000		30,000		

CP0171 Upgrade OH Door Rollers

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0171	Recommended	Dayley	33,267			Thriving Mountain Town

Description	Comments
Maintenance Equipment & Parts for Old Bus Barn Doors	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057479 Transit Fund * TRANSIT SALES TAX		6,000		6,000								
TOTAL		6,000		6,000								

CP0178 Rockport Water, Pipeline, and Storage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0178	Recommended	McAfee	248,353	1,330,051		Preserving & Enhancing the Natural Environment

Description	Comments
This project will construct upgrades to the Mt. Regional Water Pump Station at Rockport and a new pump station and intake that will be owned and operated by WBWCD, all to deliver Park City's reserved water from Rockport and Smith Morehouse reservoirs. Also included is the cost of water from WBWCD and replacement fund for the infrastructure.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES		1,307,554		1,458,700		1,458,700		1,498,200		1,391,306	1,460,871	2,921,742
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051543 WATER FUND * 2020 WATER REVENUE BONDS		151,146										
TOTAL		1,458,700		1,458,700		1,458,700		1,498,200		1,391,306	1,460,871	2,921,742

CP0186 Energy Efficiency Study -City Facilities

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0186	Recommended	Cartin	22,305			Inclusive & Healthy Community

Description	Comments

Data management for all municipal utilities. This tool will expedite carbon foot printing and better identify energy and cost saving opportunities.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031466 CIP Fund * OTHER CONTRIBUTIONS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND			-8,206									
TOTAL			-8,206									

CP0191 Walkability Maintenance

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0191	Recommended	Dayley	44,122	32,913		Preserving & Enhancing the Natural Environment

Description	Comments

This funding is provided for the purpose of ongoing maintenance of completed Walkability Projects.We have added 24.33 miles of pathway. This funding will pay for the ongoing maintenance of these existing and new paths

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND		50,500	21,325	71,825	21,325	71,825	21,325	78,825	21,325	78,825	82,500	165,000
TOTAL		50,500	21,325	71,825	21,325	71,825	21,325	78,825	21,325	78,825	82,500	165,000

CP0203 China Bridge Event Parking

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0203	Recommended	Knotts	348,824			Thriving Mountain Town

Description	Comments

This project will provide additional parking and event mitigations for Park City.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031489 CIP FUND * GARAGE REVENUE	100,000	440,000	-240,000	100,000	-240,000	100,000	-240,000	100,000	100,000	100,000	100,000	100,000
057489 TRANSIT FUND * GARAGE REVENUE												
XXXXXX Unspecified												
TOTAL	100,000	440,000	-240,000	100,000	-240,000	100,000	-240,000	100,000	100,000	100,000	100,000	100,000

CP0217 Emergency Management Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0217	Recommended	Daniels	15,834	31,943		Engaged & Effective Government & Citizenry

Description	Comments

This project funds Emergency Program Management, the Emergency Operations Center (EOC), City building emergency preparedness supplies, emergency response equipment and supplies, mobile command trailer (MCT) equipment, community outreach, mitigation projects and emergency information technology and communications. For FY19 & FY20 the \$10,000 for each year predominately improves, replaces and/or increases EOC equipment, MCT, mitigation, response, sheltering and technological capabilities along with required equipment for MCT.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031458 CIP Fund * FEDERAL GRANTS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-15,000		-15,000			15,000		15,000		15,000		
031478 CIP Fund * TRANSFER FROM CIP												
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT												
TOTAL	-15,000		-15,000			15,000		15,000		15,000		

CP0226 Walkability Implementation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0226	Recommended	Everitt	4,390,585	77,316		Preserving & Enhancing the Natural Environment

Description	Comments

This project funds varying projects related tot he Walkability Community program. The projects to be completed with this funding will be as outlined by the Walkability Steering and CIP committees and as approved by City Council during the 2007 Budget Process This was cp0190 in the FY2009 budget

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS	-4,423,371	-4,423,371										
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION												
033450 Lower Park RDA * BEGINNING BALANCE												
TOTAL	-4,423,371	-4,423,371										

CP0236 Triangle Property Environmental Remediat

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0236	Recommended	Robertson, J.	99,779			Preserving & Enhancing the Natural Environment

Description	Comments

Cost associated with the assessment and closure of the property through the Utah Voluntary Clean-up program.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND		-99,779				99,779						
TOTAL		-99,779				99,779						

CP0244 Transit Contribution to County

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0244	Recommended	Fjelsted	-2,324,186	659,324		Thriving Mountain Town

Description	Comments

Close this project. City contributions will be deducted from quarterly invoices moving forward.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057479 Transit Fund * TRANSIT SALES TAX	659,324	659,324	1,192,194	1,192,194								
TOTAL	659,324	659,324	1,192,194	1,192,194								

CP0248 Middle Silver Creek Watershed

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0248	Recommended	Robertson, J.	234,297			Preserving & Enhancing the Natural Environment

Description	Comments

Non-water related acres: accrued a liability and expenditure of \$272,000 in the government-wide statements, governmental activities column

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0250 Irrigation Controller Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0250	Recommended	Dayley	13,756			Preserving & Enhancing the Natural Environment

Description	Comments

The Parks Department has a total of 38 irrigation controllers located throughout town at all City facilities including, City buildings, athletic fields, parks, school fields, etc. These electronic devices provide irrigation control to landscaped areas by radio communication from the Central computer to the individual field units. Some of these controllers are 25 years old, as they were originally installed in the early 1990s. Over the past years we've

Description										Comments			
continued to experience many electronic/communication problems with these old outdated field units. We recommend taking a systematic approach by replacing 4-5 controllers a year for the next several years. To date we have replaced 23 out of the 38 controllers. Projected completion 2019.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
TOTAL													

CP0256 Storm Water Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0256	Recommended	McAfee	534,424	112,854		Preserving & Enhancing the Natural Environment

Description									Comments				
This money would be to fix and repair any of our current storm water issues within the city.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
031499 CIP FUND * ADDITIONAL RESORT SALES TAX			50,000										
031528 CIP FUND * 2015 SALES TAX BONDS													
052530 STORM WATER FUND * STORM WATER SERVICE FEE			400,000		300,000		300,000		300,000		315,000	330,750	661,500
TOTAL			450,000		300,000		300,000		300,000		315,000	330,750	661,500

CP0264 Security Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0264	Recommended	Daniels	97,167	12,668		Engaged & Effective Government & Citizenry

Description	Comments
The Building Security Committee was established in 2008 and makes recommendations on security issues, training and equipment for all occupied city buildings. The two largest components are Closed Circuit Video Systems (CCVS) and Electronic Access Controls (electronic door locks), along with	

Description										Comments			
some smaller security upgrades including, alarms, fragment retentive film, lighting and training. In recent years we have expanded the use of some of these funds for exterior security measures for city buildings and special event venues. This is a multi-year project . Some funding for upgrades and/or replacements has been from the Asset Management Fund and individual departments. Emergency Management, Information Technology, Sustainability and Building Maintenance are partners in this project. We have made significant headway over the past 10 years. The majority of the work is expected to be completed by FY22.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-97,167	-97,167											
033468 LOWER PARK RDA * CONT TO RDA DEBT													
TOTAL	-97,167	-97,167											

CP0265 Crescent Tramway Trail

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0265	Recommended	Robertson, J.	193,858			Preserving & Enhancing the Natural Environment							

Description										Comments			
This request is to secure funds specifically for the improvement of the Crescent Tramway Trail creating an identifiable, safe, and connected pedestrian trail. The Crescent Tramway easement follows the historic rout of a narrow-gauge railroad which was first used in the late 1800s to carry ore from the Crescent Mine to the Park City Smelting Company. The trail begins near the corner of Park Ave and Heber Ave and winds up the foothills. It passes Woodside Ave, Norfolk Ave, and Lowell Ave, before it reaches a plethora of trails within the recreational open space areas. the tram route closed in 1898 after the smelter burned to the ground, and the railroad tracks were pulled up around 1901. The tramway has since been used as a pedestrian path, hiking trail, and bike route. Past development along the Crescent Tramway Trail has made it difficult to follow the pedestrian easement and it is even unrecognizable as a pedestrian trail in areas.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
033468 LOWER PARK RDA * CONT TO RDA DEBT													
TOTAL													

CP0266 Prospector Drain - Regulatory Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0266	Recommended	Robertson, J.	-3,463	375		Preserving & Enhancing the Natural Environment							

Description										Comments			
Project is being done under an Administrative Order on Consent with the EPA to address the discharge of metals impacted water from the Prospector Drain and Biocell. Project involves first conducting an Engineering Evaluation and Cost Analysis, then selecting a remedial action and implementation. In addition, a Natural Resource Damage Assessment must be done that will determine compensatory restitution for damages to natural resources.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031473 CIP Fund * SALE OF ASSETS	-856,712			856,712	856,712	856,712							
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-150,000		-153,463	-3,463	150,000	150,000	150,000	150,000					
051481 Water Fund * WATER SERVICE FEES													
TOTAL	-1,006,712		-153,463	853,249	1,006,712	1,006,712	150,000	150,000					

CP0267 Soil Repository

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0267	Recommended	Robertson, J.	4,103,208	95,941		Preserving & Enhancing the Natural Environment							

Description										Comments			
Should we successfully complete the current negotiations wit the EPA on the Multi-Party agreement then Park City would likely need to financially participate in a portion of the construction of a soils repository. These would be a one-time cost. Ongoing costs for the repository would likely be incurred by United Park City Mines. Park City would likely not have a future role in the operation of the repository.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE													
031473 CIP Fund * SALE OF ASSETS													
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
057450 Transit Fund * BEGINNING BALANCE													
TOTAL													

CP0269 Environmental Revolving Loan Fund

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0269	Recommended	Cartin	58,882	11,402		Preserving & Enhancing the Natural Environment							

Description										Comments			

Description										Comments			
Sustainability Staff is requesting \$100,000 in additional funds for the Environmental Revolving Loan Fund. With the hire of an Energy Project Manager through Rocky Mountain Power's demand side management program, Sustainability will be pursuing 3,000,000 kWh in energy savings over the next three years. This work will result in annual, ongoing savings of at least \$75,000 per year (\$225,000 per year by 2019). Increasing the Environmental Revolving Loan Fund by \$100,000, or to a total balance of \$278,000, will allow the Energy Project Manager to rapidly fund and deploy projects. The Environmental Revolving Loan Fund is repaid through energy savings. All but \$24,000 of the fund is currently invested in high return projects.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE													
TOTAL													

CP0270 Downtown Enhancements Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0270	Recommended	Weidenhamer	1,170,398	5,154		Thriving Mountain Town

Description										Comments			
10 year improvement plan for pedestrian enhancements and public gathering spaces in the Main Street area. Pedestrian enhancements consist of replacing the curb, gutter, sidewalks, street lights, and the addition of storm drains, benches, trash and recycling bins... Gathering spaces include plazas and walkways.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION													
031491 CIP FUND * TR FR SALES TAX DSF-2014 SALES TAX BONDS													
031499 CIP FUND * ADDITIONAL RESORT SALES TAX				327,104	327,104	327,104	327,104	327,104	327,104	327,104	327,104	327,104	654,208
031528 CIP FUND * 2015 SALES TAX BONDS													
031532 CIP FUND * 2017 SALES TAX BONDS		-1,483,392	-1,483,392										
XXXXXX Unspecified													
TOTAL		-1,483,392	-1,483,392	327,104	327,104	327,104	327,104	327,104	327,104	327,104	327,104	327,104	654,208

CP0276 Water Quality Study

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0276	Recommended	McAfee	54,269			Preserving & Enhancing the Natural Environment

Description	Comments

This is for various water quality related studies and activities such as pipe cleaning, monitoring equipment installation, studies, and research opportunities.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES		50,000	300,000	350,000	300,000	350,000	50,000	300,000	250,000	250,000	250,000	500,000
051525 WATER FUND * 2012B WATER REVENUE & REFUNDING BONDS												
051543 WATER FUND * 2020 WATER REVENUE BONDS												
TOTAL		50,000	300,000	350,000	300,000	350,000	50,000	300,000	250,000	250,000	250,000	500,000

CP0280 Aquatics Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0280	Recommended	Fisher	-23,157	11,469		Preserving & Enhancing the Natural Environment

Description	Comments

This fund is used to replace pool infrastructure such as boilers, pumps and filtration. We need to increase the annual contribution to \$25,000 yr. The current funding of \$15,000 per year has been insufficient to cover the costs.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND	10,000	25,000	10,000	25,000	10,000	25,000	10,000	25,000				
TOTAL	10,000	25,000	10,000	25,000	10,000	25,000	10,000	25,000				

CP0289 Ironhorse Transit Facility Asset Managem

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0289	Recommended	Collins	1,651,083			Thriving Mountain Town

Description	Comments

This CIP will fund ongoing Capital Renewal needs for the City's expanded Ironhorse Transit facility. This fund will provide for roof, parking garage, HVAC, lifts and equipment capital renewal. Summit County contributes its proportional share.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051467 Water Fund * OTHER MISCELLANEOUS												
057479 Transit Fund * TRANSIT SALES TAX	-1,322,534	-1,184,887	-137,647		-137,647		-137,647					
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-328,549	-286,196	-42,353		-42,353		-42,353					
TOTAL	-1,651,083	-1,471,083	-180,000		-180,000		-180,000					

CP0292 Cemetery Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0292	Recommended	Fisher	-2,577	2,577		Inclusive & Healthy Community

Description	Comments

City Council has approved moving forward with a cemetery master plan. The first phase is funded with existing budget which includes the development of a cremains garden around the gazebo. The second phase is to look at cemetery expansion up the hillside that could include expansion of full casket burial options.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND	20,000	20,000	43,000	70,014								
TOTAL	20,000	20,000	43,000	70,014								

CP0294 Spriggs Barn

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0294	Recommended	Dayley	5,000			Inclusive & Healthy Community

Description	Comments

This option will provide funding to stabilize the Spriggs Barn from further dilapidation and begin a long range plan for restoration.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0304 Quinn's Water Treatment Plant Asset Repl

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0304	Recommended	McAffee	691,424	39,303		Preserving & Enhancing the Natural Environment

Description	Comments

With the addition of Quinns Junction Water Treatment Plant (QJWTP), a budget line item is required for asset management of this \$14,000,000 facility. This money will be used to replace valve, pumps, membranes, and other items to be replaced at the facility over time.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051480 Water Fund * WATER IMPACT FEES												
051481 Water Fund * WATER SERVICE FEES				220,500		231,525		238,471		245,625	252,994	505,988
051543 WATER FUND * 2020 WATER REVENUE BONDS		210,000										
TOTAL		210,000		220,500		231,525		238,471		245,625	252,994	505,988

CP0311 Senior Community Center

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0311	Recommended	Weidenhamer	991,390			Inclusive & Healthy Community

Description	Comments

Possible renovation to City facilities in LPARDA such as the Miner's Hospital to provide for senior and community needs.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033468 LOWER PARK RDA * CONT TO RDA DEBT												
TOTAL												

CP0312 Fleet Management Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0312	Recommended	Dayley	320,840	34,488		Engaged & Effective Government & Citizenry

Description										Comments			
Procurement and implementation of fleet management software to replace Lucy and Fuel Management equipment that has proven inadequate to provide Fleet Management with data and reporting necessary to meet stringent federal transit administration reporting requirements and analytical support required for sound fleet mgmt. Staff has worked closely with it on assessment of current system and all parties agree replacement is justified. This project has the potential to be partially federally funded.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
051481 Water Fund * WATER SERVICE FEES													
057458 Transit Fund * FEDERAL GRANTS													
057479 Transit Fund * TRANSIT SALES TAX													
TOTAL													

CP0313 Transportation Plans and Studies

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0313	Recommended	Collins	374,902	11,569		Thriving Mountain Town

Description										Comments			
This project is being used for planning evaluation for specific active transportation projects, intersection evaluation and the Long Range Transportation Master Plan, Park City Forward.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057458 Transit Fund * FEDERAL GRANTS													
057479 Transit Fund * TRANSIT SALES TAX	-65,000	72,318											
057482 Transit Fund * REGIONAL TRANSIT REVENUE													
TOTAL	-65,000	72,318											

CP0316 Transit Facility Capital Renewal Account

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0316	Recommended	Collins	345,038	2,770		Thriving Mountain Town

Description									Comments				
This project will serve as a reserve account for capital assets owned and operated by park city transit. Annual contributions will ensure critical buildings will have a local funding source as they require renewal. Level of funds assume federal transit admin. grants are available when required. Funds will be used for Major capital items such as roofing, paint, siding, cameras, etc.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057479 Transit Fund * TRANSIT SALES TAX	1,606,429	1,656,429	180,000	230,000	180,000	230,000	180,000	230,000	230,000	230,000		230,000	
TOTAL	1,606,429	1,656,429	180,000	230,000	180,000	230,000	180,000	230,000	230,000	230,000		230,000	

CP0318 Bonanza Park/RMP Substation Mitigation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0318	Recommended	Everitt	958,568			Inclusive & Healthy Community							

Description										Comments			
\$1.5 million was originally allocated by Council to provide mitigation and relocation costs related to the Rocky Mountain Power Bonanza Park Substation. Staff recommends these funds remain in the Bonanza Park project area to be used for mitigation, economic development and infrastructure improvements contingent on the completion and adoption of the Bonanza Park Area Plan.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
031532 CIP FUND * 2017 SALES TAX BONDS													
031533 CIP FUND * TRANSIENT ROOM TAX													
TOTAL													

CP0323 Dog Park Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0323	Recommended	Fisher	60,307			Inclusive & Healthy Community							

Description	Comments
Looking to create a more attractive dog park at the Park City Sports Complex. This project may include additional shade, terrain, variations and obstacle course as well as landscape enhancements.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE	-45,307	-40,307		5,000		5,000		5,000				
TOTAL	-45,307	-40,307		5,000		5,000		5,000				

CP0324 Recreation Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0324	Recommended	Fisher	12,000			Thriving Mountain Town

Description	Comments

The recreation department is looking to replace the current RecTrac software system that provides program registration, membership sales, facility and court booking, league scheduling and online services. The proposed system is for a cloud based software. This request is just for hardware as the software will have annual expenses that have been submitted to operating budget. This system is utilized by the PC MARC, the recreation and tennis departments. Other departments that use the software to a lesser degree special events and Parks departments. The services this software system provides are CORE City services. The current system is outdated, and the client/server system seems to be fading out industry-wide.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0325 Network & Security Enhancements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0325	Recommended	Robertson	33,187			Engaged & Effective Government & Citizenry

Description	Comments

Improved cybersecurity management and automation has become a necessity to support the City's growing network of remote, wired and wireless devices. As the diversity of threats continue to grow, the ability to identify, report and mitigate risks is now considered a best practice for security management. Furthermore, network dataflow is a hardware and software solution that provides a method to measure and manage network traffic. This information is used for troubleshooting issues, enhancing security, and understanding communications traffic. This solution helps us meet our compliance and cyber response initiatives.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031487 CIP FUND * RESTAURANT TAX												
051467 Water Fund * OTHER MISCELLANEOUS												
TOTAL												

CP0326 Website Remodel

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0326	Recommended	Robertson	12,378			Engaged & Effective Government & Citizenry

Description	Comments

The City website is in need of an upgrade. While visual enhancements will be a function of this project, the key changes will include improved mobile capabilities, content management and incorporation of new technologies. As of January 2014, IT has met with department website publishers to identify needs and wants with project kick-off in April/May.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0329 Main Street Infrastructure Asset Managem

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0329	Recommended	Dayley	41,841	51,149		Thriving Mountain Town

Description	Comments

This Funding is dedicated for replacement and maintenance to the Main Street Improvement program

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		-399,310		100,000		100,000		599,310		100,000	100,000	200,000
TOTAL		-399,310		100,000		100,000		599,310		100,000	100,000	200,000

CP0330 Spiro/Judge Pre-treatment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0330	Recommended	McAffee	-2,500			Preserving & Enhancing the Natural Environment

Description	Comments
This is for treatment of the Judge and Spiro mine tunnels to comply with the clean water act	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL												

CP0332 Library Technology Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0332	Recommended	Robertson	17,222			Engaged & Effective Government & Citizenry

Description	Comments
***THIS REQUEST IS BEING COSIDERED FOR BEING COMBINED WITH THE COMPUTER REPLACMENT CIP. In 2014, Council approved a Library facility remodel that included operational enhancements and public space for a digital media and technology lab. This CIP servers as a fund to replace aging technology not eligible under the Computer Replacement Fund.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-24,387		-24,387			123,104		24,387				
XXXXXX Unspecified												
TOTAL	-24,387		-24,387			123,104		24,387				

CP0333 Engineering Survey Monument Re-establish

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0333	Recommended	Robertson, J.	35,000			Engaged & Effective Government & Citizenry

Description										Comments			
Monument Re-establishment – this project sets a small amount of money aside to start re-establishing survey monuments that have been damaged or destroyed over the years. These monuments are located very two to three blocks and were set in the early 1980s. Without a County Surveyor to oversee the County monument system, the task falls to the Cities to maintain their own survey monument system.Many of our survey monuments around town have been disturbed/destroyed. This CIP re-establishes the most critical monuments most notably those along Main Street.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
TOTAL													

CP0334 Repair of Historic Wall/Foundation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal								
CP0334	Recommended	Robertson, J.	113,254	212,946	Thriving Mountain Town									
Description											Comments			
The historic wall/foundation located just south of Hillside Avenue is located in the ROW and is showing signs of disrepair. This project is to have the wall structurally evaluated and to have the repairs completed.														
Future Funding			Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND														
TOTAL														

CP0335 Engineering Small Projects Fund

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0335	Recommended	Robertson, J.	0			Thriving Mountain Town
Description						Comments
Small Project Funds – This project will address small projects around town which currently Hiding the transformer installed on 2nd street and energize the overhead light at the intersection of Manor and Empire and energize the lights on the 8th Street stairs between Woodside and Park, and bridge evaluations. The purpose of completing these projects is to keep our image polished.						

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND				12,000								
TOTAL				12,000								

CP0336 Prospector Avenue Reconstruction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0336	Recommended	Robertson, J.	376,180	271,664		Thriving Mountain Town

Description	Comments

Prospector Avenue Reconstruction – Park City is slated to receive \$1,000,000 in Small Urban Fund Grant money in 2016. These funds require a 7% match but also have strict restrictions on how they are used. The CIP money requested is to allow our staff to complete the project in one season. Elements of the project include updated storm drains, sidewalks, bus pullouts, additional lighting, resurfacing of the road, bike lanes, etc.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031402 CIP FUND * IMP FEE-STREETS												
031452 CIP Fund * CLASS "C" ROAD												
031458 CIP Fund * FEDERAL GRANTS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031482 CIP FUND * REGIONAL TRANSIT REVENUE	-407,976	-407,976										
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057479 Transit Fund * TRANSIT SALES TAX	-42,707	-42,707										
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL	-450,683	-450,683										

CP0340 Fleet Shop Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0340	Recommended	Dayley	23,058	11,620		Engaged & Effective Government & Citizenry

Description	Comments

This project funds the acquisition and replacement of fleet shop necessary for vehicle servicing equipment such as computer diagnostic equipment, tire servicing equipment, and vehicle lifts/jacks that are not affixed to the building based upon a useful life calculations. The purpose of the project is to ensure the City has the funding to replace equipment that has reached the end of its useful life.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
038476 EQUIP RPLCMNT FUND * TRANSFER FROM GENERAL FUND - EQUIPMENT XXXXXX Unspecified		15,000		15,000		15,000		15,000		15,000		30,000
TOTAL		15,000		15,000		15,000		15,000		15,000		30,000

CP0341 Regional Innterconnect

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0341	Recommended	McAfee	160,933	530,105		Preserving & Enhancing the Natural Environment

Description	Comments

This is one of 3 interconnects that are planned to connect park city's water system with Mountain Regional and Summit Water. This was a part of the Western Summit County Regional Water Supply Agreement we entered into in 2013.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051451 Water Fund * BOND PROCEEDS												
051466 Water Fund * OTHER CONTRIBUTIONS												
051543 WATER FUND * 2020 WATER REVENUE BONDS												
TOTAL												

CP0342 Meter Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0342	Recommended	McAfee	126,620	212,795		Preserving & Enhancing the Natural Environment

Description	Comments

This is the meter and laterals asset management program

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES				150,000		150,000		150,000		50,000	150,000	300,000
051543 WATER FUND * 2020 WATER REVENUE BONDS		150,000										
TOTAL		150,000		150,000		150,000		150,000		50,000	150,000	300,000

CP0343 Park meadows Well

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0343	Recommended	McAfee	8,104			Preserving & Enhancing the Natural Environment

Description	Comments

The park meadows well has been classified as ground water under the direct influence of surface water. This designation happened in 2014 and will require treatment. This is one of 8 critical water sources for the City.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051451 Water Fund * BOND PROCEEDS												
051481 Water Fund * WATER SERVICE FEES												
051526 WATER FUND * 2014 WATER REVENUE BONDS												
051527 WATER FUND * 2015 WATER REVENUE BOND												
TOTAL												

CP0344 PRV Improvements for Fire Flow Storage

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0344	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This project will replace aging PRV's and allow us to balance the surplus water storage in certain areas of the City with areas that have a storage deficit.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051451 Water Fund * BOND PROCEEDS												
051543 WATER FUND * 2020 WATER REVENUE BONDS				805,000								
TOTAL				805,000								

CP0347 Queen Esther Drive

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0347	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

This project is to correct a minor issue with high pipe velocities in the Solamere area.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051451 Water Fund * BOND PROCEEDS				669,143								
051543 WATER FUND * 2020 WATER REVENUE BONDS												
TOTAL				669,143								

CP0351 Artificial Turf Replacement Quinn's

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0351	Recommended	Dayley				Thriving Mountain Town

Description	Comments

Artificial turf field was installed in 2005 and has a life expectancy of 15-20 years. We are projecting replacement in 2023. We would like to move the replacement of this project to FY22

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND			625,000	625,000	-600,000							
TOTAL			625,000	625,000	-600,000							

CP0352 Parks Irrigation System Efficiency Imp

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0352	Recommended	Dayley	59,319	-1,115		Preserving & Enhancing the Natural Environment

Description	Comments

Fund irrigation system improvements to increase system efficiencies. Some of our irrigation systems are approaching 30 years old and in need of an upgrade. With new irrigation equipment or modifications, current systems could be updated to improve system efficiencies. The program would include: • Perform a water audit using a certified third party auditor to test the distribution uniformity (DU) of the larger systems. • Evaluate each park design and functionality; identify opportunities to modify existing park area to create a lower water use landscape. • Use audit information to identify inefficiencies in each system and outline future projects. • Create a program to systematically upgrade irrigation system and/or landscaping. Following system upgrades, the park would be retested to verify efficiency increases. The program would be an on-going program investing 25,000 annually.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND		25,000	5,000	30,000	5,000	30,000	5,000	30,000	5,000	30,000	30,000	60,000
TOTAL		25,000	5,000	30,000	5,000	30,000	5,000	30,000	5,000	30,000	30,000	60,000

CP0353 Remote snow storage site improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0353	Recommended	Dayley	74,898			Thriving Mountain Town

Description	Comments

Site improvements are necessary to ensure proper BMP's are established and create better usage of property.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL												

CP0354 Streets and Water Maintenance Building

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0354	Recommended	McAfee	100,269	540		Engaged & Effective Government & Citizenry

Description	Comments

Parks relocation to Iron Horse, Water Distribution relocation to Quinns WTP. Includes administration space at Iron Horse for Parks, Building Maintenance, and Streets. Quinns WTP includes administrative space for water distribution and a new material storage building similar in size and type of the existing storage building at Quinns WTP.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051467 Water Fund * OTHER MISCELLANEOUS												
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
057450 Transit Fund * BEGINNING BALANCE												
XXXXXX Unspecified												
TOTAL												

CP0361 Land Acquisition/Banking Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0361	Recommended	Glidden	-1			Inclusive & Healthy Community

Description	Comments

This request is for funding for feasibility and land acquisition for future development. Several potential sites have been identified. As the City begins an aggressive housing development program, it will be necessary to have a source of funding for future land acquisition to respond to new opportunities. Land acquisitions may be done in tandem with open space purchases.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031473 CIP Fund * SALE OF ASSETS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX				274,845								
033450 Lower Park RDA * BEGINNING BALANCE												
XXXXXX Unspecified												
TOTAL				274,845								

CP0362 Woodside Phase II

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0362	Recommended	Glidden	22,331,529	53,516		Inclusive & Healthy Community

Description	Comments

This an acquisition/rehabilitation/resale program targeted to older neighborhoods in Park City that are being targeted for tear down/redevelopment and pushing prices beyond even middle income residents. This is designed as a pilot program to promote reinvestment by the private sector and

Description										Comments			
develop new funding sources and mechanisms for homeownership.There is currently on property under negotiation.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031473 CIP Fund * SALE OF ASSETS		195,000											
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
031539 CIP FUND * 2019 SALES TAX BONDS		8,600,000		8,100,000		1,300,000							
031540 CIP FUND * SALE OF ASSETS 2017 STR													
033451 Lower Park RDA * BOND PROCEEDS													
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT													
TOTAL		8,795,000		8,100,000		1,300,000							

CP0363 Traffic Management Cameras

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0363	Recommended	Knotts	38,458			Engaged & Effective Government & Citizenry							

Description										Comments			
Real time visual monitoring of developing traffic conditions will enable the City to respond more effectively to traffic events.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057450 Transit Fund * BEGINNING BALANCE	-76,916	-76,916											
057471 TRANSIT FUND * RESORT TAX - TRANS													
057479 Transit Fund * TRANSIT SALES TAX													
TOTAL	-76,916	-76,916											

CP0364 Master Plan for Recreation Amenities

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0364	Recommended	Fisher	65,538			Thriving Mountain Town							

Description	Comments
We have completed the Mountain Recreation Action Plan but need to complete a master plan for the Park City Sports Complex as well as the PC MARC. Facilities have been identified but need to take a global look at existing spaces and facilities so we have a clearer picture of what goes where.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE	-60,538	-60,538										
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
TOTAL	-60,538	-60,538										

CP0371 C1 - Quinns WTP to Boothill - Phase 1

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0371	Recommended	McAffee	-550,018	2,621,836		Preserving & Enhancing the Natural Environment

Description	Comments

This is project will increase the water line size in a key area of our system between the Quinns WTP and the Boothill Tank. This will be required to deliver more water associated with at WTP expansion.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES				1,110,000								
051543 WATER FUND * 2020 WATER REVENUE BONDS		1,850,000										
TOTAL		1,850,000		1,110,000								

CP0372 Regionalization Fee

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0372	Recommended	McAffee	200,000			Preserving & Enhancing the Natural Environment

Description	Comments

This is a contractual obligation associated with the Western Summit County Project

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES				200,000		200,000		200,000		200,000	200,000	400,000
051543 WATER FUND * 2020 WATER REVENUE BONDS		200,000										
TOTAL		200,000		200,000		200,000		200,000		200,000	200,000	400,000

CP0375 LED Streets Lights Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0375	Recommended	Dayley	6,917			Preserving & Enhancing the Natural Environment

Description	Comments

Awarded as part of the innovation grant challenge.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031450 CIP Fund * BEGINNING BALANCE			50,000	50,000								
TOTAL			50,000	50,000								

CP0378 Legal Software for Electronic Document M

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0378	Recommended	Robertson				Engaged & Effective Government & Citizenry

Description	Comments

During the past two years, legal staff has researched a few software storage companies to fit the needs of the department with eliminating hard files that can be effortlessly converted over to an efficient paperless system (electronically). The Legal Staff has decided to begin converting over with the Prosecution Program first and is anticipating moving in the same direction at a later time for all civil litigation files and project files.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND				35,000								
XXXXXX Unspecified												
TOTAL				35,000								

CP0381 Transit and Transportation Land Acq

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0381	Recommended	Fjelsted	3,003,545			Thriving Mountain Town

Description	Comments

Description										Comments			
This fund will be used to purchase land for critical transportation projects. With the developing SR224 and SR248 bus rapid transit proejects, additional land and right of way will need to be acquired. The state and county both have revolving loan funds and grant funds for right of way and land preservation. This fund may also be used to leverage those programs to secure land for transportation projects.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057450 Transit Fund * BEGINNING BALANCE	-3,003,545	-3,003,545											
057479 Transit Fund * TRANSIT SALES TAX	3,003,545	3,003,545											
TOTAL													

CP0382 Transit Onboard Security Cameras

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0382	Recommended	Collins	98,684	1,316		Engaged & Effective Government & Citizenry							

Description										Comments			
Technology has changed and improvement are needed to an upgraded Security Camera system which will increase reliably and dependability of video the transit fleet.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057458 Transit Fund * FEDERAL GRANTS													
057479 Transit Fund * TRANSIT SALES TAX													
TOTAL													

CP0383 Transit Onboard Wi-Fi

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0383	Recommended	Collins	44,000			Engaged & Effective Government & Citizenry							

Description	Comments
Transit Onboard Wi-Fi to enhance transit user experience	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0385 Park Avenue Reconstruction

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0385	Recommended	Robertson, J.	3,694,025	48,875		Thriving Mountain Town

Description	Comments

Park Avenue utility infrastructure has deteriorated and is in need of replacement. By the time the utilities are replaced, the road will be non-existent and will need to be completely rebuilt. This project will take two summers to construct.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX		1,662,900		747,100	2,250,000	2,250,000						
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX					260,000	260,000						
TOTAL		1,662,900		747,100	2,510,000	2,510,000						

CP0386 Recreation Building in City Park

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0386	Recommended	Fisher	241,744	1,607		Thriving Mountain Town

Description	Comments

As Park City and surrounding areas continue to grow, there is a greater public demand for recreational uses. This project is a continuing effort to complete City Park. The funds will be used to improve and better accommodate the community's needs with necessary recreational amenities and a senior center. The current recreation building needs to be replaced with a larger more functional space that will meet the needs of day camp, seniors & other community needs. The facility has progressed to schematic design and the last direction from Council was for \$7.9 million project.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE												
031401 CIP FUND * IMP FEE-PUBLIC SAFETY												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033475 LOWER PARK RDA * TRANSFER FROM GENERAL FUND												
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT										4,200,000		
TOTAL										4,200,000		

CP0389 MIW Treatment

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0389	Recommended	McAfee	14,785,820	27,789,378	3,334,067	Preserving & Enhancing the Natural Environment

Description	Comments

Park City must comply with stream water quality permits enforced by the Utah Division of Water Quality for the Judge and Spiro Tunnel. Currently, these water sources do not meet permit limits and mechanical treatment must be studied, designed, tested, and constructed. This project will be ongoing until the year 2033.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES		29,762,816		28,200,000		10,600,000						
051543 WATER FUND * 2020 WATER REVENUE BONDS		5,950,000										
XXXXXX Unspecified												
TOTAL		35,712,816		28,200,000		10,600,000						

CP0390 QJWTP Treatment Upgrades

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0390	Recommended	McAfee	1,692,284	1,504,597		Preserving & Enhancing the Natural Environment

Description	Comments

Quinns WTP needs to be upgraded to handle increased Total Organic Carbon, manganese, turbidity, and other water quality upsets in order to reliably provide water to the community.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES												
051543 WATER FUND * 2020 WATER REVENUE BONDS												
TOTAL												

CP0393 Energy Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0393	Recommended	McAfee	356,930	24,395		Preserving & Enhancing the Natural Environment

Description	Comments

Council adopted a goals of net zero. This budget is to pay for projects that will move us towards that goal.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES												
051531 WATER FUND * ENERGY SERVICE FEE		200,000		200,000		200,000		200,000		200,000	200,000	400,000
051543 WATER FUND * 2020 WATER REVENUE BONDS												
XXXXXX Unspecified												
TOTAL		200,000		200,000		200,000		200,000		200,000	200,000	400,000

CP0396 Park Ave SD

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0396	Recommended	McAfee				Preserving & Enhancing the Natural Environment

Description	Comments

Storm water replacement in Park Avenue

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
052530 STORM WATER FUND * STORM WATER SERVICE FEE		750,000	750,000	750,000								
XXXXXX Unspecified												

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
TOTAL		750,000	750,000	750,000								

CP0397 Vehicle and Equipment Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0397	Recommended	McAfee	140,000			Engaged & Effective Government & Citizenry						

Description	Comments
Replacement for storm water equipment and vehicles.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031499 CIP FUND * ADDITIONAL RESORT SALES TAX								160,000				
052530 STORM WATER FUND * STORM WATER SERVICE FEE		70,000		70,000		70,000				72,100	74,263	148,526
XXXXXX Unspecified												
TOTAL		70,000		70,000		70,000		160,000		72,100	74,263	148,526

CP0400 Guardrail Royal Street and DVD

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0400	Recommended	Robertson, J.	0			Thriving Mountain Town						

Description	Comments
A recent slide off accident on the road bend nearest to Snow Park highlighted the concern that the road was not designed correctly. Additionally, a request has been made to install guardrail along the first bend in Royal Street above The Trees Condominiums	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND			-38,531	0								
TOTAL			-38,531	0								

CP0401 Downtown Projects Plazas

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0401	Recommended	Twombly	783,067			Thriving Mountain Town

Description	Comments

This is for the Miner's and Brew Pub (Main Street) Plazas. It separates those 2 projects from the remainder of the Main Street Improvement projects.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031499 CIP FUND * ADDITIONAL RESORT SALES TAX				60,605								
031532 CIP FUND * 2017 SALES TAX BONDS	-421,836	-421,836										
TOTAL	-421,836	-421,836		60,605								

CP0402 Additional Downtown Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0402	Recommended	Twombly				Thriving Mountain Town

Description	Comments

These are miscellaneous projects beyond the larger plazas (Cp0460) and the sidewalk projects (Cp0270). They include restrooms at China Bridge, the conversion of 4th and 5th Street, Schreuers Walkway, and Swede sidewalks.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031499 CIP FUND * ADDITIONAL RESORT SALES TAX				500,000		1,200,000						
TOTAL				500,000		1,200,000						

CP0405 Golf Building

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0405	Recommended	McAfee	724,105	38,841	359	Engaged & Effective Government & Citizenry

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT												
051481 Water Fund * WATER SERVICE FEES												
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL												

CP0410 SR 248/Richardson Flat Intersection Impr

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0410	Recommended	Collins	250,000			Thriving Mountain Town

Description	Comments

The proposed project is to evaluate both a signalized and unsignalized intersection improvements at the SR 248/Richardson Flat intersection. These improvements are critical for transit and private vehicles to safely and expeditiously access the Richardson Flat Park and Ride lot. Signal infrastructure is already in place however prior to installation of the signal at least one other alternative should be developed and evaluated.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057455 TRANSIT FUND * DOT	-100,000	-100,000										
057479 Transit Fund * TRANSIT SALES TAX	-150,000	-150,000										
TOTAL	-250,000	-250,000										

CP0411 SR 248/US 40 Park and Ride Lot

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0411	Recommended	Collins	623,455	254,476		Thriving Mountain Town

Description	Comments

Plan, design, and construct an additional park and ride lot adjacent to SR 248 and/or US 40 as recommend by the City/County Blue Ribbon Commission on Remote Parking. This request is a request to fund the development of 2 alternatives through preliminary engineering (30%) and environmental.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

031482 CIP FUND * REGIONAL TRANSIT REVENUE

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057458 Transit Fund * FEDERAL GRANTS	-718,948	3,850,932			600,000	600,000						
057471 TRANSIT FUND * RESORT TAX - TRANS												
057479 Transit Fund * TRANSIT SALES TAX	20,099	365,186			300,000	300,000						
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-697,172	-128,283										
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX	224,241	224,241	1,800,000	1,800,000								
TOTAL	-1,171,780	4,312,076	1,800,000	1,800,000	900,000	900,000						

CP0412 PC MARC Tennis Court Resurface

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0412	Recommended	Fisher	42,500			Thriving Mountain Town

Description	Comments

The 4 indoor tennis courts at the PC MARC will need to be resurfaced in FY 2018 and the 11 outdoor courts in FY 22

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS												
031475 CIP FUND * TRANSFER FROM GENERAL FUND		30,000		30,000		30,000						
TOTAL		30,000		30,000		30,000						

CP0415 Mobile Control

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0415	Recommended	Robertson	65,000			Engaged & Effective Government & Citizenry

Description	Comments

This solution provided for enhanced mobile device controls for laptops, smartphones and similar devices to help ensure compliance requirements for FBI, PCI and overall security best practices. In addition, this enhancement adds controls for remote support and improved data handling on end devices.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-35,100	-35,100										

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES												
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
055459 Golf Fund * GOLF FEES												
057479 Transit Fund * TRANSIT SALES TAX												
XXXXXX Unspecified												
TOTAL	-35,100	-35,100										

CP0416 Windows 10 Client Licenses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0416	Recommended	Robertson	13,480			Engaged & Effective Government & Citizenry

Description	Comments
Windows7 will be deprecated January 2020. As a result we will need to begin operating system upgrades when computers are serviced and when their service life is beyond this timeframe.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
051481 Water Fund * WATER SERVICE FEES												
052530 STORM WATER FUND * STORM WATER SERVICE FEE												
055459 Golf Fund * GOLF FEES												
057479 Transit Fund * TRANSIT SALES TAX												
XXXXXX Unspecified												
TOTAL												

CP0418 JSSD Interconnection Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0418	Recommended	McAffee	22,155			Preserving & Enhancing the Natural Environment

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES												
051543 WATER FUND * 2020 WATER REVENUE BONDS												
TOTAL												

CP0419 VMS Signs

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0419	Recommended	Collins	21,152	33,097		Thriving Mountain Town

Description	Comments

This project is Phase 2 of the City-wide installation of Varibale Message Signs. The Phase 1 signs have been very effective in providing advanced and real time traveler information as well as event information and wayfinding. The goal of this project is to better management transportation system demand as well as reduce vehile miles traveled by providing clear and concise wayfinding. These signs will also be utilized to provide real-time infomation and parkign availability upon implementation of the City's Parking Management Program

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057479 Transit Fund * TRANSIT SALES TAX		60,000	-45,000									
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			60,000	60,000	60,000	60,000						
TOTAL		60,000	15,000	60,000	60,000	60,000						

CP0420 Enhanced Bus Stops at Fresh Market and P

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0420	Recommended	Collins	8,830	15,126		Thriving Mountain Town

Description	Comments

The Park Avenue Condos and Fresh Market bus shelters are two locations with the greatest amount of ridership aside from the resorts and transit centers. It is a key point in making transfers for our express route to begin the summer of 2017. These stops have a high visibility not only to our riders but also to people passing by along the 224 corridor and can make the statement of how important transit is to our community. With the additional 4- 5 electric buses added to the system this year there will be 18 buses an hour at these stops not counting the additional 22 buses an hour during Sundance. These stops are far too small to handle this amount of bus and pedestrian traffic. The e bike share program will also play a pivotal role with how people move around this particular area as well. These particular two bus stops will be enhanced to include better access for the buses,

Description										Comments			
passengers, pedestrians, and cyclists who use our transit system.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031451 CIP Fund * BOND PROCEEDS			250,000	250,000									
031482 CIP FUND * REGIONAL TRANSIT REVENUE													
057451 Transit Fund * BOND PROCEEDS	-244,000												
057458 Transit Fund * FEDERAL GRANTS	24,825	1,099,973											
057479 Transit Fund * TRANSIT SALES TAX		116,000											
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-350,000												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX	350,000	350,000											
TOTAL	-219,175	1,565,973	250,000	250,000									

CP0427 Main Street Bollards Phase I

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0427	Recommended	Twombly	11,718			Engaged & Effective Government & Citizenry							

Description										Comments			
Security Bollards installment on Lower Main St. Will provide Security and Public Safety during special events on lower Main St. This project installs protective barriers at all vehicle entry points onto lower Main Street in order to protect the public against inadvertent or intentional vehicle entry during special events. The project costs cover removable bollards, receptacles and installation													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
033529 LOWER PARK RDA * LPA RDA ANTICIPATED DEBT													
034450 Main St RDA * BEGINNING BALANCE													
TOTAL													

CP0429 Arts and Culture District

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0429	Recommended	Everitt	7,125,703	1,384,728		Inclusive & Healthy Community							

Description										Comments			
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031532 CIP FUND * 2017 SALES TAX BONDS													
031533 CIP FUND * TRANSIENT ROOM TAX		24,045											
031536 CIP FUND * SALE OF PROPERTY		652,000											
XXXXXX Unspecified													
TOTAL		676,045											

CP0430 Treasure Hill & Armstrong

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0430	Recommended	Briggs	1,173,212	463,583		Inclusive & Healthy Community

Description										Comments			
Purchase of Treasure Hill Property as Open Space													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
031473 CIP Fund * SALE OF ASSETS													
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-668,000	-668,000											
031532 CIP FUND * 2017 SALES TAX BONDS													
031538 CIP FUND * 2019 GO BONDS													
031539 CIP FUND * 2019 SALES TAX BONDS													
031542 CIP FUND * 2020 GO BONDS	1,005,000	1,005,000											
XXXXXX Unspecified													
TOTAL	337,000	337,000											

CP0432 Office 2016 Licenses

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0432	Recommended	Robertson	121,108			Engaged & Effective Government & Citizenry

Description										Comments			
TITLE: Office 2016 The City's current Office software suite's end-of-support will occur in 2020 and will not meet security and software standards. This request supports the purchase of the latest Office versions.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
012100 QUINNS FUND * ADMINISTRATION													
031475 CIP FUND * TRANSFER FROM GENERAL FUND					116,488								
051467 Water Fund * OTHER MISCELLANEOUS													
057479 Transit Fund * TRANSIT SALES TAX													
XXXXXX Unspecified													
TOTAL					116,488								

CP0434 GIS GeoEvent Server License

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0434	Recommended	Robertson	18,000			Engaged & Effective Government & Citizenry							

Description										Comments			
Allows GIS platform to consume real-time big data feeds such as transit AVL, Parking, UDOT, Waze, Blyncsy, Twitter, for example, to create a single information map dashboard and facilitate analysis.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND													
057479 Transit Fund * TRANSIT SALES TAX													
XXXXXX Unspecified													
TOTAL													

CP0435 GIS Satellite Imagery Multi-Spectral

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0435	Recommended	Robertson	6,000			Preserving & Enhancing the Natural Environment							

Description	Comments
In 2017, we obtained an 8-band image and classified land use and land cover to better estimate carbon sequestration on city property and city wide,	

Description	Comments

to help quantify net-zero goal. A new image would allow comparison and change detection. It is also useful for wildfire risk analysis.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND	-6,000	-6,000										
XXXXXX Unspecified												
TOTAL	-6,000	-6,000										

CP0438 Remodel for Transit Driver Housing

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0438	Recommended	Fjelsted	333,895			Thriving Mountain Town

Description	Comments

Remodel for Transit Driver Housing at old peace house location and any other units that can be converted into housing for bus drivers.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057479 Transit Fund * TRANSIT SALES TAX	-283,895	-283,895										
TOTAL	-283,895	-283,895										

CP0439 Bonanza Drive Multi-Modal and Street Imp

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0439	Recommended	Collins	29,000			Thriving Mountain Town

Description	Comments

This project proposes to formulate and evaluate multi-modal alternatives along Bonanza from SR 248 to Deer Valley Drive specific to the repositing of the median islands to accomodate a dedicated transit lane and improve transit, pedestrian, and bicycle improvements to increase safety, improve transit ontime performance and reliability, and create a better better pedestrian experience including aesthetic improvements to reflect the Arts and Culture District vision

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031482 CIP FUND * REGIONAL TRANSIT REVENUE	-29,000	-29,000										
057471 TRANSIT FUND * RESORT TAX - TRANS												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			300,000	300,000								
TOTAL	-29,000	-29,000	300,000	300,000								

CP0440 Bike Share Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0440	Recommended	Knotts	84,939			Thriving Mountain Town

Description	Comments

This is for adding supporting infrastructure, access improvements and new stations to the highly successful regional e-bike share program. Funds requested are to provide a new station at the Quinn's Junction Park and Ride.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057455 TRANSIT FUND * DOT	-100,000	-100,000										
057471 TRANSIT FUND * RESORT TAX - TRANS	-25,000	-25,000										
057479 Transit Fund * TRANSIT SALES TAX	25,000	25,000										
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			60,000	60,000								
TOTAL	-100,000	-100,000	60,000	60,000								

CP0441 Transportation Demand Management Program

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0441	Recommended	Collins	91,482	13,940		Thriving Mountain Town

Description	Comments

This project is an effort to expand on the City's internal Transportation Demand Mangement Program that currently consist of Guaranteed Ride Home Program, subsidized PC/SLC Connect passes, departmental e-bike subsidies, and peak alternative travel incentives. This project proposes to construct shower facilities in Marsac, secure weather protected bike storage, and potentially a mother's nursing room to promote alternative transportaiton travel

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057450 Transit Fund * BEGINNING BALANCE	-6,499	-6,499	-6,499									
057475 TRANSIT FUND * TRANSFER FROM GENERAL FUND	-9,470	-9,470	-9,470									
057479 Transit Fund * TRANSIT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE	-46,877	-46,877	-46,877									
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX	46,877	46,877	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000		70,000
TOTAL	-15,969	-15,969	7,154	70,000	70,000	70,000	70,000	70,000	70,000	70,000		70,000

CP0442 MIW Offsite Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0442	Recommended	McAfee	6,494,153			Preserving & Enhancing the Natural Environment						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051481 Water Fund * WATER SERVICE FEES												
TOTAL												

CP0443 West Neck Tank

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0443	Recommended	McAfee	1,398,914			Preserving & Enhancing the Natural Environment						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
051480 Water Fund * WATER IMPACT FEES		549,637										
051481 Water Fund * WATER SERVICE FEES				1,250,000		1,250,000						
051543 WATER FUND * 2020 WATER REVENUE BONDS		700,363										
TOTAL		1,250,000		1,250,000		1,250,000						

CP0444 SR 248 New Tunnel

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0444	Recommended	Collins	1,488,278	-342,249	3,985	Preserving & Enhancing the Natural Environment

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031482 CIP FUND * REGIONAL TRANSIT REVENUE	-1,170,971	-1,170,971										
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX												
TOTAL	-1,170,971	-1,170,971										

CP0445 Add Uphill Marsac Gate Above Chambers Av

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0445	Recommended	Robertson, J.	50,000			Engaged & Effective Government & Citizenry

Description	Comments

The existing gates on Marsac have been closed numerous times over the last few years. This request is to add another gate southbound just south of Chambers Street so cars can turn around onto Chambers street instead of drivind 1/2 mile up to the existing gates. this project would also add a gate just north of Guardsman Connection so the Police no longer need to direct traffic when the gates are closed.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND				50,000								
TOTAL				50,000								

CP0446 Loader

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0446	Recommended	Dayley	300,000			Engaged & Effective Government & Citizenry

Description	Comments

PC Heights has now reached 50% build out. With this milestone, the city is now obligated to provide maintenance. The maintenance program includes signs, pavement maintenance, and snow removal services. A request for an additional winter time staff to operate the equipment is being requested as part of this budget as well. Due to the amount of wind drifts and narrow streets we are selecting a Cat 950M loader equipped with a severe duty folding V blade to accomplish snow removal in the most efficient way possible. The 950 loader is the best piece of equipment to plow Richardson Flat road and is capable of removing snow at the Richardson Flat Park and Ride. The loader will also be utilized in other parts of town during snow plowing hauling and widening efforts.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

031475 CIP FUND * TRANSFER FROM GENERAL FUND

TOTAL												

CP0447 EV Chargers

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0447	Recommended	Cartin	372,295	-115,276		Preserving & Enhancing the Natural Environment

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

031466 CIP Fund * OTHER CONTRIBUTIONS

031475 CIP FUND * TRANSFER FROM GENERAL FUND -76,022 -76,022

TOTAL	-76,022	-76,022										

CP0449 Roadside Trailhead Signage 2019

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0449	Not Recommended	Twombly	2,411			Preserving & Enhancing the Natural Environment

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031487 CIP FUND * RESTAURANT TAX												
TOTAL												

CP0450 Prospector Square/Rail Trail 2019

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0450	Not Recommended	Twombly	31,000			Preserving & Enhancing the Natural Environment						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031487 CIP FUND * RESTAURANT TAX												
TOTAL												

CP0451 Round Valley Trail 2019

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0451	Not Recommended	Twombly	10,000			Preserving & Enhancing the Natural Environment						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031487 CIP FUND * RESTAURANT TAX												
TOTAL												

CP0452 9,000 ft. Trail Phase 1 2019

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0452	Not Recommended	Twombly				Preserving & Enhancing the Natural Environment

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031487 CIP FUND * RESTAURANT TAX												
TOTAL												

CP0453 Old Town Access and Circulation Plan

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0453	Recommended	Collins	30,000			Thriving Mountain Town

Description	Comments

Circulation improvements, curbspace management and traffic calming measures throughout Old Town.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
033450 Lower Park RDA * BEGINNING BALANCE												
034450 Main St RDA * BEGINNING BALANCE					30,000							
057450 Transit Fund * BEGINNING BALANCE			-130,000									
057479 Transit Fund * TRANSIT SALES TAX					130,000	130,000						
TOTAL			-130,000	30,000	130,000	130,000						

CP0454 Prospector Sq. Rail Trail Connector

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0454	Recommended	Robertson, J.				Thriving Mountain Town

Description										Comments			
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS		40,000	40,000										
TOTAL		40,000	40,000										

CP0455 Olympic Park Pathway Connector

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0455	Recommended	Robertson, J.				Thriving Mountain Town							

Description										Comments			
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS		113,000	113,000										
TOTAL		113,000	113,000										

CP0456 PC Heights Pathway

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0456	Recommended	Robertson, J.				Thriving Mountain Town							

Description										Comments			
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS		65,000	65,000										
TOTAL		65,000	65,000										

CP0460 Bus lift

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0460	Not Recommended	Dayley	50,000			Preserving & Enhancing the Natural Environment

Description	Comments
Portable lift that raises busses for service and repairs	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
052530 STORM WATER FUND * STORM WATER SERVICE FEE		15,000										
057489 TRANSIT FUND * GARAGE REVENUE		35,000										
058489 PARKING FUND * GARAGE REVENUE												
TOTAL		50,000										

CP0465 SR-248 Corridor and Safety Improvement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0465	Recommended	Collins				Preserving & Enhancing the Natural Environment

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031458 CIP Fund * FEDERAL GRANTS												
031482 CIP FUND * REGIONAL TRANSIT REVENUE		-3,500,000										
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION							1,000,000	1,000,000				
057455 TRANSIT FUND * DOT							200,000	200,000				
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX	5,191,000	5,191,000										
TOTAL	1,691,000	5,191,000					1,200,000	1,200,000				

CP0466 Scheduling Software

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0466	Recommended	Collins				Thriving Mountain Town

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057471 TRANSIT FUND * RESORT TAX - TRANS	-50,000											
057479 Transit Fund * TRANSIT SALES TAX	70,000	70,000										
TOTAL	20,000	70,000										

CP0469 Deer Valley Drive Bicycle and Pedestrian

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0469	Recommended	Collins	-2,179	1,602	340	Thriving Mountain Town

Description	Comments

This project proposes to design and construct bicycle/pedestrian facilities along DVD from Bonanza Drive to Marsac Ave.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS	-200,000											
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
031490 CIP FUND * COUNTY/SPECIAL DISTRICT CONTRIBUTION												
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX			200,000	200,000								
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX					300,000	300,000						
TOTAL	-200,000		200,000	200,000	300,000	300,000						

CP0478 Pathways along Silver King, Three Kings and Thaynes

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0478	Not Recommended	Robertson, J.				Thriving Mountain Town

Description	Comments

Through the NTMP program, requests have been submitted to add sidewalks along Three Kings, Silver King and Thaynes. This item has been discussed numerous times with the NTMP committee and has received unanimous support from the committee.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION							960,000	960,000				
031475 CIP FUND * TRANSFER FROM GENERAL FUND			-40,000		-362,787		420,000	420,000				
057458 Transit Fund * FEDERAL GRANTS												
TOTAL			-40,000		-362,787		1,380,000	1,380,000				

CP0479 Replacement Compressors

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0479	Recommended	Angevine				Preserving & Enhancing the Natural Environment

Description	Comments

Replace the current compressors with more efficient units.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND					-115,000							
TOTAL					-115,000							

CP0480 Replacement Chiller

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0480	Recommended	Angevine				Thriving Mountain Town

Description									Comments				
Replace facility's chiller at the end of its lifespan													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND						-157,000							
TOTAL						-157,000							

CP0481 Dehumidifier/ Complete Air Handling Unit

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0481	Recommended	Angevine				Preserving & Enhancing the Natural Environment							

Description										Comments			
Replacement of facility's dehumidifier. The dehumidifier is approaching the end of its life. Replacement prior to a critical failure is essential to maintaining ice and continuing programing.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND		-140,000											
TOTAL		-140,000											

CP0482 Flooring

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0482	Recommended	Angevine				Thriving Mountain Town							

Description										Comments			
Replace skate resilient flooring throughout facility.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND		-200,000											
TOTAL		-200,000											

CP0483 LED Upgrade Quinn's Fields

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0483	Not Recommended	Fisher	100,000			Preserving & Enhancing the Natural Environment

Description	Comments

Upgrading the field lighting at Quinns to LED fixtures. Staff met with Musco lighting to look at mitigating the light spill & switching to LED lights at PCSC. The new LED fixtures could be installed on the existing poles, the total number of fixtures needed would be reduced from 148 to 96, there would be a reduction of at least 50% in light spill & glare. The estimated cost for the lights with install is \$600,000. Budget has a \$50,000 contingency. This is for both fields at PCSC. Estimated reduction of energy & maintenance costs by 50 to 85% over typical 1500w HID equipment.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND		100,000		500,000								
XXXXXX Unspecified												
TOTAL		100,000		500,000								

CP0524 MARC Lifeguard Shack

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0524	Recommended	Shaw				Inclusive & Healthy Community

Description	Comments

Summit County RAP Tax Grant award for \$5000 for an additional lifeguard shack adjacent to the PC MARC lap pool.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031469 CIP FUND * RAP TAX			5,000	5,000								
TOTAL			5,000	5,000								

CP0525 MARC Cement Pad/Patio

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0525	Recommended	Shaw				Inclusive & Healthy Community

Description	Comments

Grant funds received to install a 50' x 60' cement pad/patio located on the northeast side of the PC MARC. This would connect with current cement walkways to allow for a diverse use of a concrete surface for facility users and serve as a multi-use playing surface with the adjacent neighborhood park.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031469 CIP FUND * RAP TAX			30,000	30,000								
TOTAL			30,000	30,000								

CP0526 MARC Leisure Pool Water Feature

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0526	Recommended	Shaw				Inclusive & Healthy Community

Description	Comments

Replacement of the aging and failing water feature currently in the leisure pool. The PC MARC leisure pool was built in 2003 and completed with the current ARC feature. Over the past 3 years, the ARC functionality as an interactive play feature has failed.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND			53,000	53,000								
TOTAL			53,000	53,000								

CP0527 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0527	Recommended	Robertson, J.				Thriving Mountain Town

Description	Comments

Project will reconstruct Homestake roadway and utilities. Project will install multiuse trail. Walkability funds will be used for this work.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS			345,905	345,905	783,836	783,836						
031532 CIP FUND * 2017 SALES TAX BONDS			132,218	132,218	1,052,523	1,052,523						
TOTAL			478,123	478,123	1,836,359	1,836,359						

CP0528 MUNCHKIN EXTN/MULTI TRAIL & WOODBINE IMP

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0528	Recommended	Robertson, J.				Thriving Mountain Town

Description	Comments

Proejct will extend Munchkin to Homestake and reconstruct both Woodbine and Munchkin. Project will also install a multi use trail. Walkability funds will be used for the trail work

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS					238,282	238,282	620,953	620,953				
031475 CIP FUND * TRANSFER FROM GENERAL FUND							131,616	131,616				
031528 CIP FUND * 2015 SALES TAX BONDS					108,842	108,842	122,807	122,807				
031532 CIP FUND * 2017 SALES TAX BONDS							636,325	636,325				
TOTAL					347,124	347,124	1,511,701	1,511,701				

CP0529 Downtown Active Transportation

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0529	Recommended	Twombly				Thriving Mountain Town

Description	Comments

Pedestrian and bicycle ("active transportation) improvements including; sidewalks, pathways, bicycle landes, bulb-outs, and other improvements in the Downtown area.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND			400,000	400,000								
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
TOTAL			400,000	400,000								

CP0530 Splash Pad

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0530	Recommended	Shaw				Inclusive & Healthy Community						

Description	Comments
Splash pad located at City Park adjacent to Miners Hospital.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE			275,000	275,000								
031460 CIP Fund * IMPACT FEES												
TOTAL			275,000	275,000								

CP0531 Prospector Park Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0531	Recommended	Shaw				Inclusive & Healthy Community						

Description	Comments
Increase and update the amenities in the neighborhood park.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031400 CIP FUND * IMP FEE-OPEN SPACE			165,000	165,000								
TOTAL			165,000	165,000								

CP0535 Santy Chairs Replacement

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0535	Recommended	Twombly				Engaged & Effective Government & Citizenry

Description	Comments

The Santy Auditorium seats are over 16 years old and are in need of replacement. The theater is mostly used by Park City Film Series, then less so by the City, other non-profits, and other rentals. However, The theater is used intensively during the Sundance Film Festival each year. The funding will be split equally between the City, Sundance and the Film Series.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031454 CIP Fund * DONATIONS												
031466 CIP Fund * OTHER CONTRIBUTIONS					27,000	27,000	27,000	27,000				
031475 CIP FUND * TRANSFER FROM GENERAL FUND					13,000	13,000	13,000	13,000				
033477 LOWER PARK RDA * TRANSFER FROM DEBT SERVICE												
TOTAL					40,000	40,000	40,000	40,000				

CP0536 Arts and Culture Exterior Bus Stops

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0536	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

Design and construction of two bus stops and active transportation amenities. One stop will be on the northbound side of Bonanza and the other westbound SR248

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX					1,750,000	1,750,000						
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			330,000	330,000	420,000	420,000						
TOTAL			330,000	330,000	2,170,000	2,170,000						

CP0537 Park City Base Area Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0537	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
033450 Lower Park RDA * BEGINNING BALANCE												3,000,000
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
TOTAL												3,000,000

CP0538 Deer Valley Drive Complete Streets and Transit Access Project

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0538	Recommended	Collins				Inclusive & Healthy Community

Description	Comments

Improvements to advance transit only facilities (SR224/Deer Valley dr), transit priority access to the DV transit hub, improve the DV transit hub, improved sidewalks, pathways and bike lane connections.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
057455 TRANSIT FUND * DOT									2,100,000	2,100,000		
057479 Transit Fund * TRANSIT SALES TAX									900,000	900,000		
057482 Transit Fund * REGIONAL TRANSIT REVENUE									300,000	300,000		
TOTAL									3,300,000	3,300,000		

CP0539 Empire Ave, Park Ave, SR224 Intersection and Street Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0539	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

Provide improved transit access through Empire/Park/SR224 intersection and Empire improvements. Cost estimate is approximate.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND									500,000	500,000		
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
057455 TRANSIT FUND * DOT									2,000,000	2,000,000		
057458 Transit Fund * FEDERAL GRANTS												
057479 Transit Fund * TRANSIT SALES TAX							300,000	300,000				
TOTAL							300,000	300,000	2,500,000	2,500,000		

CP0540 SNOW CREEK CROSSING - SR 248 TUNNEL IMP

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0540	Recommended	Collins				Thriving Mountain Town

Description	Comments

Park City Municipal is focused on developing a cohesive pedestrian network to improve safety, protect the natural environment, expand multimodal transportation choices and maintain a high quality of life for those who live, work and play in the community. Park City Municipal seeks funding to supplement a pedestrian and bicycle tunnel underneath SR248 at Snow Creek Drive. This project completes a gap in the highly utilized network, provides a safe crossing and enhances the connection to the Arts and Culture District.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS												
031474 CIP Fund * STATE CONTRIBUTION												
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
057455 TRANSIT FUND * DOT												
057479 Transit Fund * TRANSIT SALES TAX							1,200,000	1,200,000				
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			350,000	350,000			2,700,000	2,700,000	2,000,000	2,000,000		

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
TOTAL			350,000	350,000			3,900,000	3,900,000	2,000,000	2,000,000		

CP0541 SR248/ Bonanza Pedestrian Crossing Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0541	Recommended	Collins				Inclusive & Healthy Community						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												800,000
057455 TRANSIT FUND * DOT												800,000
057479 Transit Fund * TRANSIT SALES TAX									300,000	300,000		4,000,000
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
XXXXXX Unspecified												
TOTAL									300,000	300,000		5,600,000

CP0543 Bonanza and Prospector Pedestrian Crossing Bridge or Tunnel

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0543	Not Recommended	Collins				Thriving Mountain Town						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												2,200,000
057455 TRANSIT FUND * DOT												800,000
057479 Transit Fund * TRANSIT SALES TAX									300,000	300,000		2,000,000

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX												
XXXXXX Unspecified												
TOTAL									300,000	300,000		5,000,000

CP0544 Bonanza/Iron Horse/Rail Trail Intersection Pedestrian Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0544	Recommended	Collins				Inclusive & Healthy Community						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
057455 TRANSIT FUND * DOT												2,200,000
057479 Transit Fund * TRANSIT SALES TAX									300,000	300,000		2,000,000
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX												
XXXXXX Unspecified												
TOTAL									300,000	300,000		4,200,000

CP0545 Mobility as a Service Curb Side Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0545	Recommended	Collins				Engaged & Effective Government & Citizenry						

Description	Comments

This project has two parts, development of curbside management practices for high turnover parking practices and management of the curb for transit like microtransit or more nimble vehicles. Implement flexible curbside parking zones in high demand areas that prioritize efficient passenger and commercial loading. Evaluate and establish formal pick-up/ drop off zones to manage curbside loading in high demand areas. Project elements should include: variable management based on season, day of week, and/or time of day; business owner collaboration and engagement; ride hail and taxi company coordination; lodging shuttles; parking management coordination.

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION												
031475 CIP FUND * TRANSFER FROM GENERAL FUND												
033450 Lower Park RDA * BEGINNING BALANCE												300,000
034450 Main St RDA * BEGINNING BALANCE												750,000
057479 Transit Fund * TRANSIT SALES TAX												750,000
XXXXXX Unspecified												
TOTAL												1,800,000

CP0546 Old Town Complete Street Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0546	Recommended	Collins				Engaged & Effective Government & Citizenry						
Description										Comments		

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
033450 Lower Park RDA * BEGINNING BALANCE							200,000	200,000	200,000	200,000		
034450 Main St RDA * BEGINNING BALANCE					200,000	200,000	200,000	200,000	200,000	200,000		
057450 Transit Fund * BEGINNING BALANCE												
057479 Transit Fund * TRANSIT SALES TAX					100,000	100,000						
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX					200,000	200,000	200,000	200,000	200,000	200,000		
XXXXXX Unspecified												
TOTAL					500,000	500,000	600,000	600,000	600,000	600,000		

CP0547 Iron Horse Complete Street Improvements

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0547	Recommended	Collins				Engaged & Effective Government & Citizenry						

Description									Comments				
This project is seeking funds to develop Iron Horse as a Complete Street in accordance with the City's Complete Street Policy. This includes adding sidewalks and improving several crossings in the area that will facilitate safe pedestrian access to and from the surrounding destinations. Improvements include adding sidewalks and crosswalks, creating a crossing to connect to a new multi-use pathway connection, and creating safe business accesses and connecting pathways to the Rail Trail.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION													
031475 CIP FUND * TRANSFER FROM GENERAL FUND										660,000	660,000		
057455 TRANSIT FUND * DOT										1,540,000	1,540,000		
057479 Transit Fund * TRANSIT SALES TAX								300,000	300,000				
XXXXXX Unspecified													
TOTAL								300,000	300,000	2,200,000	2,200,000		

CP0549 Electric Bus Charging Infrastructure

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0549	Recommended	Collins				Thriving Mountain Town

Description									Comments				
Electric chargers and supporting electric infrastructure are critical elements to ensuring the transit fleet is capable of becoming 100% electric net zero and can still meet transit routes and service demands.													
Future Funding		Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
057458 Transit Fund * FEDERAL GRANTS				1,080,000	1,080,000								
057479 Transit Fund * TRANSIT SALES TAX				216,000	216,000								
TOTAL				1,296,000	1,296,000								

CP0550 Active Transportation Master Plan

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal
CP0550	Recommended	Collins				Engaged & Effective Government & Citizenry

Description	Comments

Description									Comments				
The development of this plan will build on the City’s Walkable and Bikeable Neighborhoods Study, Trails Master Plan and establish new projects and a path forward for active transportation within Park City.													
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057455 TRANSIT FUND * DOT	70,000	70,000											
057479 Transit Fund * TRANSIT SALES TAX	25,000	25,000											
TOTAL	95,000	95,000											

CP0551 Short Range Transit Plan

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0551	Recommended	Collins				Engaged & Effective Government & Citizenry							

Description										Comments			
Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	
057458 Transit Fund * FEDERAL GRANTS	144,000	144,000											
057479 Transit Fund * TRANSIT SALES TAX	36,000	36,000											
TOTAL	180,000	180,000											

CP0552 TDM Capital Improvement Projects

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal							
CP0552	Recommended	Collins				Engaged & Effective Government & Citizenry							

Description	Comments
As part of the TDM program, the City will build a selection of low cost, quick to imple,emt capital improvement projects throughout the City that will cause modal shifts and support multimodal travel.	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026	

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031482 CIP FUND * REGIONAL TRANSIT REVENUE												
031499 CIP FUND * ADDITIONAL RESORT SALES TAX												
057482 Transit Fund * REGIONAL TRANSIT REVENUE												
057483 TRANSIT FUND * THIRD QUARTER COUNTY TAX			280,000	280,000	180,000	180,000	180,000	180,000	180,000	180,000		180,000
TOTAL			280,000	280,000	180,000	180,000	180,000	180,000	180,000	180,000		180,000

CP0553 Main St. Roadway Diet

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0553	Not Recommended	Robertson, J.				Thriving Mountain Town						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031451 CIP Fund * BOND PROCEEDS												
034450 Main St RDA * BEGINNING BALANCE			350,000	350,000								
057479 Transit Fund * TRANSIT SALES TAX												
TOTAL			350,000	350,000								

CP0554 Emerging Tech in Transit

	Priority	Manager	Available Balance	YTD Expense	Encumbrances	Council Goal						
CP0554	Not Recommended	Collins				Thriving Mountain Town						

Description	Comments

Future Funding	Adjust FY 2021	Total FY 2021	Adjust FY 2022	Total FY 2022	Adjust FY 2023	Total FY 2023	Adjust FY 2024	Total FY 2024	Adjust FY 2025	Total FY 2025	Adjust FY 2026	Total FY 2026
031474 CIP Fund * STATE CONTRIBUTION			80,000	80,000								
057455 TRANSIT FUND * DOT												
057479 Transit Fund * TRANSIT SALES TAX			40,000	40,000								
TOTAL			120,000	120,000								

GENERAL FUND - Budget Summary

011 GENERAL FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Property Taxes	\$11,299,738	\$11,318,264	\$12,654,192	\$12,654,192	10,412,892	\$12,712,892	\$12,392,328
Sales Tax	\$12,127,622	\$7,410,281	\$13,531,612	\$13,531,612	9,347,918	\$12,847,918	\$13,333,686
Franchise Tax	\$3,230,881	\$3,161,759	\$2,887,069	\$2,887,069	3,229,380	\$3,229,380	\$3,261,596
Licenses	\$444,304	\$368,301	\$305,404	\$305,404	323,501	\$323,501	\$484,692
Planning Building & Engineering Fees	\$3,314,742	\$5,280,540	\$3,030,168	\$3,030,168	2,107,887	\$3,007,887	\$3,565,757
Special Event Fees	\$142,857	\$138,297	\$8,081	\$8,081	127,595	\$127,595	\$115,681
Federal Revenue	\$77,185	\$23,510	\$38,392	\$38,392	56,953	\$56,953	\$54,318
State Revenue	\$91,130	\$63,016	\$58,490	\$58,490	80,182	\$80,182	\$76,471
County/SP District Revenue	\$5,987	\$0	\$24,635	\$24,635	25,705	\$25,705	\$24,515
Cemetery Charges for Services	\$18,816	\$22,922	\$18,237	\$18,237	95,465	\$95,465	\$80,182
Recreation	\$1,938,588	\$1,798,650	\$2,057,643	\$2,057,643	1,415,701	\$1,415,701	\$1,936,634
Other Service Revenue	\$45,786	\$59,527	\$49,054	\$49,054	151,702	\$151,702	\$56,768
Library Fees	\$20,198	\$14,357	\$11,695	\$11,695	18,645	\$18,645	\$0
Misc. Revenues	\$1,431,187	\$1,120,851	\$241,588	\$241,588	717,185	\$717,185	\$235,330
Interfund Transactions (Admin)	\$2,673,664	\$2,724,847	\$1,842,357	\$1,842,357	2,724,847	\$2,724,847	\$2,950,291

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Special Revenues & Resources	\$79,902	\$325,352	\$3,221,455	\$3,221,455	6,000	\$3,206,000	\$6,000
Total Revenues	\$36,942,586	\$33,830,473	\$39,980,072	\$39,980,072	30,841,558	\$40,741,558	\$38,574,249
Other							
Beginning Balance	\$12,266,079	\$13,995,937	\$0	\$0	\$12,218,740	\$12,987,123	\$14,053,298
Total Other	\$12,266,079	\$13,995,937	\$0	\$0	\$12,218,740	\$12,987,123	\$14,053,298
TOTAL	\$49,208,665	\$47,826,410	\$39,980,072	\$39,980,072	43,060,298	\$53,728,681	\$52,627,547

011 GENERAL FUND

Expense Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Depts							
Personnel	\$21,994,584	\$22,540,913	\$22,028,474	\$22,028,474	23,607,514	\$23,810,858	\$26,421,544
Mat, Suppls, Services	\$7,893,976	\$8,744,923	\$9,134,442	\$9,134,442	8,106,143	\$11,948,355	\$10,340,190
Capital	\$317,023	\$293,810	\$268,531	\$268,531	307,620	\$335,320	\$346,443
Contingency	\$67,018	\$362,218	\$172,741	\$172,741	700,000	\$700,000	\$300,000
Total Depts	\$30,272,600	\$31,941,863	\$31,604,188	\$31,604,188	32,721,277	\$36,794,534	\$37,408,177
Other							
Interfund Transfer	\$4,940,128	\$2,897,423	\$2,399,074	\$2,399,074	2,834,061	\$2,880,849	\$3,084,785

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Ending Balance	\$13,995,937	\$12,987,123	\$0	\$0	7,504,960	\$14,053,298	\$12,134,585
Total Other	\$18,936,065	\$15,884,546	\$2,399,074	\$2,399,074	10,339,021	\$16,934,147	\$15,219,370
TOTAL	\$49,208,665	\$47,826,409	\$34,003,262	\$34,003,262	43,060,298	\$53,728,681	\$52,627,547

011 GENERAL FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Property Taxes							
011-31111 PROP TAX GENERAL	\$10,344,417	\$11,089,329	\$11,132,547	\$11,132,547	9,687,892	\$11,687,892	\$11,506,091
011-31121 DEL AND PRIOR YEAR	\$680,856	\$-96,801	\$1,284,882	\$1,284,882	700,000	\$1,000,000	\$750,000
011-31122 INTEREST DEL PRO TX	\$18,427	\$53,446	\$30,462	\$30,462	25,000	\$25,000	\$25,000
011-31123 FEE-IN-LIEU	\$256,038	\$272,291	\$206,301	\$206,301	0	\$0	\$111,237
Total Property Taxes	\$11,299,738	\$11,318,264	\$12,654,192	\$12,654,192	10,412,892	\$12,712,892	\$12,392,328
Sales Tax							
011-31211 GENERAL SALES TAX	\$6,403,710	\$6,389,540	\$5,743,654	\$5,743,654	4,777,068	\$6,527,068	\$5,743,677
011-31213 RESORT TAX	\$5,723,912	\$1,020,741	\$7,787,958	\$7,787,958	4,570,850	\$6,320,850	\$7,590,009
Total Sales Tax	\$12,127,622	\$7,410,281	\$13,531,612	\$13,531,612	9,347,918	\$12,847,918	\$13,333,686
Franchise Tax							

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
011-31311 FRAN TAX - ELEC	\$1,688,847	\$1,586,646	\$1,548,711	\$1,548,711	1,576,974	\$1,576,974	\$1,592,705
011-31312 FRAN TAX - GAS	\$722,664	\$744,407	\$709,239	\$709,239	800,863	\$800,863	\$808,853
011-31313 FRAN TAX - PHONE	\$193,552	\$175,578	\$111,159	\$111,159	229,849	\$229,849	\$232,142
011-31314 FRAN TAX - CABLE TV	\$309,568	\$326,711	\$272,031	\$272,031	312,115	\$312,115	\$315,229
011-31315 FRAN TAX - SEWERS	\$316,249	\$328,417	\$245,929	\$245,929	309,579	\$309,579	\$312,667
Total Franchise Tax	\$3,230,881	\$3,161,759	\$2,887,069	\$2,887,069	3,229,380	\$3,229,380	\$3,261,596
Licenses							
011-32122 HOMEOWNER'S REG	\$1,050	\$1,100	\$1,200	\$1,200	0	\$0	\$1,461
011-32131 LIQUOR LICENSES	\$25,000	\$22,286	\$16,750	\$16,750	21,494	\$21,494	\$32,107
011-32135 FESTIVAL FACILITATION FEE	\$195,286	\$188,106	\$166,167	\$166,167	148,654	\$148,654	\$222,052
011-32136 BUSINESS LICENSE ENHANCED ENFORCEMENT	\$27,964	\$15,209	\$7,430	\$7,430	17,921	\$17,921	\$26,770
011-32138 BUSINESS LICENSE ADMINISTRATION FEE	\$122,585	\$99,333	\$37,766	\$37,766	73,800	\$73,800	\$110,239
011-32139 NIGHTLY RENTAL ADMINISTRATIVE FEE	\$72,418	\$42,267	\$76,091	\$76,091	61,632	\$61,632	\$92,063
Total Licenses	\$444,304	\$368,301	\$305,404	\$305,404	323,501	\$323,501	\$484,692
Planning Building & Engineering Fees							
011-32210 CREDIT CARD SERVICE FEES	\$0	\$2,934	\$0	\$0	0	\$0	\$0
011-32212 PLANNING APPLICATION	\$142,920	\$260,500	\$96,470	\$96,470	130,503	\$130,503	\$195,865
011-32214 ANNEXATION FEE	\$0	\$0	\$0	\$0	0	\$0	\$2,053
011-32311 BUILDING PERMITS	\$1,614,871	\$2,721,151	\$1,524,041	\$1,524,041	950,182	\$1,450,182	\$1,626,083
011-32315 GRADING & EXCAVATING	\$13,579	\$14,666	\$19,843	\$19,843	9,598	\$9,598	\$14,404
011-32316 DEMOLITION PERMITS	\$11,124	\$2,235	\$0	\$0	12,252	\$12,252	\$18,389

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
011-32317 SIGN PERMITS	\$6,704	\$5,653	\$3,139	\$3,139	6,357	\$6,357	\$9,541
011-32319 ACE FEES	\$2,900	\$7,957	\$12,417	\$12,417	2,074	\$2,074	\$3,113
011-32320 FIRE FEE/ISSUANCE FEE	\$25,429	\$23,418	\$8,407	\$8,407	34,639	\$34,639	\$51,988
011-32321 PLAN CHECK FEES	\$1,024,561	\$1,691,726	\$947,788	\$947,788	598,744	\$998,744	\$1,098,626
011-32322 APPEALS - BUILDING	\$0	\$0	\$0	\$0	0	\$0	\$78
011-32323 SUB PERMIT VALUATION BASED FEES	\$347,889	\$470,809	\$326,514	\$326,514	310,315	\$310,315	\$465,736
011-32325 SOIL SAMPLE FEE	\$0	\$0	\$0	\$0	0	\$0	\$1
011-32326 BUSINESS LICENSE INSPECTION FEE	\$0	\$34,630	\$5,175	\$5,175	0	\$0	\$0
011-32411 CONSTRUCTION INSPECTIONS	\$75,470	\$29,997	\$56,873	\$56,873	11,579	\$11,579	\$17,379
011-32414 ENGINEERING FEES	\$23,600	\$12,800	\$30,200	\$30,200	21,785	\$21,785	\$32,696
011-32416 LAND MANAGEMENT DESIGN REV FEE	\$25,695	\$2,065	\$-700	\$-700	19,859	\$19,859	\$29,805
Total Planning Building & Engineering Fees	\$3,314,742	\$5,280,540	\$3,030,168	\$3,030,168	2,107,887	\$3,007,887	\$3,565,757
Special Event Fees							
011-32611 SPECIAL EVENTS	\$11,455	\$-1,000	\$3,000	\$3,000	0	\$0	\$8,514
011-32630 SPECIAL EVENTS APPLICATION FEES	\$8,560	\$10,171	\$512	\$512	0	\$0	\$0
011-32631 SPECIAL EVENT FACILITY RENTAL	\$24,950	\$24,000	\$0	\$0	28,533	\$28,533	\$23,965
011-32632 PUBLIC SAFETY SPECIAL EVENT REVENUE	\$53,996	\$71,983	\$0	\$0	81,941	\$81,941	\$68,823
011-32633 PUBLIC WORKS SPECIAL EVENT FEES	\$21,896	\$995	\$0	\$0	1,322	\$1,322	\$1,111
011-32634 PARKS SPECIAL EVENT REVENUE	\$8,999	\$5,184	\$548	\$548	1,765	\$1,765	\$1,482
011-32635 RECREATION SPECIAL EVENT FEES	\$0	\$20,898	\$1,890	\$1,890	0	\$0	\$0
011-32636 BUILDING DEPARTMENT SPECIAL EVENT FEES	\$9,490	\$515	\$0	\$0	408	\$408	\$342

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
011-32638 SPECIAL EVENT EQUIPMENT RENTAL	\$0	\$0	\$0	\$0	880	\$880	\$739
011-32640 SPECIAL EVENT TRAIL FEES	\$3,513	\$5,552	\$2,132	\$2,132	12,746	\$12,746	\$10,705
Total Special Event Fees	\$142,857	\$138,297	\$8,081	\$8,081	127,595	\$127,595	\$115,681
Federal Revenue							
011-33110 FEDERAL GRANTS	\$77,185	\$23,510	\$38,392	\$38,392	56,953	\$56,953	\$54,318
Total Federal Revenue	\$77,185	\$23,510	\$38,392	\$38,392	56,953	\$56,953	\$54,318
State Revenue							
011-33252 STATE CONTRIBUTION	\$25,267	\$6,990	\$1,205	\$1,205	12,733	\$12,733	\$12,144
011-33272 STATE LIQUOR	\$65,853	\$56,026	\$57,285	\$57,285	67,449	\$67,449	\$64,327
011-33274 POLICE FORFEITED FOUND PROPERTY	\$10	\$0	\$0	\$0	0	\$0	\$0
Total State Revenue	\$91,130	\$63,016	\$58,490	\$58,490	80,182	\$80,182	\$76,471
County/SP District Revenue							
011-33311 COUNTY CONTRIBUTION	\$987	\$0	\$4,635	\$4,635	0	\$0	\$0
011-33313 RESTAURANT TAX GRANT	\$5,000	\$0	\$20,000	\$20,000	25,705	\$25,705	\$24,515
Total County/SP District Revenue	\$5,987	\$0	\$24,635	\$24,635	25,705	\$25,705	\$24,515
Cemetery Charges for Services							
011-34411 CEMETERY BURIAL	\$10,110	\$11,140	\$11,255	\$11,255	20,205	\$20,205	\$16,970
011-34412 CEMETERY LOTS	\$6,750	\$7,400	\$1,500	\$1,500	69,759	\$69,759	\$58,591
011-34510 Police Charges	\$1,956	\$4,382	\$4,567	\$4,567	5,501	\$5,501	\$4,621
011-34511 POLICE FINGERPRINTING	\$0	\$0	\$915	\$915	0	\$0	\$0
Total Cemetery Charges for Services	\$18,816	\$22,922	\$18,237	\$18,237	95,465	\$95,465	\$80,182

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Recreation							
011-34609 FACILITY RENTAL FEE	\$11,449	\$17,025	\$7,746	\$7,746	5,862	\$5,862	\$8,019
011-34610 FACILITY USAGE FEE	\$656,430	\$567,349	\$468,641	\$468,641	459,776	\$459,776	\$628,960
011-34611 CAMPS	\$220,079	\$238,607	\$259,193	\$259,193	154,453	\$154,453	\$211,286
011-34612 CLASSES	\$47,505	\$44,036	\$47,016	\$47,016	26,919	\$26,919	\$36,825
011-34613 CHILD CARE	\$3,305	\$4,233	\$-32	\$-32	3,650	\$3,650	\$4,993
011-34622 LEAGUES ADULT	\$48,244	\$36,095	\$37,978	\$37,978	37,693	\$37,693	\$51,563
011-34624 WESTERN SUMMIT YOUTH	\$17,518	\$380	\$17,105	\$17,105	14,380	\$14,380	\$19,672
011-34626 FITNESS CENTER SENIOR PROGRAMS	\$20,345	\$11,389	\$5,189	\$5,189	13,946	\$13,946	\$19,078
011-34629 TENNIS LEAGUE FEES	\$27,227	\$24,544	\$40,453	\$40,453	21,675	\$21,675	\$29,651
011-34631 PARK RESERVATION	\$12,475	\$10,015	\$18,813	\$18,813	11,296	\$11,296	\$15,452
011-34641 TENNIS COURT FEES	\$180,700	\$150,873	\$204,338	\$204,338	128,008	\$128,008	\$175,111
011-34642 PICKLEBALL	\$15,730	\$27,269	\$44,988	\$44,988	12,999	\$12,999	\$17,783
011-34643 PICKLEBALL INSTRUCTION	\$0	\$150	\$11,737	\$11,737	0	\$0	\$0
011-34644 SWIM FEES	\$49,954	\$29,339	\$71,724	\$71,724	44,711	\$44,711	\$61,163
011-34646 TOURNAMENT FEES	\$8,500	\$2,129	\$4,200	\$4,200	6,624	\$6,624	\$9,061
011-34647 TENNIS LESSONS	\$458,930	\$541,980	\$683,783	\$683,783	397,902	\$397,902	\$544,317
011-34648 AEROBICS	\$4,296	\$10,536	\$5,568	\$5,568	1,512	\$1,512	\$2,068
011-34649 FEE REDUCTION DISCOUNTS	\$-1,557	\$-13,162	\$-16,240	\$-16,240	0	\$0	\$0
011-34651 EQUIPMENT RENTAL	\$49,632	\$217	\$23,701	\$23,701	35,656	\$35,656	\$48,776
011-34653 LOCKER RENTAL	\$829	\$303	\$331	\$331	720	\$720	\$985

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
011-34694 RETAIL SALES	\$102,459	\$92,018	\$112,967	\$112,967	30,328	\$30,328	\$41,487
011-34696 VENDING COMMISSION	\$2,711	\$1,735	\$8,018	\$8,018	3,423	\$3,423	\$4,683
011-34697 SPECIAL EVENT - MH	\$355	\$92	\$0	\$0	1,450	\$1,450	\$1,984
011-34698 PARTY ROOM	\$1,473	\$1,497	\$426	\$426	2,718	\$2,718	\$3,717
Total Recreation	\$1,938,588	\$1,798,650	\$2,057,643	\$2,057,643	1,415,701	\$1,415,701	\$1,936,634
Other Service Revenue							
011-34917 REIMBURSED COURT FEE	\$45,786	\$59,527	\$49,054	\$49,054	151,702	\$151,702	\$56,768
Total Other Service Revenue	\$45,786	\$59,527	\$49,054	\$49,054	151,702	\$151,702	\$56,768
Library Fees							
011-35211 LIBRARY FINES & FEE	\$20,198	\$14,357	\$11,695	\$11,695	18,645	\$18,645	\$0
Total Library Fees	\$20,198	\$14,357	\$11,695	\$11,695	18,645	\$18,645	\$0
Misc. Revenues							
011-36111 INTEREST EARNINGS	\$489,400	\$400,236	\$0	\$0	123,222	\$123,222	\$103,495
011-36150 BUSINESS IMPROVEMENT DISTRICT	\$81,891	\$71,685	\$51,273	\$51,273	41,677	\$41,677	\$35,005
011-36210 RENTAL INCOME	\$150,774	\$77,989	\$85,857	\$85,857	52,202	\$52,202	\$43,845
011-36216 FIXED RENT - CARL WINTER'S	\$21,929	\$6,851	\$0	\$0	15,322	\$15,322	\$12,869
011-36220 AFFORDABLE HOUSING RENT	\$51,820	\$37,432	\$53,019	\$53,019	23,223	\$23,223	\$19,505
011-36310 SALE OF ASSETS	\$0	\$13,892	\$0	\$0	2,944	\$2,944	\$2,473
011-36321 SALE OF PUBLIC DOCUMENTS	\$1,599	\$6,286	\$2,347	\$2,347	1,743	\$1,743	\$1,464
011-36911 OTHER MISCELLANEOUS	\$52,252	\$39,450	\$10,617	\$10,617	19,852	\$19,852	\$16,674
011-36916 BONANZA PARK EAST RENT	\$360,351	\$331,249	\$4,439	\$4,439	437,000	\$437,000	\$0

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
011-36917 BONANZA PARK EAST KAC RENT	\$220,935	\$135,960	\$34,240	\$34,240	0	\$0	\$0
011-36921 CASH OVER/SHORT	\$-109	\$-1	\$-2	\$-2	0	\$0	\$0
011-36922 CASH OVER/SHORT-RACQ CL	\$346	\$-178	\$-201	\$-201	0	\$0	\$0
Total Misc. Revenues	\$1,431,187	\$1,120,851	\$241,588	\$241,588	717,185	\$717,185	\$235,330
Interfund Transactions (Admin)							
011-38161 ADM CHG FR WATER	\$800,221	\$826,405	\$757,537	\$757,537	826,405	\$826,405	\$894,170
011-38162 ADM CHG FR GOLF	\$106,046	\$106,045	\$97,207	\$97,207	106,045	\$106,045	\$114,740
011-38163 ADM CHG FR TRANSP	\$977,397	\$977,397	\$895,950	\$895,950	977,397	\$977,397	\$1,118,181
011-38165 ADM CHG FR STORM WATER	\$75,000	\$100,000	\$91,663	\$91,663	100,000	\$100,000	\$108,200
011-38168 UTILITIES TRANSFER IN	\$715,000	\$715,000	\$0	\$0	715,000	\$715,000	\$715,000
Total Interfund Transactions (Admin)	\$2,673,664	\$2,724,847	\$1,842,357	\$1,842,357	2,724,847	\$2,724,847	\$2,950,291
Special Revenues & Resources							
011-39110 DONATIONS	\$951	\$7,935	\$3,500	\$3,500	0	\$0	\$0
011-39111 CARES ACT FUNDS	\$0	\$250,198	\$3,183,055	\$3,183,055	0	\$3,200,000	\$0
011-39140 SUMMIT LEADERSHIP	\$12,793	\$21,774	\$0	\$0	6,000	\$6,000	\$6,000
011-39142 LEADERSHIP 101	\$16,775	\$2,395	\$0	\$0	0	\$0	\$0
011-39143 LEADERSHIP FUNDRAISING	\$49,383	\$43,050	\$34,900	\$34,900	0	\$0	\$0
Total Special Revenues & Resources	\$79,902	\$325,352	\$3,221,455	\$3,221,455	6,000	\$3,206,000	\$6,000
Beginning Balance							
011-39990 BEGINNING BALANCE	\$12,266,079	\$13,995,937	\$0	\$0	\$12,218,740	\$12,987,123	\$14,053,298
Total Beginning Balance	\$12,266,079	\$13,995,937	\$0	\$0	\$12,218,740	\$12,987,123	\$14,053,298

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
TOTAL	\$49,208,665	\$47,826,410	\$39,980,072	\$39,980,072	43,060,298	\$53,728,681	\$52,627,547

011 GENERAL FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40011 CITY COUNCIL							
Personnel	\$305,684	\$308,833	\$318,664	\$318,664	317,745	\$317,745	\$317,745
Mat, Suppls, Services	\$61,496	\$67,656	\$74,403	\$74,403	70,600	\$70,600	\$70,600
Total 40011 CITY COUNCIL	\$367,179	\$376,489	\$393,067	\$393,067	388,345	\$388,345	\$388,345
40021 CITY MANAGER							
Personnel	\$697,678	\$912,984	\$996,872	\$996,872	1,094,310	\$1,036,548	\$1,178,626
Mat, Suppls, Services	\$157,925	\$192,233	\$140,760	\$140,760	94,300	\$144,300	\$94,300
Total 40021 CITY MANAGER	\$855,603	\$1,105,218	\$1,137,631	\$1,137,631	1,188,610	\$1,180,848	\$1,272,926
40023 ELECTIONS							
Mat, Suppls, Services	\$0	\$21,960	\$79	\$79	13,000	\$13,000	\$13,000
Total 40023 ELECTIONS	\$0	\$21,960	\$79	\$79	13,000	\$13,000	\$13,000
40031 CITY ATTORNEY							
Personnel	\$986,841	\$1,056,672	\$1,056,623	\$1,056,623	1,080,992	\$1,101,562	\$1,447,812

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Mat, Suppls, Services	\$47,400	\$95,968	\$39,977	\$39,977	55,350	\$55,350	\$65,050
Capital	\$858	\$0	\$562	\$562	2,100	\$2,100	\$10,600
Total 40031 CITY ATTORNEY	\$1,035,098	\$1,152,640	\$1,097,161	\$1,097,161	1,138,442	\$1,159,012	\$1,523,462
40034 BUDGET, DEBT & GRANTS							
Personnel	\$454,748	\$443,039	\$461,192	\$461,192	695,035	\$611,045	\$607,934
Mat, Suppls, Services	\$31,914	\$58,354	\$13,245	\$13,245	44,200	\$44,200	\$59,200
Total 40034 BUDGET, DEBT & GRANTS	\$486,663	\$501,393	\$474,438	\$474,438	739,235	\$655,245	\$667,134
40062 HUMAN RESOURCES							
Personnel	\$576,057	\$519,112	\$483,010	\$483,010	589,458	\$535,739	\$612,887
Mat, Suppls, Services	\$232,918	\$203,418	\$100,128	\$100,128	174,750	\$174,750	\$174,750
Total 40062 HUMAN RESOURCES	\$808,975	\$722,530	\$583,138	\$583,138	764,208	\$710,489	\$787,637
40072 FINANCE							
Personnel	\$795,555	\$662,726	\$653,523	\$653,523	708,407	\$685,790	\$785,178
Mat, Suppls, Services	\$73,689	\$82,995	\$99,426	\$99,426	106,149	\$106,149	\$210,750
Total 40072 FINANCE	\$869,244	\$745,721	\$752,949	\$752,949	814,556	\$791,939	\$995,928
40082 TECHNICAL & CUSTOMER SERVICES							
Personnel	\$992,632	\$1,018,070	\$993,280	\$993,280	1,062,024	\$1,032,185	\$1,224,552
Mat, Suppls, Services	\$767,836	\$760,095	\$801,288	\$801,288	680,000	\$795,000	\$763,000
Capital	\$59,037	\$9,829	\$55,894	\$55,894	28,900	\$28,900	\$28,900
Interfund Transfer	\$2,000	\$1,000	\$3,000	\$3,000	1,000	\$1,750	\$1,750
Total 40082 TECHNICAL & CUSTOMER SERVICES	\$1,821,506	\$1,788,994	\$1,853,462	\$1,853,462	1,771,924	\$1,857,835	\$2,018,202

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40091 BLDG MAINT ADM							
Personnel	\$645,428	\$725,976	\$630,995	\$630,995	721,195	\$656,296	\$828,808
Mat, Suppls, Services	\$816,039	\$752,520	\$653,207	\$653,207	721,950	\$750,700	\$737,950
Capital	\$0	\$27,361	\$0	\$0	0	\$0	\$0
Interfund Transfer	\$20,000	\$14,000	\$23,000	\$23,000	14,000	\$18,500	\$18,500
Total 40091 BLDG MAINT ADM	\$1,481,467	\$1,519,857	\$1,307,202	\$1,307,202	1,457,145	\$1,425,496	\$1,585,258
40092 PC MARC							
Personnel	\$1,059,388	\$970,123	\$846,971	\$846,971	859,669	\$867,523	\$914,582
Mat, Suppls, Services	\$403,746	\$341,546	\$317,755	\$317,755	362,022	\$362,022	\$354,022
Capital	\$6,656	\$10,852	\$1,757	\$1,757	8,300	\$8,300	\$8,300
Interfund Transfer	\$9,000	\$7,500	\$6,500	\$6,500	7,500	\$5,500	\$5,500
Total 40092 PC MARC	\$1,478,790	\$1,330,020	\$1,172,983	\$1,172,983	1,237,491	\$1,243,345	\$1,282,404
40093 TENNIS							
Personnel	\$715,859	\$799,202	\$777,853	\$777,853	786,900	\$799,531	\$840,509
Mat, Suppls, Services	\$107,205	\$113,228	\$124,997	\$124,997	133,050	\$136,550	\$151,050
Capital	\$0	\$523	\$452	\$452	0	\$0	\$0
Total 40093 TENNIS	\$823,064	\$912,953	\$903,302	\$903,302	919,950	\$936,081	\$991,559
40094 MCPOLIN BARN							
Personnel	\$23,032	\$26,554	\$26,429	\$26,429	32,148	\$30,290	\$40,458
Mat, Suppls, Services	\$16,614	\$13,759	\$10,580	\$10,580	15,200	\$15,200	\$15,200
Capital	\$2,500	\$483	\$0	\$0	1,000	\$1,000	\$1,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 40094 MCPOLIN BARN	\$42,146	\$40,797	\$37,009	\$37,009	48,348	\$46,490	\$56,658
40098 RECREATION PROGRAMS							
Personnel	\$609,097	\$587,909	\$661,435	\$661,435	698,934	\$676,257	\$804,802
Mat, Suppls, Services	\$70,912	\$49,357	\$39,424	\$39,424	76,070	\$76,070	\$76,070
Capital	\$15,250	\$0	\$0	\$0	0	\$0	\$0
Total 40098 RECREATION PROGRAMS	\$695,259	\$637,266	\$700,859	\$700,859	775,004	\$752,327	\$880,872
40100 COMMUNITY ENGAGEMENT							
Personnel	\$219,390	\$271,400	\$401,964	\$401,964	300,726	\$304,786	\$581,600
Mat, Suppls, Services	\$74,233	\$68,756	\$39,335	\$39,335	58,200	\$68,200	\$58,200
Capital	\$3,688	\$0	\$1,852	\$1,852	2,000	\$2,000	\$2,000
Total 40100 COMMUNITY ENGAGEMENT	\$297,311	\$340,156	\$443,151	\$443,151	360,926	\$374,986	\$641,800
40101 ECONOMY							
Personnel	\$848,993	\$821,265	\$791,136	\$791,136	939,302	\$857,009	\$1,127,380
Mat, Suppls, Services	\$107,026	\$140,434	\$48,415	\$48,415	144,905	\$121,325	\$498,325
Capital	\$1,178	\$638	\$6,796	\$6,796	900	\$900	\$30,030
Total 40101 ECONOMY	\$957,197	\$962,338	\$846,347	\$846,347	1,085,107	\$979,234	\$1,655,735
40102 ENVIRONMENTAL REGULATORY							
Mat, Suppls, Services	\$0	\$0	\$15,288	\$15,288	100,000	\$100,000	\$100,000
Total 40102 ENVIRONMENTAL REGULATORY	\$0	\$0	\$15,288	\$15,288	100,000	\$100,000	\$100,000
40104 ENVIRONMENTAL SUSTAINABILITY							
Personnel	\$509,710	\$352,890	\$290,924	\$290,924	486,876	\$358,747	\$398,927

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Mat, Suppls, Services	\$48,610	\$262,340	\$36,821	\$36,821	177,900	\$177,900	\$257,900
Total 40104 ENVIRONMENTAL SUSTAINABILITY	\$558,320	\$615,230	\$327,746	\$327,746	664,776	\$536,647	\$656,827
40111 INSURANCE & SECURITY BONDS							
Interfund Transfer	\$599,683	\$777,096	\$755,073	\$755,073	823,716	\$823,716	\$924,685
Total 40111 INSURANCE & SECURITY BONDS	\$599,683	\$777,096	\$755,073	\$755,073	823,716	\$823,716	\$924,685
40118 LEAD TRAINING							
Mat, Suppls, Services	\$31,714	\$15,282	\$1,966	\$1,966	10,000	\$10,000	\$10,000
Total 40118 LEAD TRAINING	\$31,714	\$15,282	\$1,966	\$1,966	10,000	\$10,000	\$10,000
40122 SPEC. SRVC. CNTRT/HIST SOC MUS							
Mat, Suppls, Services	\$0	\$0	\$62,500	\$62,500	40,000	\$40,000	\$0
Total 40122 SPEC. SRVC. CNTRT/HIST SOC MUS	\$0	\$0	\$62,500	\$62,500	40,000	\$40,000	\$0
40126 TRANS TO SALES TAX BOND DSF							
Interfund Transfer	\$161,703	\$162,477	\$20,625	\$20,625	22,495	\$22,495	\$0
Total 40126 TRANS TO SALES TAX BOND DSF	\$161,703	\$162,477	\$20,625	\$20,625	22,495	\$22,495	\$0
40135 SPEC. SRVC. CNTRT./UNSPECIFIED							
Mat, Suppls, Services	\$556,045	\$533,708	\$250,000	\$250,000	630,000	\$630,000	\$630,000
Total 40135 SPEC. SRVC. CNTRT./UNSPECIFIED	\$556,045	\$533,708	\$250,000	\$250,000	630,000	\$630,000	\$630,000
40136 LEADERSHIP							
Personnel	\$70,361	\$70,453	\$68,166	\$68,166	70,070	\$70,070	\$70,070
Mat, Suppls, Services	\$52,175	\$41,699	\$9,964	\$9,964	50,000	\$50,000	\$50,000
Total 40136 LEADERSHIP	\$122,536	\$112,153	\$78,129	\$78,129	120,070	\$120,070	\$120,070

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40137 GRANTS/HISTORICAL SOCIETY							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	25,000	\$25,000	\$25,000
Total 40137 GRANTS/HISTORICAL SOCIETY	\$0	\$0	\$0	\$0	25,000	\$25,000	\$25,000
40144 CARES ACT EXPENDITURES							
Mat, Suppls, Services	\$0	\$0	\$2,200,000	\$2,200,000	0	\$2,200,000	\$0
Total 40144 CARES ACT EXPENDITURES	\$0	\$0	\$2,200,000	\$2,200,000	0	\$2,200,000	\$0
40146 VACANCY FACTOR							
Personnel	\$0	\$0	\$0	\$0	-1,799,892	\$0	~~\$-1,883,464~~
Total 40146 VACANCY FACTOR	\$0	\$0	\$0	\$0	-1,799,892	\$0	~~\$-1,883,464~~
40148 EMERGENCY MANAGEMENT							
Personnel	\$104,515	\$109,772	\$106,503	\$106,503	132,501	\$114,057	\$187,216
Mat, Suppls, Services	\$34,705	\$31,140	\$25,420	\$25,420	42,500	\$42,500	\$42,500
Capital	\$12,352	\$41,780	\$37,785	\$37,785	75,000	\$75,000	\$75,000
Total 40148 EMERGENCY MANAGEMENT	\$151,572	\$182,692	\$169,709	\$169,709	250,001	\$231,557	\$304,716
40149 ARTS & CULTURE							
Personnel	\$19,551	\$174,249	\$28,841	\$28,841	148,156	\$148,394	\$148,156
Mat, Suppls, Services	\$404,873	\$654,160	\$48,525	\$48,525	34,000	\$34,000	\$34,000
Total 40149 ARTS & CULTURE	\$424,424	\$828,409	\$77,366	\$77,366	182,156	\$182,394	\$182,156
40150 TRAILS O&M							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	20,000	\$100,000	\$100,000
Total 40150 TRAILS O&M	\$0	\$0	\$0	\$0	20,000	\$100,000	\$100,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40151 SOCIAL EQUITY							
Personnel	\$0	\$33,756	\$30,124	\$30,124	41,969	\$41,969	\$48,206
Mat, Suppls, Services	\$81,111	\$28,074	\$37,500	\$37,500	106,479	\$106,479	\$106,479
Total 40151 SOCIAL EQUITY	\$81,111	\$61,830	\$67,624	\$67,624	148,448	\$148,448	\$154,685
40221 POLICE							
Personnel	\$5,261,747	\$5,500,634	\$5,421,287	\$5,421,287	5,800,769	\$5,640,794	\$5,940,440
Mat, Suppls, Services	\$234,255	\$247,367	\$194,290	\$194,290	235,070	\$248,613	\$257,070
Capital	\$165,334	\$110,890	\$97,763	\$97,763	115,570	\$115,570	\$115,570
Interfund Transfer	\$204,000	\$80,250	\$49,000	\$49,000	80,250	\$130,500	\$130,500
Total 40221 POLICE	\$5,865,336	\$5,939,141	\$5,762,341	\$5,762,341	6,231,659	\$6,135,477	\$6,443,580
40222 DRUG EDUCATION							
Personnel	\$28,438	\$28,514	\$28,274	\$28,274	28,054	\$28,595	\$28,053
Mat, Suppls, Services	\$4,906	\$4,556	\$4,901	\$4,901	5,000	\$5,000	\$5,000
Total 40222 DRUG EDUCATION	\$33,344	\$33,070	\$33,175	\$33,175	33,054	\$33,595	\$33,053
40223 STATE LIQUOR ENFORCEMENT							
Personnel	\$77,541	\$77,250	\$31,904	\$31,904	54,243	\$44,243	\$54,243
Mat, Suppls, Services	\$0	\$0	\$0	\$0	10,000	\$10,000	\$10,000
Total 40223 STATE LIQUOR ENFORCEMENT	\$77,541	\$77,250	\$31,904	\$31,904	64,243	\$54,243	\$64,243
40231 COMMUNICATION CENTER							
Mat, Suppls, Services	\$327,507	\$949,065	\$643,503	\$643,503	620,000	\$620,000	\$620,000
Total 40231 COMMUNICATION CENTER	\$327,507	\$949,065	\$643,503	\$643,503	620,000	\$620,000	\$620,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40240 SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	8,500	\$8,500	\$8,500
Total 40240 SPEC. SRVC. CONTRT/SISTER CITY ADMINISTR	\$0	\$0	\$0	\$0	8,500	\$8,500	\$8,500
40241 SPEC. SRVC. CONTRT/TRAILS MANAGEMENT							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	15,000	\$0	\$15,000
Total 40241 SPEC. SRVC. CONTRT/TRAILS MANAGEMENT	\$0	\$0	\$0	\$0	15,000	\$0	\$15,000
40242 SPEC. SRVC. CONTRT/WASTE/RECYCLING MGMT							
Mat, Suppls, Services	\$0	\$0	\$40,000	\$40,000	50,000	\$50,000	\$50,000
Total 40242 SPEC. SRVC. CONTRT/WASTE/RECYCLING MGMT	\$0	\$0	\$40,000	\$40,000	50,000	\$50,000	\$50,000
40243 SPEC. SRVC. CONTRT/HOUSING RESOURCE							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	15,000	\$15,000	\$15,000
Total 40243 SPEC. SRVC. CONTRT/HOUSING RESOURCE	\$0	\$0	\$0	\$0	15,000	\$15,000	\$15,000
40244 SPEC. SRVC CONTRT/LEGAL MEDIATION							
Mat, Suppls, Services	\$0	\$0	\$7,500	\$7,500	15,000	\$15,000	\$15,000
Total 40244 SPEC. SRVC CONTRT/LEGAL MEDIATION	\$0	\$0	\$7,500	\$7,500	15,000	\$15,000	\$15,000
40311 AFFORDABLE HOUSING							
Personnel	\$427,738	\$517,545	\$267,803	\$267,803	263,532	\$298,424	\$415,221
Mat, Suppls, Services	\$26,134	\$29,968	\$18,474	\$18,474	29,915	\$29,915	\$79,915
Capital	\$0	\$0	\$0	\$0	450	\$450	\$450
Total 40311 AFFORDABLE HOUSING	\$453,872	\$547,514	\$286,277	\$286,277	293,897	\$328,789	\$495,586
40313 ENGINEERING							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Personnel	\$334,008	\$245,030	\$436,376	\$436,376	495,349	\$456,834	\$736,253
Mat, Suppls, Services	\$241,938	\$279,689	\$96,130	\$96,130	104,800	\$154,800	\$128,925
Capital	\$0	\$0	\$298	\$298	200	\$200	\$200
Total 40313 ENGINEERING	\$575,946	\$524,719	\$532,804	\$532,804	600,349	\$611,834	\$865,378
40342 PLANNING DEPT.							
Personnel	\$935,613	\$900,264	\$886,839	\$886,839	1,095,867	\$981,431	\$1,202,576
Mat, Suppls, Services	\$140,319	\$95,765	\$107,805	\$107,805	139,993	\$139,993	\$139,993
Capital	\$1,806	\$634	\$553	\$553	4,000	\$4,000	\$4,000
Total 40342 PLANNING DEPT.	\$1,077,738	\$996,663	\$995,197	\$995,197	1,239,860	\$1,125,424	\$1,346,569
40352 BUILDING DEPT.							
Personnel	\$1,477,500	\$1,533,385	\$1,486,863	\$1,486,863	2,192,668	\$1,917,426	\$2,222,271
Mat, Suppls, Services	\$92,486	\$104,929	\$50,061	\$50,061	109,400	\$109,400	\$109,400
Capital	\$8,258	\$41,337	\$1,489	\$1,489	12,100	\$12,100	\$12,100
Interfund Transfer	\$15,000	\$12,250	\$11,000	\$11,000	12,250	\$14,000	\$14,000
Total 40352 BUILDING DEPT.	\$1,593,244	\$1,691,901	\$1,549,414	\$1,549,414	2,326,418	\$2,052,926	\$2,357,771
40412 PARKS & CEMETERY							
Personnel	\$1,407,506	\$1,491,292	\$1,421,957	\$1,421,957	1,546,578	\$1,518,258	\$1,582,182
Mat, Suppls, Services	\$481,201	\$384,993	\$395,136	\$395,136	419,665	\$419,665	\$448,738
Capital	\$0	\$5,835	\$0	\$0	11,600	\$11,600	\$12,793
Interfund Transfer	\$95,000	\$74,750	\$88,000	\$88,000	74,750	\$115,750	\$115,750
Total 40412 PARKS & CEMETERY	\$1,983,707	\$1,956,869	\$1,905,093	\$1,905,093	2,052,593	\$2,065,273	\$2,159,463

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40421 STREET MAINTENANCE							
Personnel	\$1,377,086	\$1,311,073	\$1,367,219	\$1,367,219	1,650,431	\$1,579,486	\$1,841,776
Mat, Suppls, Services	\$562,601	\$403,947	\$397,068	\$397,068	519,301	\$519,301	\$621,297
Capital	\$988	\$2,756	\$0	\$0	1,000	\$1,000	\$1,000
Interfund Transfer	\$378,000	\$457,500	\$214,000	\$214,000	457,500	\$263,500	\$263,500
Total 40421 STREET MAINTENANCE	\$2,318,675	\$2,175,276	\$1,978,287	\$1,978,287	2,628,232	\$2,363,287	\$2,727,573
40423 STREET LIGHTS/SIGN							
Mat, Suppls, Services	\$88,544	\$61,750	\$103,200	\$103,200	123,800	\$153,800	\$118,800
Capital	\$23,490	\$29,255	\$47,981	\$47,981	30,000	\$48,000	\$30,000
Total 40423 STREET LIGHTS/SIGN	\$112,034	\$91,005	\$151,181	\$151,181	153,800	\$201,800	\$148,800
40424 SWEDE ALLEY PARKING STRUCT.							
Mat, Suppls, Services	\$34,669	\$38,982	\$29,858	\$29,858	41,100	\$41,100	\$41,100
Capital	\$4,872	\$1,754	\$0	\$0	4,500	\$4,500	\$4,500
Total 40424 SWEDE ALLEY PARKING STRUCT.	\$39,541	\$40,736	\$29,858	\$29,858	45,600	\$45,600	\$45,600
40551 LIBRARY							
Personnel	\$1,032,888	\$1,070,939	\$1,055,447	\$1,055,447	1,113,496	\$1,099,822	\$1,266,542
Mat, Suppls, Services	\$285,057	\$271,150	\$229,436	\$229,436	266,130	\$266,130	\$291,263
Capital	\$10,756	\$9,884	\$15,348	\$15,348	10,000	\$19,700	\$10,000
Total 40551 LIBRARY	\$1,328,702	\$1,351,973	\$1,300,231	\$1,300,231	1,389,626	\$1,385,652	\$1,567,805
40621 RDA - OPERATIONS							
Mat, Suppls, Services	\$0	\$0	\$1,256,842	\$1,256,842	0	\$1,300,000	\$1,300,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 40621 RDA - OPERATIONS	\$0	\$0	\$1,256,842	\$1,256,842	0	\$1,300,000	\$1,300,000
40700 LUMP MERIT							
Personnel	\$0	\$0	\$0	\$0	400,000	\$0	\$850,000
Total 40700 LUMP MERIT	\$0	\$0	\$0	\$0	400,000	\$0	\$850,000
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$3,455,742	\$1,310,600	\$1,228,876	\$1,228,876	1,340,600	\$1,485,138	\$1,610,600
Total 40821 TRANS TO OTHER FUND	\$3,455,742	\$1,310,600	\$1,228,876	\$1,228,876	1,340,600	\$1,485,138	\$1,610,600
40981 CONTINGENCY/GENERAL							
Mat, Suppls, Services	\$0	\$59,000	\$0	\$0	100,000	\$100,000	\$100,000
Contingency	\$15,324	\$10,000	\$0	\$0	100,000	\$100,000	\$100,000
Total 40981 CONTINGENCY/GENERAL	\$15,324	\$69,000	\$0	\$0	200,000	\$200,000	\$200,000
40985 CONTINGENCY/SNOW REMOVAL							
Contingency	\$0	\$0	\$0	\$0	50,000	\$50,000	\$50,000
Total 40985 CONTINGENCY/SNOW REMOVAL	\$0	\$0	\$0	\$0	50,000	\$50,000	\$50,000
40986 CONTINGENCY/COUNCIL							
Contingency	\$51,694	\$299,795	\$918	\$918	50,000	\$50,000	\$50,000
Total 40986 CONTINGENCY/COUNCIL	\$51,694	\$299,795	\$918	\$918	50,000	\$50,000	\$50,000
40990 EMERGENCY CONTINGENCY							
Contingency	\$0	\$52,422	\$171,824	\$171,824	500,000	\$500,000	\$100,000
Total 40990 EMERGENCY CONTINGENCY	\$0	\$52,422	\$171,824	\$171,824	500,000	\$500,000	\$100,000
40999 END BAL SUR(DEF)							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Ending Balance	\$13,995,937	\$12,987,123	\$0	\$0	7,504,960	\$14,053,298	\$12,134,585
Total 40999 END BAL SUR(DEF)	\$13,995,937	\$12,987,123	\$0	\$0	7,504,960	\$14,053,298	\$12,134,585
42170 DESTINATION TOURISM							
Mat, Suppls, Services	\$65,131	\$64,743	\$25,044	\$25,044	25,000	\$25,000	\$0
Total 42170 DESTINATION TOURISM	\$65,131	\$64,743	\$25,044	\$25,044	25,000	\$25,000	\$0
42180 SUNDANCE MITIGATION							
Mat, Suppls, Services	\$309,019	\$309,234	\$310,829	\$310,829	302,600	\$302,600	\$302,600
Total 42180 SUNDANCE MITIGATION	\$309,019	\$309,234	\$310,829	\$310,829	302,600	\$302,600	\$302,600
42181 ECONOMIC DEVELOPMENT GRANT							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	10,000	\$10,000	\$10,000
Total 42181 ECONOMIC DEVELOPMENT GRANT	\$0	\$0	\$0	\$0	10,000	\$10,000	\$10,000
42182 PUBLIC ART							
Mat, Suppls, Services	\$1,915	\$2,800	\$500	\$500	7,000	\$7,000	\$7,000
Total 42182 PUBLIC ART	\$1,915	\$2,800	\$500	\$500	7,000	\$7,000	\$7,000
42183 MENTAL HEALTH							
Mat, Suppls, Services	\$0	\$60,000	\$60,000	\$60,000	60,000	\$60,000	\$60,000
Total 42183 MENTAL HEALTH	\$0	\$60,000	\$60,000	\$60,000	60,000	\$60,000	\$60,000
42190 MARSAC-SWEDE CONDO HOA							
Mat, Suppls, Services	\$14,400	\$14,400	\$11,160	\$11,160	13,000	\$13,000	\$13,000
Total 42190 MARSAC-SWEDE CONDO HOA	\$14,400	\$14,400	\$11,160	\$11,160	13,000	\$13,000	\$13,000
42200 RDA OPERATING EXPENDITURE							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Mat, Suppls, Services	\$36	\$80	\$275	\$275	0	\$0	\$0
Total 42200 RDA OPERATING EXPENDITURE	\$36	\$80	\$275	\$275	0	\$0	\$0
42305 ABATEMENT							
Mat, Suppls, Services	\$9,023	\$0	\$0	\$0	48,688	\$48,688	\$48,688
Total 42305 ABATEMENT	\$9,023	\$0	\$0	\$0	48,688	\$48,688	\$48,688
42310 HISTORICAL INCENTIVE GRANT							
Mat, Suppls, Services	\$0	\$47,136	\$33,111	\$33,111	47,136	\$47,136	\$47,136
Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$47,136	\$33,111	\$33,111	47,136	\$47,136	\$47,136
43010 BUSINESS IMPROVEMENT DISTRICT							
Mat, Suppls, Services	\$81,648	\$71,685	\$-71,685	\$-71,685	64,419	\$64,419	\$64,419
Total 43010 BUSINESS IMPROVEMENT DISTRICT	\$81,648	\$71,685	\$-71,685	\$-71,685	64,419	\$64,419	\$64,419
43015 UTILITIES EXPENDITURE							
Mat, Suppls, Services	\$715,000	\$715,000	\$0	\$0	715,000	\$715,000	\$715,000
Total 43015 UTILITIES EXPENDITURE	\$715,000	\$715,000	\$0	\$0	715,000	\$715,000	\$715,000
TOTAL	\$49,208,666	\$47,826,410	\$34,003,263	\$34,003,263	43,060,298	\$53,728,681	\$52,627,547

QUINNS RECREATION COMPLEX - Budget Summary

012 QUINNS RECREATION COMPLEX

Revenue Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Revenues							
County/SP District Revenue	\$0	\$0	\$10,300	\$10,300	0	\$10,300	\$0
Recreation	\$6,142	\$1,753	\$533	\$533	3,359	\$3,359	\$4,957
Ice	\$828,397	\$691,828	\$563,123	\$563,123	612,867	\$612,867	\$907,421
Misc. Revenues	\$-58	\$3,651	\$114	\$114	847	\$847	\$1,250
Special Revenues & Resources	\$0	\$3,500	\$5,000	\$5,000	0	\$0	\$0
Total Revenues	\$834,482	\$700,731	\$579,070	\$579,070	617,073	\$627,373	\$913,628
Other							
Beginning Balance	\$-4,450,108	\$-4,803,352	\$0	\$0	\$-5,398,347	\$-5,138,717	\$-5,727,889
Total Other	\$-4,450,108	\$-4,803,352	\$0	\$0	\$-5,398,347	\$-5,138,717	\$-5,727,889
TOTAL	\$-3,615,626	\$-4,102,621	\$579,070	\$579,070	-4,781,274	\$-4,511,344	\$-4,814,261

012 QUINNS RECREATION COMPLEX

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$861,341	\$764,304	\$807,776	\$807,776	902,829	\$860,060	\$944,214
Mat, Suppls, Services	\$326,385	\$271,792	\$262,625	\$262,625	348,835	\$355,485	\$379,800
Capital	\$0	\$0	\$0	\$0	1,000	\$1,000	\$1,000
Total Depts	\$1,187,726	\$1,036,096	\$1,070,401	\$1,070,401	1,252,664	\$1,216,545	\$1,325,014
Other							
Ending Balance	\$-4,803,352	\$-5,138,717	\$0	\$0	\$-6,033,938	\$-5,727,889	\$-6,139,275
Total Other	\$-4,803,352	\$-5,138,717	\$0	\$0	\$-6,033,938	\$-5,727,889	\$-6,139,275
TOTAL	\$-3,615,626	\$-4,102,621	\$1,070,401	\$1,070,401	-4,781,274	\$-4,511,344	\$-4,814,261

012 QUINNS RECREATION COMPLEX

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
County/SP District Revenue							
012-33312 RECR, ARTS & PARK - RAP TAX GRANT	\$0	\$0	\$10,300	\$10,300	0	\$10,300	\$0
Total County/SP District Revenue	\$0	\$0	\$10,300	\$10,300	0	\$10,300	\$0

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Recreation							
012-34696 VENDING COMMISSION	\$6,142	\$1,753	\$533	\$533	3,359	\$3,359	\$4,957
Total Recreation	\$6,142	\$1,753	\$533	\$533	3,359	\$3,359	\$4,957
Ice							
012-34727 EMPLOYEE WELLNESS	\$-10,848	\$-676	\$-2,653	\$-2,653	0	\$0	\$0
012-34728 EQUIP/LOCKER/SKATE RENTAL	\$50,076	\$31,289	\$13,775	\$13,775	23,266	\$23,266	\$34,330
012-34729 ROOM RENTAL	\$7,043	\$6,012	\$1,465	\$1,465	4,193	\$4,193	\$6,186
012-34730 ICE RENTAL	\$73,981	\$62,912	\$46,913	\$46,913	160,489	\$160,489	\$236,817
012-34731 LEAGUES	\$169,334	\$123,391	\$70,448	\$70,448	127,063	\$127,063	\$187,494
012-34732 LEARN TO PLAY HOCKEY	\$18,808	\$10,981	\$14,770	\$14,770	22,476	\$22,476	\$33,165
012-34733 DROP-IN HOCKEY	\$40,596	\$32,401	\$28,650	\$28,650	33,866	\$33,866	\$49,973
012-34734 DROP-IN SPEEDSKATING	\$17,707	\$17,805	\$10,824	\$10,824	9,185	\$9,185	\$13,553
012-34735 RETAIL SALES	\$29,952	\$23,698	\$24,323	\$24,323	28,874	\$28,874	\$42,606
012-34736 SKATE SERVICES	\$11,199	\$9,182	\$9,228	\$9,228	9,693	\$9,693	\$14,303
012-34737 ADVERTISING	\$11,592	\$10,340	\$6,502	\$6,502	23,964	\$23,964	\$35,362
012-34738 SEASON PASSES	\$1,531	\$2,467	\$2,097	\$2,097	938	\$938	\$1,383
012-34740 PRIVATE LESSONS	\$6,301	\$3,026	\$1,045	\$1,045	4,459	\$4,459	\$6,579
012-34764 FREESTYLE	\$75,010	\$84,027	\$71,218	\$71,218	55,872	\$55,872	\$82,444
012-34765 CLASSES	\$62,885	\$53,150	\$45,234	\$45,234	54,572	\$54,572	\$80,527
012-34769 DROP-IN PROGRAMS	\$53,618	\$35,712	\$46,845	\$46,845	53,957	\$53,957	\$79,619
012-34770 FIELDS RENTAL	\$1,377	\$4,945	\$-9	\$-9	0	\$0	\$3,080

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
012-34786 ICE RENTAL (SALES TAX EXEMPT)	\$208,236	\$181,168	\$172,450	\$172,450	0	\$0	\$0
Total Ice	\$828,397	\$691,828	\$563,123	\$563,123	612,867	\$612,867	\$907,421
Misc. Revenues							
012-36911 OTHER MISCELLANEOUS	\$0	\$3,713	\$0	\$0	847	\$847	\$1,250
012-36921 CASH OVER/SHORT	\$-58	\$-62	\$114	\$114	0	\$0	\$0
Total Misc. Revenues	\$-58	\$3,651	\$114	\$114	847	\$847	\$1,250
Special Revenues & Resources							
012-39110 DONATIONS	\$0	\$3,500	\$5,000	\$5,000	0	\$0	\$0
Total Special Revenues & Resources	\$0	\$3,500	\$5,000	\$5,000	0	\$0	\$0
Beginning Balance							
012-39990 BEGINNING BALANCE	\$-4,450,108	\$-4,803,352	\$0	\$0	-5,398,347	\$-5,138,717	\$-5,727,889
Total Beginning Balance	\$-4,450,108	\$-4,803,352	\$0	\$0	-5,398,347	\$-5,138,717	\$-5,727,889
TOTAL	\$-3,615,626	\$-4,102,621	\$579,070	\$579,070	-4,781,274	\$-4,511,344	\$-4,814,261

012 QUINNS RECREATION COMPLEX

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40095 ICE FACILITY							

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Personnel	\$653,078	\$650,213	\$642,370	\$642,370	672,683	\$667,841	\$714,068
Mat, Suppls, Services	\$269,046	\$230,895	\$203,142	\$203,142	285,635	\$292,285	\$316,600
Capital	\$0	\$0	\$0	\$0	1,000	\$1,000	\$1,000
Total 40095 ICE FACILITY	\$922,124	\$881,107	\$845,512	\$845,512	959,318	\$961,126	\$1,031,668
40096 FIELDS							
Personnel	\$208,263	\$114,091	\$165,407	\$165,407	230,146	\$192,219	\$230,146
Mat, Suppls, Services	\$57,339	\$40,898	\$59,483	\$59,483	63,200	\$63,200	\$63,200
Total 40096 FIELDS	\$265,602	\$154,989	\$224,890	\$224,890	293,346	\$255,419	\$293,346
40999 END BAL SUR(DEF)							
Ending Balance	\$-4,803,352	\$-5,138,717	\$0	\$0	-6,033,938	\$-5,727,889	\$-6,139,275
Total 40999 END BAL SUR(DEF)	\$-4,803,352	\$-5,138,717	\$0	\$0	-6,033,938	\$-5,727,889	\$-6,139,275
TOTAL	\$-3,615,626	\$-4,102,621	\$1,070,401	\$1,070,401	-4,781,274	\$-4,511,344	\$-4,814,261

POLICE SPECIAL REVENUE FUND - Budget Summary

021 POLICE SPECIAL REVENUE FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
State Revenue	\$1,369	\$0	\$0	\$0	0	\$0	\$0
Total Revenues	\$1,369	\$0	\$0	\$0	0	\$0	\$0
Other							
Beginning Balance	\$34,404	\$35,773	\$0	\$0	0	\$35,773	\$0
Total Other	\$34,404	\$35,773	\$0	\$0	0	\$35,773	\$0
TOTAL	\$35,773	\$35,773	\$0	\$0	0	\$35,773	\$0

021 POLICE SPECIAL REVENUE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Capital	\$0	\$0	\$0	\$0	0	\$35,773	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total Depts	\$0	\$0	\$0	\$0	0	\$35,773	\$0
Other							
Ending Balance	\$35,773	\$35,773	\$0	\$0	0	\$0	\$0
Total Other	\$35,773	\$35,773	\$0	\$0	0	\$0	\$0
TOTAL	\$35,773	\$35,773	\$0	\$0	0	\$35,773	\$0

021 POLICE SPECIAL REVENUE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
State Revenue							
021-33269 TOBACCO COMPLIANCE	\$1,369	\$0	\$0	\$0	0	\$0	\$0
Total State Revenue	\$1,369	\$0	\$0	\$0	0	\$0	\$0
Beginning Balance							
021-39990 BEGINNING BALANCE	\$34,404	\$35,773	\$0	\$0	0	\$35,773	\$0
Total Beginning Balance	\$34,404	\$35,773	\$0	\$0	0	\$35,773	\$0
TOTAL	\$35,773	\$35,773	\$0	\$0	0	\$35,773	\$0

021 POLICE SPECIAL REVENUE FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40999 END BAL SUR(DEF)							
Ending Balance	\$35,773	\$35,773	\$0	\$0	0	\$0	\$0
Total 40999 END BAL SUR(DEF)	\$35,773	\$35,773	\$0	\$0	0	\$0	\$0
41001 POLICE SPECIAL REVENUE FUND							
Capital	\$0	\$0	\$0	\$0	0	\$35,773	\$0
Total 41001 POLICE SPECIAL REVENUE FUND	\$0	\$0	\$0	\$0	0	\$35,773	\$0
TOTAL	\$35,773	\$35,773	\$0	\$0	0	\$35,773	\$0

CRIMINAL FORFEITURE RESTRICTED ACCOUNT - Budget Summary

022 CRIMINAL FORFEITURE

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
State Revenue	\$56,556	\$0	\$0	\$0	0	\$0	\$0
Total Revenues	\$56,556	\$0	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Other							
Beginning Balance	\$23,168	\$23,168	\$0	\$0	0	\$23,168	\$0
Total Other	\$23,168	\$23,168	\$0	\$0	0	\$23,168	\$0
TOTAL	\$79,724	\$23,168	\$0	\$0	0	\$23,168	\$0

022 CRIMINAL FORFEITURE

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Capital	\$56,556	\$0	\$0	\$0	0	\$23,168	\$0
Total Depts	\$56,556	\$0	\$0	\$0	0	\$23,168	\$0
Other							
Ending Balance	\$23,168	\$23,168	\$0	\$0	0	\$0	\$0
Total Other	\$23,168	\$23,168	\$0	\$0	0	\$0	\$0
TOTAL	\$79,724	\$23,168	\$0	\$0	0	\$23,168	\$0

022 CRIMINAL FORFEITURE

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
State Revenue							
022-33271 EQUITABLE SHARING	\$56,556	\$0	\$0	\$0	0	\$0	\$0
Total State Revenue	\$56,556	\$0	\$0	\$0	0	\$0	\$0
Beginning Balance							
022-39990 BEGINNING BALANCE	\$23,168	\$23,168	\$0	\$0	0	\$23,168	\$0
Total Beginning Balance	\$23,168	\$23,168	\$0	\$0	0	\$23,168	\$0
TOTAL	\$79,724	\$23,168	\$0	\$0	0	\$23,168	\$0

022 CRIMINAL FORFEITURE

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted Budget	
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40999 END BAL SUR(DEF)							
Ending Balance	\$23,168	\$23,168	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total 40999 END BAL SUR(DEF)	\$23,168	\$23,168	\$0	\$0	0	\$0	\$0
41001 POLICE SPECIAL REVENUE FUND							
Capital	\$56,556	\$0	\$0	\$0	0	\$23,168	\$0
Total 41001 POLICE SPECIAL REVENUE FUND	\$56,556	\$0	\$0	\$0	0	\$23,168	\$0
TOTAL	\$79,724	\$23,168	\$0	\$0	0	\$23,168	\$0

RK AVE RDA SPECIAL REVENUE FUND - Budget Summary

023 LOWER PARK AVE RDA SPECIAL

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Property Taxes	\$2,890,222	\$3,590,918	\$3,731,417	\$3,731,417	4,252,000	\$4,252,000	\$4,252,000
Misc. Revenues	\$41,006	\$45,321	\$0	\$0	0	\$0	\$0
Total Revenues	\$2,931,228	\$3,636,239	\$3,731,417	\$3,731,417	4,252,000	\$4,252,000	\$4,252,000
Other							
Beginning Balance	\$857,555	\$1,604,087	\$0	\$0	2,254,587	\$1,044,819	\$1,480,029

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total Other	\$857,555	\$1,604,087	\$0	\$0	\$2,254,587	\$1,044,819	\$1,480,029
TOTAL	\$3,788,783	\$5,240,326	\$3,731,417	\$3,731,417	\$6,506,587	\$5,296,819	\$5,732,029

023 LOWER PARK AVE RDA SPECIAL

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$23,703	\$23,545	\$4,230	\$4,230	31,958	\$31,958	\$0
Mat, Suppls, Services	\$613,868	\$579,430	\$611,002	\$611,002	692,300	\$692,300	\$692,300
Total Depts	\$637,571	\$602,975	\$615,232	\$615,232	724,258	\$724,258	\$692,300
Other							
Interfund Transfer	\$1,547,125	\$3,592,532	\$2,834,821	\$2,834,821	3,092,532	\$3,092,532	\$3,092,532
Ending Balance	\$1,604,087	\$1,044,819	\$0	\$0	\$2,689,797	\$1,480,029	\$1,947,197
Total Other	\$3,151,212	\$4,637,351	\$2,834,821	\$2,834,821	5,782,329	\$4,572,561	\$5,039,729
TOTAL	\$3,788,783	\$5,240,326	\$3,450,053	\$3,450,053	\$6,506,587	\$5,296,819	\$5,732,029

023 LOWER PARK AVE RDA SPECIAL

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Property Taxes							
023-31113 PROP TAX INCREMENT RDA	\$664,751	\$825,911	\$858,226	\$858,226	1,000,000	\$1,000,000	\$1,000,000
023-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	\$0	52,000	\$52,000	\$52,000
023-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$2,225,471	\$2,765,007	\$2,873,191	\$2,873,191	3,200,000	\$3,200,000	\$3,200,000
Total Property Taxes	\$2,890,222	\$3,590,918	\$3,731,417	\$3,731,417	4,252,000	\$4,252,000	\$4,252,000
Misc. Revenues							
023-36111 INTEREST EARNINGS	\$41,006	\$45,321	\$0	\$0	0	\$0	\$0
Total Misc. Revenues	\$41,006	\$45,321	\$0	\$0	0	\$0	\$0
Beginning Balance							
023-39990 BEGINNING BALANCE	\$857,555	\$1,604,087	\$0	\$0	2,254,587	\$1,044,819	\$1,480,029
Total Beginning Balance	\$857,555	\$1,604,087	\$0	\$0	2,254,587	\$1,044,819	\$1,480,029
TOTAL	\$3,788,783	\$5,240,326	\$3,731,417	\$3,731,417	6,506,587	\$5,296,819	\$5,732,029

023 LOWER PARK AVE RDA SPECIAL

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40624 RDA MITIGATION							
Mat, Suppls, Services	\$509,724	\$541,725	\$574,884	\$574,884	568,000	\$568,000	\$568,000
Total 40624 RDA MITIGATION	\$509,724	\$541,725	\$574,884	\$574,884	568,000	\$568,000	\$568,000
40999 END BAL SUR(DEF)							
Ending Balance	\$1,604,087	\$1,044,819	\$0	\$0	\$2,689,797	\$1,480,029	\$1,947,197
Total 40999 END BAL SUR(DEF)	\$1,604,087	\$1,044,819	\$0	\$0	\$2,689,797	\$1,480,029	\$1,947,197
42310 HISTORICAL INCENTIVE GRANT							
Mat, Suppls, Services	\$0	\$0	\$10,409	\$10,409	50,000	\$50,000	\$50,000
Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$0	\$10,409	\$10,409	50,000	\$50,000	\$50,000
43328 LOWER PARK AVENUE RDA							
Personnel	\$23,703	\$23,545	\$4,230	\$4,230	31,958	\$31,958	\$0
Mat, Suppls, Services	\$104,144	\$37,705	\$25,709	\$25,709	74,300	\$74,300	\$74,300
Interfund Transfer	\$1,547,125	\$3,592,532	\$2,834,821	\$2,834,821	3,092,532	\$3,092,532	\$3,092,532
Total 43328 LOWER PARK AVENUE RDA	\$1,674,972	\$3,653,782	\$2,864,761	\$2,864,761	3,198,790	\$3,198,790	\$3,166,832
TOTAL	\$3,788,783	\$5,240,326	\$3,450,053	\$3,450,053	6,506,587	\$5,296,819	\$5,732,029

MAIN STREET RDA SPECIAL REVENUE FUND - Budget Summary

024 MAIN STREET RDA SPECIAL

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Property Taxes	\$1,141,744	\$1,295,828	\$1,301,595	\$1,301,595	\$1,195,000	\$1,195,000	\$1,276,319
Misc. Revenues	\$24,803	\$20,737	\$0	\$0	0	\$0	\$0
Total Revenues	\$1,166,547	\$1,316,565	\$1,301,595	\$1,301,595	\$1,195,000	\$1,195,000	\$1,276,319
Other							
Beginning Balance	\$730,611	\$904,151	\$0	\$0	954,151	\$1,272,130	\$812,130
Total Other	\$730,611	\$904,151	\$0	\$0	954,151	\$1,272,130	\$812,130
TOTAL	\$1,897,158	\$2,220,716	\$1,301,595	\$1,301,595	\$2,149,151	\$2,467,130	\$2,088,449

024 MAIN STREET RDA SPECIAL

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Mat, Suppls, Services	\$241,007	\$258,586	\$250,483	\$250,483	455,000	\$455,000	\$455,000

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total Depts	\$241,007	\$258,586	\$250,483	\$250,483	455,000	\$455,000	\$455,000
Other							
Interfund Transfer	\$752,000	\$690,000	\$641,663	\$641,663	700,000	\$1,200,000	\$700,000
Ending Balance	\$904,151	\$1,272,130	\$0	\$0	994,151	\$812,130	\$933,449
Total Other	\$1,656,151	\$1,962,130	\$641,663	\$641,663	1,694,151	\$2,012,130	\$1,633,449
TOTAL	\$1,897,158	\$2,220,716	\$892,146	\$892,146	2,149,151	\$2,467,130	\$2,088,449

024 MAIN STREET RDA SPECIAL

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Property Taxes							
024-31113 PROP TAX INCREMENT RDA	\$262,601	\$298,041	\$299,367	\$299,367	265,000	\$265,000	\$282,053
024-31121 DEL AND PRIOR YEAR	\$0	\$0	\$0	\$0	50,000	\$50,000	\$50,000
024-31125 CONTRIBUTION FROM OTHER GOVERNMENT	\$879,143	\$997,788	\$1,002,228	\$1,002,228	880,000	\$880,000	\$944,266
Total Property Taxes	\$1,141,744	\$1,295,828	\$1,301,595	\$1,301,595	1,195,000	\$1,195,000	\$1,276,319
Misc. Revenues							
024-36111 INTEREST EARNINGS	\$24,803	\$20,737	\$0	\$0	0	\$0	\$0
Total Misc. Revenues	\$24,803	\$20,737	\$0	\$0	0	\$0	\$0

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Beginning Balance							
024-39990 BEGINNING BALANCE	\$730,611	\$904,151	\$0	\$0	954,151	\$1,272,130	\$812,130
Total Beginning Balance	\$730,611	\$904,151	\$0	\$0	954,151	\$1,272,130	\$812,130
TOTAL	\$1,897,158	\$2,220,716	\$1,301,595	\$1,301,595	2,149,151	\$2,467,130	\$2,088,449

024 MAIN STREET RDA SPECIAL

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40623 RDA MITIGATION - MAI							
Mat, Suppls, Services	\$240,086	\$226,363	\$239,580	\$239,580	405,000	\$405,000	\$405,000
Total 40623 RDA MITIGATION - MAI	\$240,086	\$226,363	\$239,580	\$239,580	405,000	\$405,000	\$405,000
40999 END BAL SUR(DEF)							
Ending Balance	\$904,151	\$1,272,130	\$0	\$0	994,151	\$812,130	\$933,449
Total 40999 END BAL SUR(DEF)	\$904,151	\$1,272,130	\$0	\$0	994,151	\$812,130	\$933,449
42310 HISTORICAL INCENTIVE GRANT							
Mat, Suppls, Services	\$0	\$30,000	\$10,903	\$10,903	30,000	\$30,000	\$30,000
Total 42310 HISTORICAL INCENTIVE GRANT	\$0	\$30,000	\$10,903	\$10,903	30,000	\$30,000	\$30,000
43303 MAIN STREET RDA							

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Mat, Suppls, Services	\$921	\$2,222	\$0	\$0	20,000	\$20,000	\$20,000
Interfund Transfer	\$752,000	\$690,000	\$641,663	\$641,663	700,000	\$1,200,000	\$700,000
Total 43303 MAIN STREET RDA	\$752,921	\$692,222	\$641,663	\$641,663	720,000	\$1,220,000	\$720,000
TOTAL	\$1,897,158	\$2,220,716	\$892,146	\$892,146	2,149,151	\$2,467,130	\$2,088,449

CAPITAL IMPROVEMENT FUND - Budget Summary

031 CAPITAL IMPROVEMENT FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Property Taxes	\$0	\$0	\$794,793	\$794,793	0	\$0	\$0
Sales Tax	\$11,017,088	\$15,439,343	\$7,040,413	\$7,040,413	8,699,216	\$8,699,216	\$10,966,320
Planning Building & Engineering Fees	\$620,441	\$456,053	\$386,843	\$386,843	355,000	\$355,000	\$407,471
Federal Revenue	\$0	\$0	\$0	\$0	0	\$0	\$28,620
State Revenue	\$369,790	\$755,610	\$400,083	\$400,083	421,005	\$421,005	\$364,106
County/SP District Revenue	\$639,252	\$3,888,378	\$1,093,166	\$1,093,166	2,030,000	\$2,030,000	\$449,628
Transit Charges for Services	\$0	\$0	\$0	\$0	3,500,000	\$3,500,000	\$3,500,000

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues	\$1,519,612	\$5,481,743	\$1,658,317	\$1,658,317	14,420,502	\$14,420,502	\$14,867,587
Interfund Transactions (CIP/Debt)	\$64,444,555	\$4,868,732	\$0	\$0	0	\$0	\$0
Special Revenues & Resources	\$292,445	\$251,360	\$754,039	\$754,039	231,125	\$231,125	\$396,901
Bond Proceeds	\$0	\$0	\$0	\$0	9,000,000	\$9,000,000	\$9,000,000
Total Revenues	\$78,903,184	\$31,141,218	\$12,127,655	\$12,127,655	38,656,848	\$38,656,848	\$39,980,633
Other							
Beginning Balance	\$40,859,511	\$47,522,284	\$0	\$0	5,586,770	\$59,750,463	\$8,076,937
Total Other	\$40,859,511	\$47,522,284	\$0	\$0	5,586,770	\$59,750,463	\$8,076,937
TOTAL	\$119,762,695	\$78,663,502	\$12,127,655	\$12,127,655	44,243,618	\$98,407,311	\$48,057,570

031 CAPITAL IMPROVEMENT FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$63,633	\$69,328	\$31,919	\$31,919	0	\$0	\$0
Capital	\$68,507,716	\$15,161,592	\$5,758,137	\$5,758,137	37,534,575	\$86,741,120	\$16,556,629
Total Depts	\$68,571,349	\$15,230,920	\$5,790,057	\$5,790,057	37,534,575	\$86,741,120	\$16,556,629
Other							

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Interfund Transfer	\$3,669,062	\$3,682,118	\$3,281,960	\$3,281,960	3,580,329	\$3,589,254	\$4,174,626
Ending Balance	\$47,522,284	\$59,750,463	\$0	\$0	3,128,714	\$8,076,937	\$27,326,315
Total Other	\$51,191,346	\$63,432,581	\$3,281,960	\$3,281,960	6,709,043	\$11,666,191	\$31,500,941
TOTAL	\$119,762,695	\$78,663,501	\$9,072,017	\$9,072,017	44,243,618	\$98,407,311	\$48,057,570

031 CAPITAL IMPROVEMENT FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Property Taxes							
031-31124 FEE-IN-LIEU HOUSING	\$0	\$0	\$794,793	\$794,793	0	\$0	\$0
Total Property Taxes	\$0	\$0	\$794,793	\$794,793	0	\$0	\$0
Sales Tax							
031-31213 RESORT TAX	\$3,000,000	\$7,550,207	\$0	\$0	2,550,207	\$2,550,207	\$2,937,109
031-31215 ADDITIONAL RESORT SALES TAX	\$5,284,004	\$5,196,467	\$4,718,339	\$4,718,339	3,969,681	\$3,969,681	\$5,767,485
031-31216 TRANSIENT ROOM TAX	\$2,733,084	\$2,692,669	\$2,322,075	\$2,322,075	2,179,328	\$2,179,328	\$2,261,726
Total Sales Tax	\$11,017,088	\$15,439,343	\$7,040,413	\$7,040,413	8,699,216	\$8,699,216	\$10,966,320
Planning Building & Engineering Fees							
031-32361 IMPACT FEES	\$620,441	\$456,053	\$386,843	\$386,843	355,000	\$355,000	\$407,471

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total Planning Building & Engineering Fees	\$620,441	\$456,053	\$386,843	\$386,843	355,000	\$355,000	\$407,471
Federal Revenue							
031-33110 FEDERAL GRANTS	\$0	\$0	\$0	\$0	0	\$0	\$28,620
Total Federal Revenue	\$0	\$0	\$0	\$0	0	\$0	\$28,620
State Revenue							
031-33252 STATE CONTRIBUTION	\$11,850	\$218,417	\$25,364	\$25,364	0	\$0	\$11,817
031-33261 CLASS C ROAD	\$357,940	\$537,192	\$374,719	\$374,719	421,005	\$421,005	\$352,289
Total State Revenue	\$369,790	\$755,610	\$400,083	\$400,083	421,005	\$421,005	\$364,106
County/SP District Revenue							
031-33311 COUNTY CONTRIBUTION	\$533,000	\$3,757,378	\$714,922	\$714,922	2,030,000	\$2,030,000	\$39,188
031-33312 RECR, ARTS & PARK - RAP TAX GRANT	\$106,252	\$82,000	\$378,244	\$378,244	0	\$0	\$410,440
031-33313 RESTAURANT TAX GRANT	\$0	\$49,000	\$0	\$0	0	\$0	\$0
Total County/SP District Revenue	\$639,252	\$3,888,378	\$1,093,166	\$1,093,166	2,030,000	\$2,030,000	\$449,628
Transit Charges for Services							
031-34230 REGIONAL TRANSIT REVENUE	\$0	\$0	\$0	\$0	3,500,000	\$3,500,000	\$3,500,000
Total Transit Charges for Services	\$0	\$0	\$0	\$0	3,500,000	\$3,500,000	\$3,500,000
Misc. Revenues							
031-36111 INTEREST EARNINGS	\$1,215,237	\$958,192	\$31,442	\$31,442	325,365	\$325,365	\$705,341
031-36210 RENTAL INCOME	\$3,500	\$60	\$5,648	\$5,648	86,500	\$86,500	\$2,510
031-36309 SALE OF PROPERTY-AFFORDABLE HOUSING	\$166,791	\$1,069,246	\$1,616,209	\$1,616,209	0	\$0	\$0
031-36310 SALE OF ASSETS	\$0	\$3,186,004	\$0	\$0	\$14,000,000	\$14,000,000	\$14,000,000

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
031-36325 GARAGE REVENUE	\$129,171	\$113,087	\$0	\$0	0	\$0	\$151,099
031-36911 OTHER MISCELLANEOUS	\$4,912	\$155,152	\$5,018	\$5,018	8,637	\$8,637	\$8,637
Total Misc. Revenues	\$1,519,612	\$5,481,743	\$1,658,317	\$1,658,317	14,420,502	\$14,420,502	\$14,867,587
Interfund Transactions (CIP/Debt)							
031-38213 GEN FUND TRANS TO FUND 31 CIP	\$2,357,042	\$0	\$0	\$0	0	\$0	\$0
031-38271 TRANS FROM DEBT SERVICE FUND	\$62,087,513	\$4,868,732	\$0	\$0	0	\$0	\$0
Total Interfund Transactions (CIP/Debt)	\$64,444,555	\$4,868,732	\$0	\$0	0	\$0	\$0
Special Revenues & Resources							
031-39110 DONATIONS	\$0	\$111,310	\$0	\$0	0	\$0	\$0
031-39126 OTHER CONTRIBUTIONS	\$282,588	\$135,382	\$709,091	\$709,091	231,125	\$231,125	\$396,901
031-39129 LIBRARY FUNDRAISING DONATION	\$9,857	\$4,667	\$44,949	\$44,949	0	\$0	\$0
Total Special Revenues & Resources	\$292,445	\$251,360	\$754,039	\$754,039	231,125	\$231,125	\$396,901
Bond Proceeds							
031-39220 BOND PROCEEDS	\$0	\$0	\$0	\$0	9,000,000	\$9,000,000	\$9,000,000
Total Bond Proceeds	\$0	\$0	\$0	\$0	9,000,000	\$9,000,000	\$9,000,000
Beginning Balance							
031-39990 BEGINNING BALANCE	\$40,859,511	\$47,522,284	\$0	\$0	5,586,770	\$59,750,463	\$8,076,937
Total Beginning Balance	\$40,859,511	\$47,522,284	\$0	\$0	5,586,770	\$59,750,463	\$8,076,937
TOTAL	\$119,762,695	\$78,663,502	\$12,127,655	\$12,127,655	44,243,618	\$98,407,311	\$48,057,570

031 CAPITAL IMPROVEMENT FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$3,669,062	\$3,682,118	\$3,281,960	\$3,281,960	3,580,329	\$3,589,254	\$4,174,626
Total 40821 TRANS TO OTHER FUND	\$3,669,062	\$3,682,118	\$3,281,960	\$3,281,960	3,580,329	\$3,589,254	\$4,174,626
40999 END BAL SUR(DEF)							
Ending Balance	\$47,522,284	\$59,750,463	\$0	\$0	3,128,714	\$8,076,937	\$27,326,315
Total 40999 END BAL SUR(DEF)	\$47,522,284	\$59,750,463	\$0	\$0	3,128,714	\$8,076,937	\$27,326,315
43300 FIVE YEAR CIP							
Capital	\$0	\$0	\$0	\$0	0	\$5,073,395	\$0
Total 43300 FIVE YEAR CIP	\$0	\$0	\$0	\$0	0	\$5,073,395	\$0
43301 ENGINEERING & PLANNING							
Capital	\$0	\$0	\$23,000	\$23,000	0	\$76,177	\$15,000
Total 43301 ENGINEERING & PLANNING	\$0	\$0	\$23,000	\$23,000	0	\$76,177	\$15,000
43302 INFORMATION SYSTEMS ENHANCEMENT							
Capital	\$87	\$0	\$0	\$0	0	\$2,688	\$0
Total 43302 INFORMATION SYSTEMS ENHANCEMENT	\$87	\$0	\$0	\$0	0	\$2,688	\$0
43308 CITY PARK							
Capital	\$2,447	\$0	\$5,514	\$5,514	150,000	\$15,279	\$140,235

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43308 CITY PARK	\$2,447	\$0	\$5,514	\$5,514	150,000	\$15,279	\$140,235
43311 PAVEMENT MANAGEMENT							
Capital	\$761,060	\$824,495	\$925,983	\$925,983	1,000,000	\$1,404,952	\$1,040,000
Total 43311 PAVEMENT MANAGEMENT	\$761,060	\$824,495	\$925,983	\$925,983	1,000,000	\$1,404,952	\$1,040,000
43320 AFFORDABLE HOUSING							
Capital	\$287,294	\$61,653	\$1,598	\$1,598	0	\$740,827	\$0
Total 43320 AFFORDABLE HOUSING	\$287,294	\$61,653	\$1,598	\$1,598	0	\$740,827	\$0
43324 MCPOLIN FARM PROPERTY MAINTENANCE							
Capital	\$0	\$0	\$0	\$0	0	\$2,280	\$0
Total 43324 MCPOLIN FARM PROPERTY MAINTENANCE	\$0	\$0	\$0	\$0	0	\$2,280	\$0
43329 ADA IMPLEMENTATION							
Capital	\$0	\$0	\$0	\$0	5,000	\$80,523	\$5,000
Total 43329 ADA IMPLEMENTATION	\$0	\$0	\$0	\$0	5,000	\$80,523	\$5,000
43332 LIBRARY DONATION EXP							
Capital	\$12,839	\$10,851	\$11,233	\$11,233	0	\$44,689	\$0
Total 43332 LIBRARY DONATION EXP	\$12,839	\$10,851	\$11,233	\$11,233	0	\$44,689	\$0
43333 DIRECTIONAL SIGNAGE							
Capital	\$7,842	\$640	\$0	\$0	0	\$0	\$40,513
Total 43333 DIRECTIONAL SIGNAGE	\$7,842	\$640	\$0	\$0	0	\$0	\$40,513
43349 TRAFFIC CALMING							
Capital	\$11,667	\$489	\$19,466	\$19,466	0	\$84,272	\$20,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43349 TRAFFIC CALMING	\$11,667	\$489	\$19,466	\$19,466	0	\$84,272	\$20,000
43356 TRAILS MASTER PLAN IMPLEMENTATION							
Capital	\$57,504	\$171,997	\$89,188	\$89,188	70,000	\$132,942	\$548,543
Total 43356 TRAILS MASTER PLAN IMPLEMENTATION	\$57,504	\$171,997	\$89,188	\$89,188	70,000	\$132,942	\$548,543
43401 PUBLIC ART							
Capital	\$47,023	\$32,593	\$13,516	\$13,516	0	\$318,000	\$50,000
Total 43401 PUBLIC ART	\$47,023	\$32,593	\$13,516	\$13,516	0	\$318,000	\$50,000
43402 FRIENDS OF THE FARM							
Capital	\$640	\$1,478	\$0	\$0	0	\$21,895	\$0
Total 43402 FRIENDS OF THE FARM	\$640	\$1,478	\$0	\$0	0	\$21,895	\$0
43404 OPEN SPACE IMPROVEMENTS							
Personnel	\$37,950	\$45,010	\$8,471	\$8,471	0	\$0	\$0
Capital	\$371,657	\$538,529	\$296,598	\$296,598	300,000	\$624,958	\$400,000
Total 43404 OPEN SPACE IMPROVEMENTS	\$409,607	\$583,538	\$305,069	\$305,069	300,000	\$624,958	\$400,000
43411 NEIGHBORHOOD PARKS							
Capital	\$0	\$0	\$0	\$0	0	\$265,874	\$165,000
Total 43411 NEIGHBORHOOD PARKS	\$0	\$0	\$0	\$0	0	\$265,874	\$165,000
43456 QUINN'S ICE/FIELDS PHASE II							
Capital	\$98,342	\$0	\$0	\$0	0	\$36,805	\$0
Total 43456 QUINN'S ICE/FIELDS PHASE II	\$98,342	\$0	\$0	\$0	0	\$36,805	\$0
43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$62,724	\$12,910	\$-1,464	\$-1,464	65,000	\$215,919	\$65,000
Total 43472 RACQUET CLUB PROGRAM EQUIPMENT REPLACEME	\$62,724	\$12,910	\$-1,464	\$-1,464	65,000	\$215,919	\$65,000
43478 ASSET MGNT/REPLACEMENT PROGRAM							
Capital	\$564,629	\$1,009,006	\$786,397	\$786,397	0	\$941,986	\$552,709
Total 43478 ASSET MGNT/REPLACEMENT PROGRAM	\$564,629	\$1,009,006	\$786,397	\$786,397	0	\$941,986	\$552,709
43482 ICE FACILITY CAPITAL REPLACEMENT							
Capital	\$-20,120	\$44,109	\$125,043	\$125,043	100,000	\$1,013,643	\$682,000
Total 43482 ICE FACILITY CAPITAL REPLACEMENT	\$-20,120	\$44,109	\$125,043	\$125,043	100,000	\$1,013,643	\$682,000
43490 OTIS PHASE III(A)							
Capital	\$532,416	\$247	\$33,294	\$33,294	1,948,120	\$3,785,775	\$150,000
Total 43490 OTIS PHASE III(A)	\$532,416	\$247	\$33,294	\$33,294	1,948,120	\$3,785,775	\$150,000
43493 ICE FACILITY CAPITAL IMPROVEMENTS							
Capital	\$11,220	\$33	\$6,170	\$6,170	0	\$0	\$0
Total 43493 ICE FACILITY CAPITAL IMPROVEMENTS	\$11,220	\$33	\$6,170	\$6,170	0	\$0	\$0
43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT							
Capital	\$0	\$10,950	\$0	\$0	0	\$38,740	\$0
Total 43512 CHINA BRIDGE IMPROVEMENTS & EQUIPMENT	\$0	\$10,950	\$0	\$0	0	\$38,740	\$0
43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI							
Capital	\$0	\$0	\$0	\$0	0	\$22,305	\$0
Total 43521 ENERGY EFFICIENCY STUDY ON CITY FACILITI	\$0	\$0	\$0	\$0	0	\$22,305	\$0
43526 WALKABILITY IMPLEMENTATION							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Personnel	\$1,030	\$0	\$0	\$0	0	\$0	\$0
Capital	\$0	\$72,212	\$77,316	\$77,316	0	\$44,530	\$0
Total 43526 WALKABILITY IMPLEMENTATION	\$1,030	\$72,212	\$77,316	\$77,316	0	\$44,530	\$0
43529 WALKABILITY MAINTENANCE							
Capital	\$37,626	\$31,661	\$32,913	\$32,913	50,500	\$77,035	\$71,825
Total 43529 WALKABILITY MAINTENANCE	\$37,626	\$31,661	\$32,913	\$32,913	50,500	\$77,035	\$71,825
43535 CHINA BRIDGE GARAGE EVENT PARKING							
Capital	\$0	\$224,005	\$0	\$0	340,000	\$1,194,121	\$100,000
Total 43535 CHINA BRIDGE GARAGE EVENT PARKING	\$0	\$224,005	\$0	\$0	340,000	\$1,194,121	\$100,000
43542 EMERGENCY MANAGEMENT PROGRAM START UP							
Capital	\$3,384	\$847	\$31,943	\$31,943	15,000	\$32,777	\$0
Total 43542 EMERGENCY MANAGEMENT PROGRAM START UP	\$3,384	\$847	\$31,943	\$31,943	15,000	\$32,777	\$0
43577 IRRIGATION CONTROL REPLACEMENT							
Capital	\$21,940	\$0	\$0	\$0	0	\$33,756	\$0
Total 43577 IRRIGATION CONTROL REPLACEMENT	\$21,940	\$0	\$0	\$0	0	\$33,756	\$0
43578 ELECTRONIC RECORD ARCHIVING							
Capital	\$0	\$93,478	\$74,803	\$74,803	0	\$1,523	\$0
Total 43578 ELECTRONIC RECORD ARCHIVING	\$0	\$93,478	\$74,803	\$74,803	0	\$1,523	\$0
43581 MIDDLE SILVER CREEK							
Capital	\$0	\$0	\$0	\$0	0	\$234,297	\$0
Total 43581 MIDDLE SILVER CREEK	\$0	\$0	\$0	\$0	0	\$234,297	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
43589 STORM WATER IMPROVEMENTS							
Capital	\$-4,999	\$179,546	\$0	\$0	50,000	\$50,304	\$0
Total 43589 STORM WATER IMPROVEMENTS	\$-4,999	\$179,546	\$0	\$0	50,000	\$50,304	\$0
43598 SECURITY PROJECTS							
Capital	\$11,387	\$15,707	\$12,668	\$12,668	0	\$12,668	\$0
Total 43598 SECURITY PROJECTS	\$11,387	\$15,707	\$12,668	\$12,668	0	\$12,668	\$0
43601 SOILS REPOSITORY							
Capital	\$0	\$4,995	\$95,941	\$95,941	0	\$4,199,149	\$0
Total 43601 SOILS REPOSITORY	\$0	\$4,995	\$95,941	\$95,941	0	\$4,199,149	\$0
43606 ENVIRONMENTAL REVOLVING LOAN FUND							
Capital	\$0	\$24,200	\$11,402	\$11,402	0	\$70,284	\$0
Total 43606 ENVIRONMENTAL REVOLVING LOAN FUND	\$0	\$24,200	\$11,402	\$11,402	0	\$70,284	\$0
43607 DT ENHANCEMENT PHASE 2							
Personnel	\$9,432	\$2,778	\$2,605	\$2,605	0	\$0	\$0
Capital	\$447,548	\$37,528	\$5,375	\$5,375	0	\$152,130	\$327,104
Total 43607 DT ENHANCEMENT PHASE 2	\$456,981	\$40,306	\$7,980	\$7,980	0	\$152,130	\$327,104
43626 APP DEVELOPMENT							
Capital	\$30,820	\$0	\$0	\$0	0	\$0	\$0
Total 43626 APP DEVELOPMENT	\$30,820	\$0	\$0	\$0	0	\$0	\$0
43628 CEMETERY IMPROVEMENTS							
Capital	\$700	\$0	\$2,577	\$2,577	0	\$20,000	\$70,014

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43628 CEMETERY IMPROVEMENTS	\$700	\$0	\$2,577	\$2,577	0	\$20,000	\$70,014
43629 AQUATICS EQUIPMENT REPLACEMENT							
Capital	\$10,120	\$56,242	\$11,469	\$11,469	15,000	\$25,000	\$25,000
Total 43629 AQUATICS EQUIPMENT REPLACEMENT	\$10,120	\$56,242	\$11,469	\$11,469	15,000	\$25,000	\$25,000
43631 SPRIGGS BARN							
Capital	\$0	\$0	\$0	\$0	0	\$5,000	\$0
Total 43631 SPRIGGS BARN	\$0	\$0	\$0	\$0	0	\$5,000	\$0
43643 OPEN SPACE ACQUISITION							
Capital	\$0	\$3,550,530	\$0	\$0	0	\$0	\$0
Total 43643 OPEN SPACE ACQUISITION	\$0	\$3,550,530	\$0	\$0	0	\$0	\$0
43645 PROSPECTOR DRAIN							
Capital	\$48,179	\$13,886	\$375	\$375	1,006,712	\$0	\$853,249
Total 43645 PROSPECTOR DRAIN	\$48,179	\$13,886	\$375	\$375	1,006,712	\$0	\$853,249
43652 FLEET MGMT SOFTWARE							
Capital	\$0	\$29,880	\$20,785	\$20,785	0	\$74,106	\$0
Total 43652 FLEET MGMT SOFTWARE	\$0	\$29,880	\$20,785	\$20,785	0	\$74,106	\$0
43657 BON PARK/RMP SUBSTATION RELOC/MIT							
Capital	\$139,541	\$60,736	\$0	\$0	0	\$958,568	\$0
Total 43657 BON PARK/RMP SUBSTATION RELOC/MIT	\$139,541	\$60,736	\$0	\$0	0	\$958,568	\$0
43661 DOG PARK IMPRVMT							
Capital	\$0	\$0	\$0	\$0	5,000	\$15,000	\$5,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43661 DOG PARK IMPRVMT	\$0	\$0	\$0	\$0	5,000	\$15,000	\$5,000
43662 NETWORK/SECURITY ENHANCE							
Capital	\$80,541	\$0	\$0	\$0	0	\$33,187	\$0
Total 43662 NETWORK/SECURITY ENHANCE	\$80,541	\$0	\$0	\$0	0	\$33,187	\$0
43663 WEBSITE REMODEL							
Capital	\$0	\$0	\$0	\$0	0	\$12,378	\$0
Total 43663 WEBSITE REMODEL	\$0	\$0	\$0	\$0	0	\$12,378	\$0
43665 OLD TOWN STAIRS							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$21,276
Total 43665 OLD TOWN STAIRS	\$0	\$0	\$0	\$0	0	\$0	\$21,276
43669 RECREATION SOFTWARE							
Capital	\$0	\$0	\$0	\$0	0	\$12,000	\$0
Total 43669 RECREATION SOFTWARE	\$0	\$0	\$0	\$0	0	\$12,000	\$0
43670 MS INFRASTRUCTURE MAINT							
Capital	\$43,217	\$38,202	\$51,149	\$51,149	-399,310	\$92,990	\$100,000
Total 43670 MS INFRASTRUCTURE MAINT	\$43,217	\$38,202	\$51,149	\$51,149	-399,310	\$92,990	\$100,000
43674 SURVEY MONUMENT RE-ESTABLISHMENT							
Capital	\$0	\$0	\$0	\$0	0	\$35,000	\$0
Total 43674 SURVEY MONUMENT RE-ESTABLISHMENT	\$0	\$0	\$0	\$0	0	\$35,000	\$0
43675 HISTORIC WALL/HILLSIDE AVE							
Capital	\$0	\$0	\$212,946	\$212,946	0	\$326,200	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43675 HISTORIC WALL/HILLSIDE AVE	\$0	\$0	\$212,946	\$212,946	0	\$326,200	\$0
43676 ENGINEERING SMALL PROJECTS							
Capital	\$849	\$5,404	\$0	\$0	0	\$0	\$12,000
Total 43676 ENGINEERING SMALL PROJECTS	\$849	\$5,404	\$0	\$0	0	\$0	\$12,000
43677 PROSPECTOR AVE RECONSTRUCTION							
Personnel	\$770	\$0	\$0	\$0	0	\$0	\$0
Capital	\$-4,686	\$55,910	\$271,664	\$271,664	0	\$605,138	\$0
Total 43677 PROSPECTOR AVE RECONSTRUCTION	\$-3,916	\$55,910	\$271,664	\$271,664	0	\$605,138	\$0
43681 LIBRARY TECH EQUIP REPLACE							
Capital	\$12,256	\$22,534	\$0	\$0	24,387	\$0	\$0
Total 43681 LIBRARY TECH EQUIP REPLACE	\$12,256	\$22,534	\$0	\$0	24,387	\$0	\$0
43688 REGIONAL INTERCONNECT							
Capital	\$0	\$0	\$0	\$0	0	\$50,000	\$50,000
Total 43688 REGIONAL INTERCONNECT	\$0	\$0	\$0	\$0	0	\$50,000	\$50,000
43697 ARTIFICIAL TURF REPLACEMENT QUINN'S							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$625,000
Total 43697 ARTIFICIAL TURF REPLACEMENT QUINN'S	\$0	\$0	\$0	\$0	0	\$0	\$625,000
43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO							
Capital	\$4,680	\$35,206	\$-1,115	\$-1,115	25,000	\$58,204	\$30,000
Total 43698 PARKS IRRIGATION SYSTEM EFFICIENCY IMPRO	\$4,680	\$35,206	\$-1,115	\$-1,115	25,000	\$58,204	\$30,000
43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$0	\$0	\$0	\$0	0	\$74,898	\$0
Total 43699 REMOTE SNOW STORAGE SITE IMPROVEMENTS	\$0	\$0	\$0	\$0	0	\$74,898	\$0
43700 STREETS AND WATER MAINTENANCE BUILDING							
Capital	\$77,261	\$1,656,803	\$540	\$540	0	\$100,809	\$0
Total 43700 STREETS AND WATER MAINTENANCE BUILDING	\$77,261	\$1,656,803	\$540	\$540	0	\$100,809	\$0
43709 LAND ACQUISITION/BANKING PROGRAM							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$274,845
Total 43709 LAND ACQUISITION/BANKING PROGRAM	\$0	\$0	\$0	\$0	0	\$0	\$274,845
43713 MASTER PLAN RECREATION AMENITIES							
Capital	\$6,048	\$0	\$0	\$0	0	\$5,000	\$0
Total 43713 MASTER PLAN RECREATION AMENITIES	\$6,048	\$0	\$0	\$0	0	\$5,000	\$0
43720 VIDEO STORAGE ARRAY							
Capital	\$60,000	\$0	\$0	\$0	0	\$0	\$0
Total 43720 VIDEO STORAGE ARRAY	\$60,000	\$0	\$0	\$0	0	\$0	\$0
43727 LED STREET LIGHTS PHASE 1							
Capital	\$0	\$0	\$0	\$0	0	\$6,917	\$50,000
Total 43727 LED STREET LIGHTS PHASE 1	\$0	\$0	\$0	\$0	0	\$6,917	\$50,000
43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$35,000
Total 43738 LEGAL SOFTWARE FOR ELECTRONIC DOCUMENT M	\$0	\$0	\$0	\$0	0	\$0	\$35,000
43742 PARK AVE. RECONSTRUCTION							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$0	\$0	\$48,875	\$48,875	1,662,900	\$3,742,900	\$747,100
Total 43742 PARK AVE. RECONSTRUCTION	\$0	\$0	\$48,875	\$48,875	1,662,900	\$3,742,900	\$747,100
43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE							
Capital	\$119	\$61,025	\$0	\$0	0	\$0	\$0
Total 43758 GUARDRAIL ROYAL & DEER VALLEY DRIVE	\$119	\$61,025	\$0	\$0	0	\$0	\$0
43759 DOWNTOWN PROJECTS PLAZAS							
Capital	\$400	\$15,675	\$0	\$0	0	\$62,490	\$60,605
Total 43759 DOWNTOWN PROJECTS PLAZAS	\$400	\$15,675	\$0	\$0	0	\$62,490	\$60,605
43760 ADDITIONAL DOWNTOWN PROJECTS							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$500,000
Total 43760 ADDITIONAL DOWNTOWN PROJECTS	\$0	\$0	\$0	\$0	0	\$0	\$500,000
43771 PROSPECTOR AVENUE RECONSTRUCTION							
Capital	\$407,976	\$0	\$0	\$0	0	\$0	\$0
Total 43771 PROSPECTOR AVENUE RECONSTRUCTION	\$407,976	\$0	\$0	\$0	0	\$0	\$0
43782 PC MARC TENNIS COURT RESURFACE							
Capital	\$0	\$24,500	\$0	\$0	30,000	\$42,500	\$30,000
Total 43782 PC MARC TENNIS COURT RESURFACE	\$0	\$24,500	\$0	\$0	30,000	\$42,500	\$30,000
43804 BONANZA FLATS							
Capital	\$206,857	\$980,261	\$29,274	\$29,274	0	\$3,355,318	\$0
Total 43804 BONANZA FLATS	\$206,857	\$980,261	\$29,274	\$29,274	0	\$3,355,318	\$0
43817 ARTS & CULTURE PROJECT							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$0	\$512,834	\$1,908,137	\$1,908,137	676,045	\$8,514,357	\$0
Total 43817 ARTS & CULTURE PROJECT	\$0	\$512,834	\$1,908,137	\$1,908,137	676,045	\$8,514,357	\$0
43818 CENTRAL PARK CITY CONDOS							
Capital	\$0	\$0	\$0	\$0	0	\$20,455	\$0
Total 43818 CENTRAL PARK CITY CONDOS	\$0	\$0	\$0	\$0	0	\$20,455	\$0
43819 WOODSIDE PHASE I							
Personnel	\$9,537	\$7,861	\$7,818	\$7,818	0	\$0	\$0
Capital	\$3,959,452	\$177,963	\$25,936	\$25,936	0	\$452,820	\$0
Total 43819 WOODSIDE PHASE I	\$3,968,988	\$185,825	\$33,754	\$33,754	0	\$452,820	\$0
43820 TREASURE HILL							
Capital	\$58,001,033	\$37,692	\$463,583	\$463,583	0	\$9,880,679	\$0
Total 43820 TREASURE HILL	\$58,001,033	\$37,692	\$463,583	\$463,583	0	\$9,880,679	\$0
43835 GIS: GEOEVENT SERVER LICENSE							
Capital	\$0	\$0	\$0	\$0	0	\$5,000	\$0
Total 43835 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	\$0	0	\$5,000	\$0
43838 OFFICE 2016 LICENSES							
Capital	\$992	\$0	\$0	\$0	0	\$116,488	\$116,488
Total 43838 OFFICE 2016 LICENSES	\$992	\$0	\$0	\$0	0	\$116,488	\$116,488
43841 BUBBLE REPAIR							
Capital	\$106,938	\$25,490	\$0	\$0	0	\$0	\$0
Total 43841 BUBBLE REPAIR	\$106,938	\$25,490	\$0	\$0	0	\$0	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
43844 WOODSIDE PHASE II							
Personnel	\$4,914	\$13,679	\$13,026	\$13,026	0	\$0	\$0
Capital	\$1,988,264	\$286,009	\$81,499	\$81,499	26,795,000	\$36,313,180	\$8,100,000
Total 43844 WOODSIDE PHASE II	\$1,993,179	\$299,688	\$94,525	\$94,525	26,795,000	\$36,313,180	\$8,100,000
43846 OLD TOWN COMPLETE STREET IMPROVEMENTS							
Capital	\$0	\$3,608,687	\$-39,506	\$-39,506	0	\$-20,957	\$0
Total 43846 OLD TOWN COMPLETE STREET IMPROVEMENTS	\$0	\$3,608,687	\$-39,506	\$-39,506	0	\$-20,957	\$0
43850 LOADER							
Capital	\$0	\$301,879	\$0	\$0	0	\$300,000	\$0
Total 43850 LOADER	\$0	\$301,879	\$0	\$0	0	\$300,000	\$0
43851 EV CHARGERS							
Capital	\$0	\$163,040	\$-44,698	\$-44,698	0	\$180,997	\$0
Total 43851 EV CHARGERS	\$0	\$163,040	\$-44,698	\$-44,698	0	\$180,997	\$0
43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA							
Capital	\$0	\$237	\$1,942	\$1,942	200,000	\$0	\$0
Total 43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA	\$0	\$237	\$1,942	\$1,942	200,000	\$0	\$0
43854 ROADSIDE TRAILHEAD SIGNAGE							
Capital	\$0	\$10,991	\$0	\$0	0	\$0	\$0
Total 43854 ROADSIDE TRAILHEAD SIGNAGE	\$0	\$10,991	\$0	\$0	0	\$0	\$0
43855 PROSPECTOR SQUARE/RAIL TRAIL							
Capital	\$0	\$0	\$34,810	\$34,810	0	\$0	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43855 PROSPECTOR SQUARE/RAIL TRAIL	\$0	\$0	\$34,810	\$34,810	0	\$0	\$0
43856 ROUND VALLEY TRAIL							
Capital	\$0	\$3,575	\$0	\$0	0	\$0	\$0
Total 43856 ROUND VALLEY TRAIL	\$0	\$3,575	\$0	\$0	0	\$0	\$0
43857 FOOT TRAIL - PHASE 1							
Capital	\$0	\$20,000	\$0	\$0	0	\$0	\$0
Total 43857 FOOT TRAIL - PHASE 1	\$0	\$20,000	\$0	\$0	0	\$0	\$0
43858 TRAIL COUNTERS GRANT PROJECT 2020							
Capital	\$0	\$2,245	\$0	\$0	0	\$0	\$0
Total 43858 TRAIL COUNTERS GRANT PROJECT 2020	\$0	\$2,245	\$0	\$0	0	\$0	\$0
43859 PROSPECTOR SQ. RAIL TRAIL CONNECTOR							
Capital	\$0	\$0	\$0	\$0	0	\$40,000	\$0
Total 43859 PROSPECTOR SQ. RAIL TRAIL CONNECTOR	\$0	\$0	\$0	\$0	0	\$40,000	\$0
43860 OLYMPIC PARK PATHWAY CONNECTOR							
Capital	\$0	\$0	\$0	\$0	0	\$113,000	\$0
Total 43860 OLYMPIC PARK PATHWAY CONNECTOR	\$0	\$0	\$0	\$0	0	\$113,000	\$0
43861 PC HEIGHTS PATHWAY BOARDWALK							
Capital	\$0	\$0	\$0	\$0	0	\$65,000	\$0
Total 43861 PC HEIGHTS PATHWAY BOARDWALK	\$0	\$0	\$0	\$0	0	\$65,000	\$0
43871 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$478,123

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43871 HOMESTAKE ROADWAY IMP & MULTI-USE TRAIL	\$0	\$0	\$0	\$0	0	\$0	\$478,123
TOTAL	\$119,762,696	\$78,663,502	\$9,072,017	\$9,072,017	40,843,398	\$98,407,310	\$48,057,571

REDEVELOPMENT AGENCY-LOWER PRK - Budget Summary

033 REDEVELOPMENT AGENCY-

Revenue Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Revenues							
Misc. Revenues	\$36,452	\$44,230	\$268,166	\$268,166	0	\$0	\$0
Interfund Transactions (CIP/Debt)	\$1,547,125	\$3,592,532	\$2,834,821	\$2,834,821	3,092,532	\$3,092,532	\$3,092,532
Total Revenues	\$1,583,577	\$3,636,762	\$3,102,987	\$3,102,987	3,092,532	\$3,092,532	\$3,092,532
Other							
Beginning Balance	\$1,026,025	\$1,774,703	\$0	\$0	286,084	\$2,610,936	\$417,505
Total Other	\$1,026,025	\$1,774,703	\$0	\$0	286,084	\$2,610,936	\$417,505
TOTAL	\$2,609,602	\$5,411,465	\$3,102,987	\$3,102,987	3,378,616	\$5,703,468	\$3,510,037

033 REDEVELOPMENT AGENCY-

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$14,627	\$962	\$548	\$548	0	\$0	\$0
Capital	\$112,057	\$29,851	\$199,006	\$199,006	255,000	\$2,505,623	\$255,000
Total Depts	\$126,684	\$30,814	\$199,554	\$199,554	255,000	\$2,505,623	\$255,000
Other							
Interfund Transfer	\$708,215	\$2,769,715	\$2,550,933	\$2,550,933	2,782,840	\$2,780,340	\$2,787,590
Ending Balance	\$1,774,703	\$2,610,936	\$0	\$0	340,776	\$417,505	\$467,447
Total Other	\$2,482,918	\$5,380,651	\$2,550,933	\$2,550,933	3,123,616	\$3,197,845	\$3,255,037
TOTAL	\$2,609,602	\$5,411,465	\$2,750,487	\$2,750,487	3,378,616	\$5,703,468	\$3,510,037

033 REDEVELOPMENT AGENCY-

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues							

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
033-36111 INTEREST EARNINGS	\$36,452	\$44,230	\$0	\$0	0	\$0	\$0
033-36310 SALE OF ASSETS	\$0	\$0	\$268,166	\$268,166	0	\$0	\$0
Total Misc. Revenues	\$36,452	\$44,230	\$268,166	\$268,166	0	\$0	\$0
Interfund Transactions (CIP/Debt)							
033-38275 TRANS FROM LPA RDA SRF	\$1,547,125	\$3,592,532	\$2,834,821	\$2,834,821	3,092,532	\$3,092,532	\$3,092,532
Total Interfund Transactions (CIP/Debt)	\$1,547,125	\$3,592,532	\$2,834,821	\$2,834,821	3,092,532	\$3,092,532	\$3,092,532
Beginning Balance							
033-39990 BEGINNING BALANCE	\$1,026,025	\$1,774,703	\$0	\$0	286,084	\$2,610,936	\$417,505
Total Beginning Balance	\$1,026,025	\$1,774,703	\$0	\$0	286,084	\$2,610,936	\$417,505
TOTAL	\$2,609,602	\$5,411,465	\$3,102,987	\$3,102,987	3,378,616	\$5,703,468	\$3,510,037

033 REDEVELOPMENT AGENCY-

Expenditures by Department & Type

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$708,215	\$2,769,715	\$2,550,933	\$2,550,933	2,782,840	\$2,780,340	\$2,787,590
Total 40821 TRANS TO OTHER FUND	\$708,215	\$2,769,715	\$2,550,933	\$2,550,933	2,782,840	\$2,780,340	\$2,787,590
40999 END BAL SUR(DEF)							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Ending Balance	\$1,774,703	\$2,610,936	\$0	\$0	340,776	\$417,505	\$467,447
Total 40999 END BAL SUR(DEF)	\$1,774,703	\$2,610,936	\$0	\$0	340,776	\$417,505	\$467,447
43309 CITY PARK IMPROVEMENTS							
Capital	\$1,715	\$9,978	\$0	\$0	100,000	\$642,248	\$100,000
Total 43309 CITY PARK IMPROVEMENTS	\$1,715	\$9,978	\$0	\$0	100,000	\$642,248	\$100,000
43322 AFFORDABLE HOUSING							
Capital	\$9,064	\$-9,862	\$2,427	\$2,427	0	\$25,886	\$0
Total 43322 AFFORDABLE HOUSING	\$9,064	\$-9,862	\$2,427	\$2,427	0	\$25,886	\$0
43351 TRAFFIC CALMING							
Capital	\$0	\$0	\$0	\$0	0	\$39,845	\$0
Total 43351 TRAFFIC CALMING	\$0	\$0	\$0	\$0	0	\$39,845	\$0
43502 SKATE PARK REPAIRS							
Capital	\$0	\$4,254	\$0	\$0	5,000	\$14,749	\$5,000
Total 43502 SKATE PARK REPAIRS	\$0	\$4,254	\$0	\$0	5,000	\$14,749	\$5,000
43585 CITY-WIDE SIGNS PHASE 1							
Capital	\$0	\$0	\$0	\$0	0	\$7,156	\$0
Total 43585 CITY-WIDE SIGNS PHASE 1	\$0	\$0	\$0	\$0	0	\$7,156	\$0
43599 CRESCENT TRAMWAY TRAIL							
Capital	\$0	\$3,486	\$193,858	\$193,858	0	\$193,858	\$0
Total 43599 CRESCENT TRAMWAY TRAIL	\$0	\$3,486	\$193,858	\$193,858	0	\$193,858	\$0
43646 LIBRARY REMODEL							

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Capital	\$21,388	\$1,936	\$0	\$0	0	\$449	\$0
Total 43646 LIBRARY REMODEL	\$21,388	\$1,936	\$0	\$0	0	\$449	\$0
43647 WOODSIDE PHASE I							
Capital	\$2,148	\$3,656	\$1,114	\$1,114	0	\$182	\$0
Total 43647 WOODSIDE PHASE I	\$2,148	\$3,656	\$1,114	\$1,114	0	\$182	\$0
43649 SENIOR COMMUNITY CENTER							
Capital	\$0	\$8,610	\$0	\$0	0	\$991,390	\$0
Total 43649 SENIOR COMMUNITY CENTER	\$0	\$8,610	\$0	\$0	0	\$991,390	\$0
43679 OLD TOWN STAIRS							
Capital	\$0	\$0	\$0	\$0	150,000	\$300,000	\$150,000
Total 43679 OLD TOWN STAIRS	\$0	\$0	\$0	\$0	150,000	\$300,000	\$150,000
43696 1450-60 PARK AVENUE							
Personnel	\$6,163	\$0	\$0	\$0	0	\$0	\$0
Capital	\$12,709	\$-2,570	\$0	\$0	0	\$0	\$0
Total 43696 1450-60 PARK AVENUE	\$18,872	\$-2,570	\$0	\$0	0	\$0	\$0
43711 WOODSIDE PHASE II							
Personnel	\$5,135	\$0	\$0	\$0	0	\$0	\$0
Capital	\$6,044	\$0	\$0	\$0	0	\$2,208	\$0
Total 43711 WOODSIDE PHASE II	\$11,179	\$0	\$0	\$0	0	\$2,208	\$0
43730 PUBLIC ART							
Capital	\$40,000	\$0	\$0	\$0	0	\$42,749	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total 43730 PUBLIC ART	\$40,000	\$0	\$0	\$0	0	\$42,749	\$0
43743 RECREATION BLDG. CITY PARK							
Personnel	\$2,302	\$962	\$548	\$548	0	\$0	\$0
Capital	\$17,100	\$10,365	\$1,607	\$1,607	0	\$243,539	\$0
Total 43743 RECREATION BLDG. CITY PARK	\$19,402	\$11,327	\$2,156	\$2,156	0	\$243,539	\$0
43769 CENTRAL PARK							
Personnel	\$1,027	\$0	\$0	\$0	0	\$0	\$0
Capital	\$1,889	\$0	\$0	\$0	0	\$1,364	\$0
Total 43769 CENTRAL PARK	\$2,916	\$0	\$0	\$0	0	\$1,364	\$0
TOTAL	\$2,609,602	\$5,411,465	\$2,750,487	\$2,750,487	3,378,616	\$5,703,468	\$3,510,037

REDEVELOPMENT AGENCY-MAIN ST - Budget Summary

034 REDEVELOPMENT AGENCY-MAIN

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Misc. Revenues	\$23,200	\$14,714	\$0	\$0	0	\$0	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Interfund Transactions (CIP/Debt)	\$752,000	\$690,000	\$641,663	\$641,663	700,000	\$1,200,000	\$700,000
Total Revenues	\$775,200	\$704,714	\$641,663	\$641,663	700,000	\$1,200,000	\$700,000
Other							
Beginning Balance	\$1,073,963	\$835,780	\$0	\$0	352,630	\$735,315	\$490,567
Total Other	\$1,073,963	\$835,780	\$0	\$0	352,630	\$735,315	\$490,567
TOTAL	\$1,849,163	\$1,540,494	\$641,663	\$641,663	1,052,630	\$1,935,315	\$1,190,567

034 REDEVELOPMENT AGENCY-MAIN

Expense Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Depts							
Capital	\$208,223	\$173	\$0	\$0	0	\$397,971	\$30,000
Total Depts	\$208,223	\$173	\$0	\$0	0	\$397,971	\$30,000
Other							
Interfund Transfer	\$805,161	\$805,006	\$959,541	\$959,541	1,046,777	\$1,046,777	\$0
Ending Balance	\$835,780	\$735,315	\$0	\$0	5,853	\$490,567	\$1,160,567
Total Other	\$1,640,941	\$1,540,321	\$959,541	\$959,541	1,052,630	\$1,537,344	\$1,160,567
TOTAL	\$1,849,164	\$1,540,494	\$959,541	\$959,541	1,052,630	\$1,935,315	\$1,190,567

034 REDEVELOPMENT AGENCY-MAIN

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues							
034-36111 INTEREST EARNINGS	\$23,200	\$14,714	\$0	\$0	0	\$0	\$0
Total Misc. Revenues	\$23,200	\$14,714	\$0	\$0	0	\$0	\$0
Interfund Transactions (CIP/Debt)							
034-38277 TRANS FROM MAIN ST RDA SRF	\$752,000	\$690,000	\$641,663	\$641,663	700,000	\$1,200,000	\$700,000
Total Interfund Transactions (CIP/Debt)	\$752,000	\$690,000	\$641,663	\$641,663	700,000	\$1,200,000	\$700,000
Beginning Balance							
034-39990 BEGINNING BALANCE	\$1,073,963	\$835,780	\$0	\$0	352,630	\$735,315	\$490,567
Total Beginning Balance	\$1,073,963	\$835,780	\$0	\$0	352,630	\$735,315	\$490,567
TOTAL	\$1,849,163	\$1,540,494	\$641,663	\$641,663	1,052,630	\$1,935,315	\$1,190,567

034 REDEVELOPMENT AGENCY-MAIN

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40821 TRANS TO OTHER FUND							
Interfund Transfer	\$805,161	\$805,006	\$959,541	\$959,541	1,046,777	\$1,046,777	\$0
Total 40821 TRANS TO OTHER FUND	\$805,161	\$805,006	\$959,541	\$959,541	1,046,777	\$1,046,777	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$835,780	\$735,315	\$0	\$0	5,853	\$490,567	\$1,160,567
Total 40999 END BAL SUR(DEF)	\$835,780	\$735,315	\$0	\$0	5,853	\$490,567	\$1,160,567
43306 OLD TOWN STAIRS							
Capital	\$203,477	\$173	\$0	\$0	0	\$284,253	\$0
Total 43306 OLD TOWN STAIRS	\$203,477	\$173	\$0	\$0	0	\$284,253	\$0
43586 CITY-WIDE SIGNS PHASE 1							
Capital	\$0	\$0	\$0	\$0	0	\$20,000	\$0
Total 43586 CITY-WIDE SIGNS PHASE 1	\$0	\$0	\$0	\$0	0	\$20,000	\$0
43814 MAIN STREET BOLLARDS PHASE I							
Capital	\$4,746	\$0	\$0	\$0	0	\$11,718	\$0
Total 43814 MAIN STREET BOLLARDS PHASE I	\$4,746	\$0	\$0	\$0	0	\$11,718	\$0
43815 PAVEMENT MANAGEMENT IMPLEMENTATION							
Capital	\$0	\$0	\$0	\$0	0	\$52,000	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43815 PAVEMENT MANAGEMENT IMPLEMENTATION	\$0	\$0	\$0	\$0	0	\$52,000	\$0
43848 OLD TOWN ACCESS & CIRCULATION PLAN							
Capital	\$0	\$0	\$0	\$0	0	\$30,000	\$30,000
Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$0	\$0	\$0	\$0	0	\$30,000	\$30,000
TOTAL	\$1,849,164	\$1,540,494	\$959,541	\$959,541	1,052,630	\$1,935,315	\$1,190,567

BUILDING AUTHORITY - Budget Summary

035 BUILDING AUTHORITY

Revenue Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Revenues							
Misc. Revenues	\$10,999	\$8,275	\$0	\$0	0	\$0	\$0
Total Revenues	\$10,999	\$8,275	\$0	\$0	0	\$0	\$0
Other							
Beginning Balance	\$429,917	\$440,916	\$0	\$0	440,916	\$449,191	\$449,191
Total Other	\$429,917	\$440,916	\$0	\$0	440,916	\$449,191	\$449,191
TOTAL	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191

035 BUILDING AUTHORITY

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Other							
Ending Balance	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191
Total Other	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191
TOTAL	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191

035 BUILDING AUTHORITY

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues							
035-36111 INTEREST EARNINGS	\$10,999	\$8,275	\$0	\$0	0	\$0	\$0
Total Misc. Revenues	\$10,999	\$8,275	\$0	\$0	0	\$0	\$0
Beginning Balance							
035-39990 BEGINNING BALANCE	\$429,917	\$440,916	\$0	\$0	440,916	\$449,191	\$449,191
Total Beginning Balance	\$429,917	\$440,916	\$0	\$0	440,916	\$449,191	\$449,191

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
TOTAL	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191

035 BUILDING AUTHORITY

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40999 END BAL SUR(DEF)							
Ending Balance	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191
Total 40999 END BAL SUR(DEF)	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191
TOTAL	\$440,916	\$449,191	\$0	\$0	440,916	\$449,191	\$449,191

EQUIPMENT REPLACEMENT CIP - Budget Summary

038 EQUIPMENT REPLACEMENT CIP

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues	\$74,891	\$179,548	\$10,165	\$10,165	0	\$0	\$0
Interfund Transactions (CIP/Debt)	\$1,073,700	\$1,285,600	\$1,205,963	\$1,205,963	1,315,600	\$1,460,138	\$1,585,600
Total Revenues	\$1,148,591	\$1,465,148	\$1,216,128	\$1,216,128	1,315,600	\$1,460,138	\$1,585,600
Other							
Beginning Balance	\$1,990,746	\$1,912,090	\$0	\$0	151,967	\$1,431,240	\$313,515
Total Other	\$1,990,746	\$1,912,090	\$0	\$0	151,967	\$1,431,240	\$313,515
TOTAL	\$3,139,337	\$3,377,238	\$1,216,128	\$1,216,128	1,467,567	\$2,891,378	\$1,899,115

038 EQUIPMENT REPLACEMENT CIP

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Capital	\$1,227,248	\$1,945,998	\$256,519	\$256,519	1,460,138	\$2,577,863	\$1,585,600
Total Depts	\$1,227,248	\$1,945,998	\$256,519	\$256,519	1,460,138	\$2,577,863	\$1,585,600
Other							
Ending Balance	\$1,912,090	\$1,431,240	\$0	\$0	7,429	\$313,515	\$313,515
Total Other	\$1,912,090	\$1,431,240	\$0	\$0	7,429	\$313,515	\$313,515
TOTAL	\$3,139,338	\$3,377,238	\$256,519	\$256,519	1,467,567	\$2,891,378	\$1,899,115

038 EQUIPMENT REPLACEMENT CIP

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues							
038-36310 SALE OF ASSETS	\$74,891	\$179,548	\$10,165	\$10,165	0	\$0	\$0
Total Misc. Revenues	\$74,891	\$179,548	\$10,165	\$10,165	0	\$0	\$0
Interfund Transactions (CIP/Debt)							
038-38210 TRANS FR GEN FUND-EQUIP REPLAC	\$1,073,700	\$1,285,600	\$1,205,963	\$1,205,963	1,315,600	\$1,460,138	\$1,585,600
Total Interfund Transactions (CIP/Debt)	\$1,073,700	\$1,285,600	\$1,205,963	\$1,205,963	1,315,600	\$1,460,138	\$1,585,600
Beginning Balance							
038-39990 BEGINNING BALANCE	\$1,990,746	\$1,912,090	\$0	\$0	151,967	\$1,431,240	\$313,515
Total Beginning Balance	\$1,990,746	\$1,912,090	\$0	\$0	151,967	\$1,431,240	\$313,515
TOTAL	\$3,139,337	\$3,377,238	\$1,216,128	\$1,216,128	1,467,567	\$2,891,378	\$1,899,115

038 EQUIPMENT REPLACEMENT CIP

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40999 END BAL SUR(DEF)							
Ending Balance	\$1,912,090	\$1,431,240	\$0	\$0	7,429	\$313,515	\$313,515
Total 40999 END BAL SUR(DEF)	\$1,912,090	\$1,431,240	\$0	\$0	7,429	\$313,515	\$313,515
43330 REPLACE ROLLING STOCK							
Capital	\$1,048,754	\$1,389,504	\$147,325	\$147,325	1,250,000	\$2,041,634	\$1,250,000
Total 43330 REPLACE ROLLING STOCK	\$1,048,754	\$1,389,504	\$147,325	\$147,325	1,250,000	\$2,041,634	\$1,250,000
43350 REPLACE COMPUTER							
Capital	\$178,494	\$477,047	\$97,574	\$97,574	195,138	\$501,551	\$320,600
Total 43350 REPLACE COMPUTER	\$178,494	\$477,047	\$97,574	\$97,574	195,138	\$501,551	\$320,600
43683 FLEET SHOP EQUIP REPLACEMENT							
Capital	\$0	\$79,447	\$11,620	\$11,620	15,000	\$34,678	\$15,000
Total 43683 FLEET SHOP EQUIP REPLACEMENT	\$0	\$79,447	\$11,620	\$11,620	15,000	\$34,678	\$15,000
TOTAL	\$3,139,338	\$3,377,238	\$256,519	\$256,519	1,467,567	\$2,891,378	\$1,899,115

WATER FUND - Budget Summary

051 WATER FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Planning Building & Engineering Fees	\$1,885,478	\$1,777,154	\$1,569,883	\$1,569,883	1,183,938	\$1,183,938	\$1,183,938
Federal Revenue	\$0	\$0	\$0	\$0	0	\$0	\$456,274
Water Charges for Services	\$18,520,159	\$18,506,793	\$18,546,674	\$18,546,674	19,889,201	\$19,889,201	\$19,819,145
Misc. Revenues	\$-105,425	\$337,078	\$206,488	\$206,488	0	\$0	\$203,002
Special Revenues & Resources	\$203,305	\$0	\$0	\$0	0	\$0	\$0
Bond Proceeds	\$0	\$0	\$0	\$0	0	\$58,000,000	\$31,190,000
Total Revenues	\$20,503,517	\$20,621,025	\$20,323,045	\$20,323,045	21,073,139	\$79,073,139	\$52,852,359
Other							
Beginning Balance	\$2,415,273	\$8,601,446	\$0	\$0	\$33,956,665	\$11,194,924	\$861,624
Total Other	\$2,415,273	\$8,601,446	\$0	\$0	\$33,956,665	\$11,194,924	\$861,624
TOTAL	\$22,918,790	\$29,222,471	\$20,323,045	\$20,323,045	55,029,804	\$90,268,063	\$53,713,983

051 WATER FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$2,950,635	\$3,204,546	\$3,018,651	\$3,018,651	3,258,424	\$3,258,424	\$3,709,472
Mat, Suppls, Services	\$7,178,509	\$7,425,346	\$3,814,267	\$3,814,267	3,589,138	\$3,589,138	\$4,109,243
Capital	\$1,469,696	\$3,905,707	\$41,166,110	\$41,166,110	40,896,797	\$75,214,366	\$37,422,575
Debt Service	\$997,342	\$1,730,446	\$3,881,901	\$3,881,901	1,028,266	\$5,567,426	\$5,577,420
Total Depts	\$12,596,182	\$16,266,044	\$51,880,928	\$51,880,928	48,772,625	\$87,629,353	\$50,818,710
Other							
Interfund Transfer	\$1,721,162	\$1,761,502	\$959,827	\$959,827	1,773,085	\$1,777,085	\$1,807,429
Ending Balance	\$8,601,446	\$11,194,924	\$0	\$0	4,484,094	\$861,624	\$1,087,844
Total Other	\$10,322,608	\$12,956,426	\$959,827	\$959,827	6,257,179	\$2,638,709	\$2,895,273
TOTAL	\$22,918,790	\$29,222,470	\$52,840,755	\$52,840,755	55,029,804	\$90,268,063	\$53,713,983

051 WATER FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Planning Building & Engineering Fees							
051-32363 WATER IMPACT FEES	\$1,885,478	\$1,777,154	\$1,569,883	\$1,569,883	1,183,938	\$1,183,938	\$1,183,938
Total Planning Building & Engineering Fees	\$1,885,478	\$1,777,154	\$1,569,883	\$1,569,883	1,183,938	\$1,183,938	\$1,183,938
Federal Revenue							
051-33110 FEDERAL GRANTS	\$0	\$0	\$0	\$0	0	\$0	\$456,274
Total Federal Revenue	\$0	\$0	\$0	\$0	0	\$0	\$456,274
Water Charges for Services							
051-34111 WATER SERVICE FEES	\$17,686,848	\$17,713,704	\$18,431,703	\$18,431,703	19,117,448	\$19,117,448	\$19,044,152
051-34112 LATE FEES WATER BIL	\$14,762	\$10,802	\$13,538	\$13,538	0	\$0	\$3,215
051-34113 WATER METER RENTAL	\$300	\$0	\$0	\$0	0	\$0	\$25
051-34121 SALE OF METERS	\$100,649	\$64,690	\$98,978	\$98,978	53,776	\$53,776	\$53,776
051-34123 RECONNECTION FEES	\$2,600	\$2,578	\$2,610	\$2,610	2,977	\$2,977	\$2,977
051-34125 WATER GENERAL FUND	\$715,000	\$715,000	\$0	\$0	715,000	\$715,000	\$715,000
051-34150 PCMC INTERNAL WATER BILLING REVENUE	\$0	\$19	\$-155	\$-155	0	\$0	\$0
Total Water Charges for Services	\$18,520,159	\$18,506,793	\$18,546,674	\$18,546,674	19,889,201	\$19,889,201	\$19,819,145
Misc. Revenues							
051-36111 INTEREST EARNINGS	\$218,248	\$15,750	\$571	\$571	0	\$0	\$12,076

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
051-36112 INT EARN SPEC ACCTS	\$149,541	\$124,105	\$205,597	\$205,597	0	\$0	\$69,666
051-36310 SALE OF ASSETS	\$-726,800	\$5,452	\$0	\$0	0	\$0	\$6,172
051-36911 OTHER MISCELLANEOUS	\$86,600	\$31,640	\$320	\$320	0	\$0	\$40,385
051-36915 BUILD AMERICA BOND SUBSIDY	\$166,986	\$160,132	\$0	\$0	0	\$0	\$74,703
Total Misc. Revenues	\$-105,425	\$337,078	\$206,488	\$206,488	0	\$0	\$203,002
Special Revenues & Resources							
051-39126 OTHER CONTRIBUTIONS	\$203,305	\$0	\$0	\$0	0	\$0	\$0
Total Special Revenues & Resources	\$203,305	\$0	\$0	\$0	0	\$0	\$0
Bond Proceeds							
051-39220 BOND PROCEEDS	\$0	\$0	\$0	\$0	0	\$58,000,000	\$31,190,000
Total Bond Proceeds	\$0	\$0	\$0	\$0	0	\$58,000,000	\$31,190,000
Beginning Balance							
051-39990 BEGINNING BALANCE	\$2,415,273	\$8,601,446	\$0	\$0	\$33,956,665	\$11,194,924	\$861,624
Total Beginning Balance	\$2,415,273	\$8,601,446	\$0	\$0	\$33,956,665	\$11,194,924	\$861,624
TOTAL	\$22,918,790	\$29,222,471	\$20,323,045	\$20,323,045	55,029,804	\$90,268,063	\$53,713,983

051 WATER FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40451 WATER OPERATIONS							
Personnel	\$2,854,242	\$3,096,304	\$2,976,308	\$2,976,308	3,258,424	\$3,258,424	\$3,709,472
Mat, Suppls, Services	\$3,683,622	\$3,884,950	\$3,814,267	\$3,814,267	3,589,138	\$3,589,138	\$4,109,243
Capital	\$23,441	\$7,449	\$10,695	\$10,695	38,000	\$38,000	\$38,000
Interfund Transfer	\$1,579,221	\$1,600,405	\$801,537	\$801,537	1,600,405	\$1,604,405	\$1,672,170
Total 40451 WATER OPERATIONS	\$8,140,525	\$8,589,108	\$7,602,807	\$7,602,807	8,485,967	\$8,489,967	\$9,528,885
40452 WATER INSURANCE							
Interfund Transfer	\$141,941	\$161,097	\$158,290	\$158,290	172,680	\$172,680	\$135,259
Total 40452 WATER INSURANCE	\$141,941	\$161,097	\$158,290	\$158,290	172,680	\$172,680	\$135,259
40484 DEPRECIATION							
Mat, Suppls, Services	\$3,494,887	\$3,540,396	\$0	\$0	0	\$0	\$0
Total 40484 DEPRECIATION	\$3,494,887	\$3,540,396	\$0	\$0	0	\$0	\$0
40575 PENSION EXPENSE GASB 68							
Personnel	\$48,932	\$51,856	\$0	\$0	0	\$0	\$0
Total 40575 PENSION EXPENSE GASB 68	\$48,932	\$51,856	\$0	\$0	0	\$0	\$0
40740 2009A WATER BONDS-DEQ							
Debt Service	\$2,500	\$2,500	\$127,500	\$127,500	127,500	\$127,500	\$127,500

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 40740 2009A WATER BONDS-DEQ	\$2,500	\$2,500	\$127,500	\$127,500	127,500	\$127,500	\$127,500
40741 2009B WATER REV & REFUNDING BONDS							
Debt Service	\$-58,532	\$250	\$0	\$0	0	\$0	\$0
Total 40741 2009B WATER REV & REFUNDING BONDS	\$-58,532	\$250	\$0	\$0	0	\$0	\$0
40742 2009C WATER REVENUE BONDS							
Debt Service	\$510,902	\$490,859	\$0	\$0	2,500	\$0	\$0
Total 40742 2009C WATER REVENUE BONDS	\$510,902	\$490,859	\$0	\$0	2,500	\$0	\$0
40743 2010 WATER REVENUE BONDS							
Debt Service	\$203,266	\$153,090	\$0	\$0	2,765	\$0	\$0
Total 40743 2010 WATER REVENUE BONDS	\$203,266	\$153,090	\$0	\$0	2,765	\$0	\$0
40744 2012 WATER BONDS							
Debt Service	\$67,321	\$59,338	\$34,336	\$34,336	362,350	\$362,350	\$363,650
Total 40744 2012 WATER BONDS	\$67,321	\$59,338	\$34,336	\$34,336	362,350	\$362,350	\$363,650
40745 2012B WATER REVENUE BONDS							
Debt Service	\$118,332	\$118,318	\$59,298	\$59,298	126,813	\$126,813	\$126,813
Total 40745 2012B WATER REVENUE BONDS	\$118,332	\$118,318	\$59,298	\$59,298	126,813	\$126,813	\$126,813
40746 2013A WATER BONDS							
Debt Service	\$36,147	\$31,478	\$256,071	\$256,071	270,100	\$270,100	\$270,250
Total 40746 2013A WATER BONDS	\$36,147	\$31,478	\$256,071	\$256,071	270,100	\$270,100	\$270,250
40748 2014 WATER REVENUE BONDS							
Debt Service	\$117,407	\$117,393	\$63,718	\$63,718	136,238	\$136,238	\$136,238

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 40748 2014 WATER REVENUE BONDS	\$117,407	\$117,393	\$63,718	\$63,718	136,238	\$136,238	\$136,238
40750 2020 WATER REVENUE BONDS							
Debt Service	\$0	\$685,613	\$3,199,067	\$3,199,067	0	\$4,544,425	\$4,552,969
Total 40750 2020 WATER REVENUE BONDS	\$0	\$685,613	\$3,199,067	\$3,199,067	0	\$4,544,425	\$4,552,969
40820 CONTRACTS PAYABLE							
Debt Service	\$0	\$29,345	\$57,386	\$57,386	0	\$0	\$0
Total 40820 CONTRACTS PAYABLE	\$0	\$29,345	\$57,386	\$57,386	0	\$0	\$0
40825 RIGHT TO USE ASSET							
Debt Service	\$0	\$42,262	\$84,525	\$84,525	0	\$0	\$0
Total 40825 RIGHT TO USE ASSET	\$0	\$42,262	\$84,525	\$84,525	0	\$0	\$0
40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT							
Capital	~~\$-8,428,343~~	~~\$-23,238,930~~	\$0	\$0	0	\$0	\$0
Total 40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT	~~\$-8,428,343~~	~~\$-23,238,930~~	\$0	\$0	0	\$0	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$8,601,446	\$11,194,924	\$0	\$0	4,484,094	\$861,624	\$1,087,844
Total 40999 END BAL SUR(DEF)	\$8,601,446	\$11,194,924	\$0	\$0	4,484,094	\$861,624	\$1,087,844
43312 TUNNEL IMPROVEMENTS							
Personnel	\$1,613	\$294	\$603	\$603	0	\$0	\$0
Capital	\$191,304	\$305,508	\$3,363,490	\$3,363,490	268,049	\$3,849,696	\$274,750
Total 43312 TUNNEL IMPROVEMENTS	\$192,917	\$305,802	\$3,364,093	\$3,364,093	268,049	\$3,849,696	\$274,750
43317 WATER EQUIPMENT							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$229,536	\$0	\$92,699	\$92,699	80,000	\$250,346	\$80,000
Total 43317 WATER EQUIPMENT	\$229,536	\$0	\$92,699	\$92,699	80,000	\$250,346	\$80,000
43340 MOTOR CHANGE OUT & REBUILD							
Capital	\$18,735	\$42,424	\$0	\$0	0	\$0	\$0
Total 43340 MOTOR CHANGE OUT & REBUILD	\$18,735	\$42,424	\$0	\$0	0	\$0	\$0
43417 OTIS WATER PIPELINE REPLACEMENT							
Capital	\$0	\$50,796	\$0	\$0	0	\$0	\$0
Total 43417 OTIS WATER PIPELINE REPLACEMENT	\$0	\$50,796	\$0	\$0	0	\$0	\$0
43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS							
Personnel	\$43,063	\$56,091	\$41,739	\$41,739	0	\$0	\$0
Capital	\$531,766	\$782,328	\$171,827	\$171,827	-592,000	\$631,115	\$2,395,250
Total 43428 WATER DEPT INFRASTRUCTURE IMPROVEMENTS	\$574,828	\$838,419	\$213,566	\$213,566	-592,000	\$631,115	\$2,395,250
43513 ROCKPORT WATER, PIPELINE AND STORAGE							
Capital	\$1,172,183	\$1,271,787	\$1,511,465	\$1,511,465	1,458,700	\$1,977,204	\$1,458,700
Total 43513 ROCKPORT WATER, PIPELINE AND STORAGE	\$1,172,183	\$1,271,787	\$1,511,465	\$1,511,465	1,458,700	\$1,977,204	\$1,458,700
43571 QUINNS WATER TREATMENT PLANT							
Capital	\$0	\$186,378	\$-186,378	\$-186,378	0	\$0	\$0
Total 43571 QUINNS WATER TREATMENT PLANT	\$0	\$186,378	\$-186,378	\$-186,378	0	\$0	\$0
43612 SMART IRRIGATION CONTROLLERS							
Capital	\$0	\$0	\$0	\$0	0	\$4,353	\$0
Total 43612 SMART IRRIGATION CONTROLLERS	\$0	\$0	\$0	\$0	0	\$4,353	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
43613 WATER QUALITY STUDY							
Personnel	\$2,557	\$0	\$0	\$0	0	\$0	\$0
Capital	\$18,994	\$86,076	\$0	\$0	50,000	\$54,269	\$350,000
Total 43613 WATER QUALITY STUDY	\$21,551	\$86,076	\$0	\$0	50,000	\$54,269	\$350,000
43614 ROCKPORT CAPITAL FACILITIES REPL							
Capital	\$125,828	\$125,828	\$51,147	\$51,147	0	\$0	\$0
Total 43614 ROCKPORT CAPITAL FACILITIES REPL	\$125,828	\$125,828	\$51,147	\$51,147	0	\$0	\$0
43640 EMPIRE TANK REPLACEMENT							
Capital	\$23,298	\$49,872	\$50,853	\$50,853	0	\$0	\$0
Total 43640 EMPIRE TANK REPLACEMENT	\$23,298	\$49,872	\$50,853	\$50,853	0	\$0	\$0
43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC							
Capital	\$168,340	\$214,491	\$39,303	\$39,303	210,000	\$940,728	\$220,500
Total 43641 QUINN'S WATER TREATMENT PLAN ASSET RPLC	\$168,340	\$214,491	\$39,303	\$39,303	210,000	\$940,728	\$220,500
43651 FLEET MGMT SOFTWARE							
Capital	\$0	\$0	\$0	\$0	0	\$17,307	\$0
Total 43651 FLEET MGMT SOFTWARE	\$0	\$0	\$0	\$0	0	\$17,307	\$0
43672 SPIRO/JUDGE PRE-TREATMENT							
Capital	\$2,500	\$0	\$0	\$0	0	\$0	\$0
Total 43672 SPIRO/JUDGE PRE-TREATMENT	\$2,500	\$0	\$0	\$0	0	\$0	\$0
43684 EQUIP REPLACEMENT - COMPUTER							
Capital	\$0	\$14,971	\$20,665	\$20,665	21,232	\$74,585	\$21,232

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43684 EQUIP REPLACEMENT - COMPUTER	\$0	\$14,971	\$20,665	\$20,665	21,232	\$74,585	\$21,232
43688 REGIONAL INTERCONNECT							
Capital	\$22,121	\$-172,939	\$514,075	\$514,075	0	\$700,154	\$0
Total 43688 REGIONAL INTERCONNECT	\$22,121	\$-172,939	\$514,075	\$514,075	0	\$700,154	\$0
43689 METER REPLACEMENT							
Capital	\$273,817	\$199,450	\$212,795	\$212,795	150,000	\$530,308	\$150,000
Total 43689 METER REPLACEMENT	\$273,817	\$199,450	\$212,795	\$212,795	150,000	\$530,308	\$150,000
43690 PARK MEADOWS WELL							
Capital	\$55,849	\$454	\$0	\$0	0	\$2,678,908	\$0
Total 43690 PARK MEADOWS WELL	\$55,849	\$454	\$0	\$0	0	\$2,678,908	\$0
43691 PRV IMPROVEMENTS FOR FIRE FLOW STORAGE A							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$805,000
Total 43691 PRV IMPROVEMENTS FOR FIRE FLOW STORAGE A	\$0	\$0	\$0	\$0	0	\$0	\$805,000
43701 STREETS AND WATER MAINTENANCE BUILDING							
Capital	\$33,631	\$3,769	\$0	\$0	0	\$0	\$0
Total 43701 STREETS AND WATER MAINTENANCE BUILDING	\$33,631	\$3,769	\$0	\$0	0	\$0	\$0
43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1							
Capital	\$130,784	\$3,232,172	\$2,621,836	\$2,621,836	1,850,000	\$3,927,043	\$1,110,000
Total 43723 C1 QUINNS WTP TO BOOTHILL - PHASE 1	\$130,784	\$3,232,172	\$2,621,836	\$2,621,836	1,850,000	\$3,927,043	\$1,110,000
43724 REGIONALIZATION FEE							
Capital	\$0	\$0	\$0	\$0	200,000	\$400,000	\$200,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43724 REGIONALIZATION FEE	\$0	\$0	\$0	\$0	200,000	\$400,000	\$200,000
43747 MIW TREATMENT							
Personnel	\$230	\$0	\$0	\$0	0	\$0	\$0
Capital	\$4,173,195	\$12,012,858	\$31,123,445	\$31,123,445	\$35,712,816	\$51,859,265	\$28,200,000
Total 43747 MIW TREATMENT	\$4,173,424	\$12,012,858	\$31,123,445	\$31,123,445	\$35,712,816	\$51,859,265	\$28,200,000
43748 QJWTP TREATMENT UPGRADES							
Capital	\$254,535	\$3,823,255	\$1,504,597	\$1,504,597	0	\$3,196,880	\$0
Total 43748 QJWTP TREATMENT UPGRADES	\$254,535	\$3,823,255	\$1,504,597	\$1,504,597	0	\$3,196,880	\$0
43749 QJWTP CAPACITY UPGRADES							
Capital	\$0	\$556,045	\$0	\$0	0	\$0	\$0
Total 43749 QJWTP CAPACITY UPGRADES	\$0	\$556,045	\$0	\$0	0	\$0	\$0
43750 DISTRIBUTION ZONING METERS							
Capital	\$75,930	\$112,260	\$0	\$0	0	\$0	\$0
Total 43750 DISTRIBUTION ZONING METERS	\$75,930	\$112,260	\$0	\$0	0	\$0	\$0
43751 ENERGY PROJECTS							
Capital	\$101,060	\$141,416	\$24,395	\$24,395	200,000	\$391,195	\$200,000
Total 43751 ENERGY PROJECTS	\$101,060	\$141,416	\$24,395	\$24,395	200,000	\$391,195	\$200,000
43752 QWTP ENERGY PROJECTS							
Capital	\$2,428	\$-36,778	\$0	\$0	0	\$0	\$0
Total 43752 QWTP ENERGY PROJECTS	\$2,428	\$-36,778	\$0	\$0	0	\$0	\$0
43766 GOLF BUILDING							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$1,661,433	\$2,957,321	\$39,200	\$39,200	0	\$763,305	\$0
Total 43766 GOLF BUILDING	\$1,661,433	\$2,957,321	\$39,200	\$39,200	0	\$763,305	\$0
43794 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	\$0	0	\$13,000	\$0
Total 43794 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	0	\$13,000	\$0
43799 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	\$0	0	\$1,480	\$0
Total 43799 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	0	\$1,480	\$0
43805 JSSD INTERCONNECTION IMPROVEMENTS							
Capital	\$488,518	\$1,089,327	\$0	\$0	0	\$22,155	\$0
Total 43805 JSSD INTERCONNECTION IMPROVEMENTS	\$488,518	\$1,089,327	\$0	\$0	0	\$22,155	\$0
43822 QUEEN ESTHER DRIVE							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$669,143
Total 43822 QUEEN ESTHER DRIVE	\$0	\$0	\$0	\$0	0	\$0	\$669,143
43826 WEST NECK TANK							
Capital	\$27,462	\$73,624	\$0	\$0	1,250,000	\$1,398,914	\$1,250,000
Total 43826 WEST NECK TANK	\$27,462	\$73,624	\$0	\$0	1,250,000	\$1,398,914	\$1,250,000
43827 MIW OFFSITE IMPROVEMENTS							
Capital	\$91,351	\$14,496	\$0	\$0	0	\$1,494,153	\$0
Total 43827 MIW OFFSITE IMPROVEMENTS	\$91,351	\$14,496	\$0	\$0	0	\$1,494,153	\$0
TOTAL	\$22,918,790	\$29,222,470	\$52,840,755	\$52,840,755	\$55,029,804	\$90,268,062	\$53,713,984

STORM WATER FUND - Budget Summary

052 STORM WATER FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Water Charges for Services	\$1,572,044	\$1,437,517	\$1,334,060	\$1,334,060	2,000,000	\$2,000,000	\$2,000,000
Misc. Revenues	\$19,863	\$21,372	\$0	\$0	0	\$0	\$0
Total Revenues	\$1,591,907	\$1,458,889	\$1,334,060	\$1,334,060	2,000,000	\$2,000,000	\$2,000,000
Other							
Beginning Balance	\$598,027	\$717,233	\$0	\$0	304,900	\$1,057,579	\$453,808
Total Other	\$598,027	\$717,233	\$0	\$0	304,900	\$1,057,579	\$453,808
TOTAL	\$2,189,934	\$2,176,122	\$1,334,060	\$1,334,060	2,304,900	\$3,057,579	\$2,453,808

052 STORM WATER FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$1,071,048	\$662,375	\$646,537	\$646,537	607,137	\$607,137	\$668,062

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Mat, Suppls, Services	\$311,226	\$326,132	\$156,138	\$156,138	290,025	\$290,025	\$291,444
Capital	\$-4,281	\$2,492	\$251,229	\$251,229	1,221,500	\$1,578,834	\$1,121,500
Total Depts	\$1,377,992	\$990,999	\$1,053,904	\$1,053,904	2,118,662	\$2,475,996	\$2,081,006
Other							
Interfund Transfer	\$94,709	\$127,543	\$108,703	\$108,703	127,425	\$127,775	\$135,448
Ending Balance	\$717,233	\$1,057,579	\$0	\$0	58,813	\$453,808	\$237,354
Total Other	\$811,942	\$1,185,122	\$108,703	\$108,703	186,238	\$581,583	\$372,802
TOTAL	\$2,189,934	\$2,176,121	\$1,162,607	\$1,162,607	2,304,900	\$3,057,579	\$2,453,808

052 STORM WATER FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Water Charges for Services							
052-34175 STORM WATER FEES	\$1,570,988	\$1,436,696	\$1,333,303	\$1,333,303	2,000,000	\$2,000,000	\$2,000,000
052-34176 LATE FEES STORM WATER	\$1,056	\$821	\$756	\$756	0	\$0	\$0
Total Water Charges for Services	\$1,572,044	\$1,437,517	\$1,334,060	\$1,334,060	2,000,000	\$2,000,000	\$2,000,000
Misc. Revenues							
052-36111 INTEREST EARNINGS	\$19,863	\$21,372	\$0	\$0	0	\$0	\$0

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total Misc. Revenues	\$19,863	\$21,372	\$0	\$0	0	\$0	\$0
Beginning Balance							
052-39990 BEGINNING BALANCE	\$598,027	\$717,233	\$0	\$0	304,900	\$1,057,579	\$453,808
Total Beginning Balance	\$598,027	\$717,233	\$0	\$0	304,900	\$1,057,579	\$453,808
TOTAL	\$2,189,934	\$2,176,122	\$1,334,060	\$1,334,060	2,304,900	\$3,057,579	\$2,453,808

052 STORM WATER FUND

Expenditures by Department & Type

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40455 STORM WATER OPER							
Personnel	\$877,024	\$837,955	\$646,537	\$646,537	607,137	\$607,137	\$668,062
Mat, Suppls, Services	\$155,387	\$168,153	\$156,138	\$156,138	290,025	\$290,025	\$291,444
Capital	\$6,414	\$0	\$0	\$0	1,500	\$1,500	\$1,500
Interfund Transfer	\$94,709	\$127,543	\$108,703	\$108,703	127,425	\$127,775	\$135,448
Total 40455 STORM WATER OPER	\$1,133,533	\$1,133,651	\$911,379	\$911,379	1,026,087	\$1,026,437	\$1,096,454
40484 DEPRECIATION							
Mat, Suppls, Services	\$155,839	\$157,979	\$0	\$0	0	\$0	\$0
Total 40484 DEPRECIATION	\$155,839	\$157,979	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40575 PENSION EXPENSE GASB 68							
Personnel	\$194,024	\$-175,580	\$0	\$0	0	\$0	\$0
Total 40575 PENSION EXPENSE GASB 68	\$194,024	\$-175,580	\$0	\$0	0	\$0	\$0
40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT							
Capital	\$-10,695	\$-158,516	\$0	\$0	0	\$0	\$0
Total 40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT	\$-10,695	\$-158,516	\$0	\$0	0	\$0	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$717,233	\$1,057,579	\$0	\$0	58,813	\$453,808	\$237,354
Total 40999 END BAL SUR(DEF)	\$717,233	\$1,057,579	\$0	\$0	58,813	\$453,808	\$237,354
43754 PARK AVE SD							
Capital	\$0	\$0	\$0	\$0	750,000	\$750,000	\$750,000
Total 43754 PARK AVE SD	\$0	\$0	\$0	\$0	750,000	\$750,000	\$750,000
43755 VEHICLE & EQUIP REPLACEMENT							
Capital	\$0	\$0	\$0	\$0	70,000	\$140,000	\$70,000
Total 43755 VEHICLE & EQUIP REPLACEMENT	\$0	\$0	\$0	\$0	70,000	\$140,000	\$70,000
43772 STORM WATER IMPROVEMENTS							
Capital	\$0	\$158,516	\$238,146	\$238,146	400,000	\$675,334	\$300,000
Total 43772 STORM WATER IMPROVEMENTS	\$0	\$158,516	\$238,146	\$238,146	400,000	\$675,334	\$300,000
43774 EQUIPMENT REPLACEMENT - COMPUTER							
Capital	\$0	\$2,492	\$0	\$0	0	\$0	\$0
Total 43774 EQUIPMENT REPLACEMENT - COMPUTER	\$0	\$2,492	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
43795 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	\$0	0	\$6,500	\$0
Total 43795 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	0	\$6,500	\$0
43800 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	\$0	0	\$5,500	\$0
Total 43800 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	0	\$5,500	\$0
45410 BUS LIFT							
Capital	\$0	\$0	\$13,083	\$13,083	0	\$0	\$0
Total 45410 BUS LIFT	\$0	\$0	\$13,083	\$13,083	0	\$0	\$0
TOTAL	\$2,189,934	\$2,176,122	\$1,162,608	\$1,162,608	2,304,900	\$3,057,579	\$2,453,808

GOLF COURSE FUND - Budget Summary

055 GOLF COURSE FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
County/SP District Revenue	\$60,000	\$0	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Recreation	\$1,403,562	\$1,493,600	\$1,551,624	\$1,551,624	1,337,137	\$1,337,137	\$1,325,426
Misc. Revenues	\$50,188	\$46,636	\$47,171	\$47,171	40,748	\$40,748	\$37,824
Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$22,913	\$22,913	25,000	\$25,000	\$25,000
Total Revenues	\$1,538,750	\$1,565,237	\$1,621,707	\$1,621,707	1,402,885	\$1,402,885	\$1,388,250
Other							
Beginning Balance	\$1,210,441	\$1,234,194	\$0	\$0	283,246	\$1,195,758	\$740,043
Total Other	\$1,210,441	\$1,234,194	\$0	\$0	283,246	\$1,195,758	\$740,043
TOTAL	\$2,749,191	\$2,799,431	\$1,621,707	\$1,621,707	1,686,131	\$2,598,643	\$2,128,293

055 GOLF COURSE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$713,110	\$760,815	\$779,679	\$779,679	899,687	\$899,687	\$915,363
Mat, Suppls, Services	\$675,281	\$617,287	\$440,202	\$440,202	486,435	\$486,435	\$517,875
Capital	\$-6,710	\$89,759	\$51,315	\$51,315	114,565	\$313,682	\$114,565
Debt Service	\$1,271	\$723	\$0	\$0	24,283	\$24,283	\$0
Total Depts	\$1,382,952	\$1,468,583	\$1,271,196	\$1,271,196	1,524,970	\$1,724,087	\$1,547,803

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Other							
Interfund Transfer	\$132,046	\$135,090	\$135,836	\$135,836	134,913	\$134,513	\$142,377
Ending Balance	\$1,234,194	\$1,195,758	\$0	\$0	26,248	\$740,043	\$438,113
Total Other	\$1,366,240	\$1,330,848	\$135,836	\$135,836	161,161	\$874,556	\$580,490
TOTAL	\$2,749,192	\$2,799,431	\$1,407,032	\$1,407,032	1,686,131	\$2,598,643	\$2,128,293

055 GOLF COURSE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
County/SP District Revenue							
055-33312 RECR, ARTS & PARK - RAP TAX GRANT	\$60,000	\$0	\$0	\$0	0	\$0	\$0
Total County/SP District Revenue	\$60,000	\$0	\$0	\$0	0	\$0	\$0
Recreation							
055-34611 CAMPS	\$4,700	\$-174	\$18,975	\$18,975	0	\$0	\$0
055-34622 LEAGUES ADULT	\$4,120	\$2,800	\$7,240	\$7,240	0	\$0	\$0
055-34661 GOLF FEES	\$793,443	\$901,711	\$905,906	\$905,906	775,758	\$775,758	\$778,955
055-34662 CART FEES	\$235,699	\$249,795	\$259,620	\$259,620	210,365	\$210,365	\$212,643
055-34663 PASS FEES	\$62,569	\$66,830	\$58,128	\$58,128	46,584	\$46,584	\$44,041

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
055-34664 DRIVING RANGE FEES	\$39,572	\$14,186	\$51,763	\$51,763	48,382	\$48,382	\$47,254
055-34665 PRO-SHOP RETAIL SALE	\$183,060	\$193,664	\$192,189	\$192,189	184,035	\$184,035	\$179,034
055-34666 GOLF LESSONS	\$11,794	\$10,155	\$25,554	\$25,554	32,708	\$32,708	\$30,704
055-34667 GOLF LESSON CLINICS	\$640	\$268	\$75	\$75	2,092	\$2,092	\$1,756
055-34668 TOURNAMENT ADMIN.	\$12,232	\$4,393	\$170	\$170	2,213	\$2,213	\$1,872
055-34671 BEVERAGE CART RETAIL SALES	\$26,254	\$22,117	\$15,734	\$15,734	22,500	\$22,500	\$18,750
055-34672 BEVERAGE CART BEER SALES	\$24,256	\$23,138	\$14,073	\$14,073	12,500	\$12,500	\$10,417
055-34674 BEVERAGE CART TIPS	\$5,224	\$4,719	\$2,197	\$2,197	0	\$0	\$0
Total Recreation	\$1,403,562	\$1,493,600	\$1,551,624	\$1,551,624	1,337,137	\$1,337,137	\$1,325,426
Misc. Revenues							
055-36111 INTEREST EARNINGS	\$20,452	\$16,950	\$0	\$0	1,013	\$1,013	\$844
055-36210 RENTAL INCOME	\$29,603	\$29,612	\$47,118	\$47,118	20,985	\$20,985	\$21,355
055-36911 OTHER MISCELLANEOUS	\$40	\$0	\$0	\$0	18,750	\$18,750	\$15,625
055-36921 CASH OVER/SHORT	\$93	\$74	\$53	\$53	0	\$0	\$0
Total Misc. Revenues	\$50,188	\$46,636	\$47,171	\$47,171	40,748	\$40,748	\$37,824
Interfund Transactions (CIP/Debt)							
055-38211 TRANS FR GEN FUND	\$25,000	\$25,000	\$22,913	\$22,913	25,000	\$25,000	\$25,000
Total Interfund Transactions (CIP/Debt)	\$25,000	\$25,000	\$22,913	\$22,913	25,000	\$25,000	\$25,000
Beginning Balance							
055-39990 BEGINNING BALANCE	\$1,210,441	\$1,234,194	\$0	\$0	283,246	\$1,195,758	\$740,043
Total Beginning Balance	\$1,210,441	\$1,234,194	\$0	\$0	283,246	\$1,195,758	\$740,043

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
TOTAL	\$2,749,191	\$2,799,431	\$1,621,707	\$1,621,707	1,686,131	\$2,598,643	\$2,128,293

055 GOLF COURSE FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40484 DEPRECIATION							
Mat, Suppls, Services	\$222,469	\$212,864	\$0	\$0	0	\$0	\$0
Total 40484 DEPRECIATION	\$222,469	\$212,864	\$0	\$0	0	\$0	\$0
40564 GOLF MAINTENANCE							
Personnel	\$424,805	\$428,958	\$391,271	\$391,271	474,057	\$474,057	\$489,296
Mat, Suppls, Services	\$192,118	\$162,985	\$163,882	\$163,882	190,335	\$190,335	\$194,625
Capital	\$0	\$0	\$0	\$0	1,005	\$1,005	\$1,005
Interfund Transfer	\$79,023	\$82,067	\$87,227	\$87,227	81,890	\$81,490	\$85,007
Total 40564 GOLF MAINTENANCE	\$695,947	\$674,010	\$642,380	\$642,380	747,287	\$746,887	\$769,933
40571 GOLF PRO SHOP							
Personnel	\$349,486	\$341,257	\$388,407	\$388,407	425,631	\$425,631	\$426,067
Mat, Suppls, Services	\$260,693	\$241,438	\$276,320	\$276,320	296,100	\$296,100	\$323,250
Capital	\$0	\$0	\$0	\$0	1,000	\$1,000	\$1,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Debt Service	\$1,271	\$723	\$0	\$0	24,283	\$24,283	\$0
Interfund Transfer	\$53,023	\$53,023	\$48,609	\$48,609	53,023	\$53,023	\$57,370
Total 40571 GOLF PRO SHOP	\$664,474	\$636,441	\$713,337	\$713,337	800,037	\$800,037	\$807,687
40575 PENSION EXPENSE GASB 68							
Personnel	\$-61,181	\$-9,400	\$0	\$0	0	\$0	\$0
Total 40575 PENSION EXPENSE GASB 68	\$-61,181	\$-9,400	\$0	\$0	0	\$0	\$0
40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT							
Capital	\$-14,906	\$-120,920	\$0	\$0	0	\$0	\$0
Total 40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT	\$-14,906	\$-120,920	\$0	\$0	0	\$0	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$1,234,194	\$1,195,758	\$0	\$0	26,248	\$740,043	\$438,113
Total 40999 END BAL SUR(DEF)	\$1,234,194	\$1,195,758	\$0	\$0	26,248	\$740,043	\$438,113
43367 GOLF COURSE IMPROVEMENTS							
Capital	\$-10,652	\$92,885	\$0	\$0	12,000	\$13,000	\$12,000
Total 43367 GOLF COURSE IMPROVEMENTS	\$-10,652	\$92,885	\$0	\$0	12,000	\$13,000	\$12,000
43403 GOLF EQUIPMENT REPLACEMENT							
Capital	\$16,222	\$93,771	\$40,682	\$40,682	98,000	\$294,467	\$98,000
Total 43403 GOLF EQUIPMENT REPLACEMENT	\$16,222	\$93,771	\$40,682	\$40,682	98,000	\$294,467	\$98,000
43685 EQUIP REPLACEMENT - COMPUTER							
Capital	\$2,625	\$24,023	\$10,634	\$10,634	2,560	\$2,560	\$2,560
Total 43685 EQUIP REPLACEMENT - COMPUTER	\$2,625	\$24,023	\$10,634	\$10,634	2,560	\$2,560	\$2,560

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
43796 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	\$0	0	\$650	\$0
Total 43796 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	0	\$650	\$0
43801 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	\$0	0	\$1,000	\$0
Total 43801 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	0	\$1,000	\$0
TOTAL	\$2,749,192	\$2,799,431	\$1,407,032	\$1,407,032	1,686,131	\$2,598,643	\$2,128,293

TRANSPORTATION & PARKING FUND - Budget Summary

057 TRANSPORTATION & PARKING

Revenue Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Revenues							
Sales Tax	\$6,128,331	\$7,560,305	\$6,901,243	\$6,901,243	5,442,492	\$6,442,492	\$8,026,719
Licenses	\$950,859	\$947,565	\$907,690	\$907,690	656,289	\$656,289	\$953,297
Special Event Fees	\$35,556	\$0	\$0	\$0	0	\$0	\$0
Federal Revenue	\$3,891,860	\$5,674,532	\$5,140,559	\$5,140,559	3,585,800	\$19,070,280	\$20,099,700

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
State Revenue	\$0	\$0	\$70,000	\$70,000	0	\$0	\$0
Transit Charges for Services	\$7,425,047	\$5,286,336	\$828,747	\$828,747	5,866,000	\$1,066,000	\$2,580,819
Fines & Forfeitures	\$2,611,357	\$2,348	\$0	\$0	0	\$0	\$0
Misc. Revenues	\$284,084	\$165,301	\$163,644	\$163,644	288,410	\$288,410	\$287,265
Special Revenues & Resources	\$484,339	\$420,700	\$733,518	\$733,518	402,002	\$402,002	\$289,087
Total Revenues	\$21,811,433	\$20,057,085	\$14,745,400	\$14,745,400	16,240,993	\$27,925,473	\$32,236,887
Other							
Beginning Balance	\$13,647,186	\$13,034,167	\$0	\$0	8,734,195	\$11,187,402	\$6,035,444
Total Other	\$13,647,186	\$13,034,167	\$0	\$0	8,734,195	\$11,187,402	\$6,035,444
TOTAL	\$35,458,619	\$33,091,252	\$14,745,400	\$14,745,400	24,975,188	\$39,112,875	\$38,272,331

057 TRANSPORTATION & PARKING

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$10,365,571	\$10,107,952	\$7,825,586	\$7,825,586	8,902,923	\$8,909,323	\$7,241,515
Mat, Suppls, Services	\$6,251,760	\$5,854,647	\$1,637,211	\$1,637,211	2,268,672	\$2,268,672	\$1,915,272
Capital	\$2,417,840	\$2,661,234	\$1,824,982	\$1,824,982	8,281,094	\$18,855,935	\$19,186,993

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total Depts	\$19,035,172	\$18,623,833	\$11,287,779	\$11,287,779	19,452,689	\$30,033,931	\$28,343,780
Other							
Interfund Transfer	\$3,389,280	\$3,280,017	\$2,522,375	\$2,522,375	3,334,501	\$3,043,501	\$3,306,502
Ending Balance	\$13,034,167	\$11,187,402	\$0	\$0	2,187,998	\$6,035,444	\$6,622,049
Total Other	\$16,423,447	\$14,467,419	\$2,522,375	\$2,522,375	5,522,499	\$9,078,945	\$9,928,551
TOTAL	\$35,458,619	\$33,091,252	\$13,810,154	\$13,810,154	24,975,188	\$39,112,876	\$38,272,331

057 TRANSPORTATION & PARKING

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Sales Tax							
057-31212 TRANSIT SALES TAX	\$3,220,361	\$4,703,322	\$4,305,257	\$4,305,257	3,382,656	\$4,382,656	\$5,220,151
057-31214 RESORT TAX TRANSPOR	\$2,907,971	\$2,856,983	\$2,595,986	\$2,595,986	2,059,836	\$2,059,836	\$2,806,568
Total Sales Tax	\$6,128,331	\$7,560,305	\$6,901,243	\$6,901,243	5,442,492	\$6,442,492	\$8,026,719
Licenses							
057-32111 BUSINESS LICENSES	\$818,991	\$814,444	\$775,712	\$775,712	575,652	\$575,652	\$827,757
057-32161 NIGHT RENT LIC FEE	\$131,867	\$133,120	\$131,977	\$131,977	80,637	\$80,637	\$125,540
Total Licenses	\$950,859	\$947,565	\$907,690	\$907,690	656,289	\$656,289	\$953,297

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Special Event Fees							
057-32639 SPECIAL EVENT PARKING FEES	\$35,556	\$0	\$0	\$0	0	\$0	\$0
Total Special Event Fees	\$35,556	\$0	\$0	\$0	0	\$0	\$0
Federal Revenue							
057-33110 FEDERAL GRANTS	\$3,891,860	\$5,674,532	\$5,140,559	\$5,140,559	3,585,800	\$19,070,280	\$20,099,700
Total Federal Revenue	\$3,891,860	\$5,674,532	\$5,140,559	\$5,140,559	3,585,800	\$19,070,280	\$20,099,700
State Revenue							
057-33252 STATE CONTRIBUTION	\$0	\$0	\$70,000	\$70,000	0	\$0	\$0
Total State Revenue	\$0	\$0	\$70,000	\$70,000	0	\$0	\$0
Transit Charges for Services							
057-34211 FARE REVENUE	\$31,886	\$18,495	\$1,735	\$1,735	26,000	\$26,000	\$31,403
057-34221 BUS ADVERTISING	\$32,800	\$17,100	\$2,220	\$2,220	40,000	\$40,000	\$49,416
057-34230 REGIONAL TRANSIT REVENUE	\$7,360,362	\$5,250,741	\$824,792	\$824,792	5,800,000	\$1,000,000	\$2,500,000
Total Transit Charges for Services	\$7,425,047	\$5,286,336	\$828,747	\$828,747	5,866,000	\$1,066,000	\$2,580,819
Fines & Forfeitures							
057-35300 CITY FINES	\$123,013	\$0	\$0	\$0	0	\$0	\$0
057-35301 PARKING PERMITS	\$202,944	\$0	\$0	\$0	0	\$0	\$0
057-35307 IN CAR METERS	\$1,800	\$-183	\$0	\$0	0	\$0	\$0
057-35309 TOKEN/VALIDATION REVENUE	\$-10	\$-11	\$0	\$0	0	\$0	\$0
057-35310 METER REVENUE	\$2,283,609	\$2,541	\$0	\$0	0	\$0	\$0
Total Fines & Forfeitures	\$2,611,357	\$2,348	\$0	\$0	0	\$0	\$0

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Misc. Revenues							
057-36111 INTEREST EARNINGS	\$182,264	\$47,960	\$0	\$0	126,433	\$126,433	\$140,941
057-36210 RENTAL INCOME	\$91,253	\$111,457	\$124,313	\$124,313	52,000	\$52,000	\$101,355
057-36310 SALE OF ASSETS	\$10,679	\$4,246	\$37,430	\$37,430	41,000	\$41,000	\$41,000
057-36911 OTHER MISCELLANEOUS	\$259	\$1,639	\$1,902	\$1,902	68,977	\$68,977	\$3,969
057-36921 CASH OVER/SHORT	\$-370	\$-1	\$0	\$0	0	\$0	\$0
Total Misc. Revenues	\$284,084	\$165,301	\$163,644	\$163,644	288,410	\$288,410	\$287,265
Special Revenues & Resources							
057-39110 DONATIONS	\$208,254	\$288,796	\$76,374	\$76,374	200,000	\$200,000	\$85,092
057-39126 OTHER CONTRIBUTIONS	\$276,085	\$131,904	\$657,144	\$657,144	202,002	\$202,002	\$203,995
Total Special Revenues & Resources	\$484,339	\$420,700	\$733,518	\$733,518	402,002	\$402,002	\$289,087
Beginning Balance							
057-39990 BEGINNING BALANCE	\$13,647,186	\$13,034,167	\$0	\$0	8,734,195	\$11,187,402	\$6,035,444
Total Beginning Balance	\$13,647,186	\$13,034,167	\$0	\$0	8,734,195	\$11,187,402	\$6,035,444
TOTAL	\$35,458,619	\$33,091,252	\$14,745,400	\$14,745,400	24,975,189	\$39,112,876	\$38,272,331

057 TRANSPORTATION & PARKING

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40481 TRANSPORTATION OPER							
Personnel	\$9,074,951	\$9,519,409	\$7,504,892	\$7,504,892	8,596,552	\$8,602,952	\$6,925,764
Mat, Suppls, Services	\$2,072,670	\$2,239,372	\$1,349,607	\$1,349,607	1,757,200	\$1,757,200	\$1,477,800
Capital	\$207,948	\$135,282	\$126,756	\$126,756	157,600	\$157,600	\$137,737
Interfund Transfer	\$3,383,280	\$3,280,017	\$2,522,375	\$2,522,375	3,334,501	\$3,043,501	\$3,306,502
Total 40481 TRANSPORTATION OPER	\$14,738,849	\$15,174,081	\$11,503,629	\$11,503,629	13,845,853	\$13,561,253	\$11,847,803
40484 DEPRECIATION							
Mat, Suppls, Services	\$2,889,259	\$3,169,813	\$0	\$0	0	\$0	\$0
Total 40484 DEPRECIATION	\$2,889,259	\$3,169,813	\$0	\$0	0	\$0	\$0
40485 TRANSPORTATION PLANNING							
Personnel	\$410,096	\$483,867	\$302,456	\$302,456	306,371	\$306,371	\$315,751
Mat, Suppls, Services	\$490,218	\$445,462	\$287,605	\$287,605	498,572	\$498,572	\$424,572
Capital	\$0	\$0	\$0	\$0	0	\$0	\$330,000
Total 40485 TRANSPORTATION PLANNING	\$900,314	\$929,329	\$590,060	\$590,060	804,943	\$804,943	\$1,070,323
40500 PARKING							
Personnel	\$913,215	\$-1,118	\$0	\$0	0	\$0	\$0
Mat, Suppls, Services	\$799,612	\$0	\$0	\$0	0	\$0	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Interfund Transfer	\$6,000	\$0	\$0	\$0	0	\$0	\$0
Total 40500 PARKING	\$1,718,827	\$-1,118	\$0	\$0	0	\$0	\$0
40575 PENSION EXPENSE GASB 68							
Personnel	\$-50,482	\$86,870	\$0	\$0	0	\$0	\$0
Total 40575 PENSION EXPENSE GASB 68	\$-50,482	\$86,870	\$0	\$0	0	\$0	\$0
40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT							
Capital	\$-5,363,225	\$-657,358	\$0	\$0	0	\$0	\$0
Total 40900 CAPITAL ASSET-PERIOD 13 ADJUSTMENT	\$-5,363,225	\$-657,358	\$0	\$0	0	\$0	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$13,034,167	\$11,187,402	\$0	\$0	2,187,998	\$6,035,444	\$6,622,049
Total 40999 END BAL SUR(DEF)	\$13,034,167	\$11,187,402	\$0	\$0	2,187,998	\$6,035,444	\$6,622,049
43304 INFORMATION SYSTEMS ENHANCE/UPGRADES							
Capital	\$20,018	\$35,000	\$0	\$0	-50,000	\$-110	\$0
Total 43304 INFORMATION SYSTEMS ENHANCE/UPGRADES	\$20,018	\$35,000	\$0	\$0	-50,000	\$-110	\$0
43316 TRANSIT COACHES							
Capital	\$5,161,480	\$27,137	\$384,495	\$384,495	0	\$381,287	\$14,212,837
Total 43316 TRANSIT COACHES	\$5,161,480	\$27,137	\$384,495	\$384,495	0	\$381,287	\$14,212,837
43339 BUS SHELTERS							
Capital	\$0	\$83,396	\$24,076	\$24,076	0	\$0	\$167,053
Total 43339 BUS SHELTERS	\$0	\$83,396	\$24,076	\$24,076	0	\$0	\$167,053
43435 FLAGSTAFF TRANSFER FEE							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$947,904	\$110,761	\$0	\$0	0	\$2,015,006	\$0
Total 43435 FLAGSTAFF TRANSFER FEE	\$947,904	\$110,761	\$0	\$0	0	\$2,015,006	\$0
43446 TRANSIT GIS/AVL SYSTEM							
Capital	\$0	\$0	\$0	\$0	400,000	\$500,000	\$0
Total 43446 TRANSIT GIS/AVL SYSTEM	\$0	\$0	\$0	\$0	400,000	\$500,000	\$0
43466 TRANSIT EXPANSION							
Capital	\$0	\$0	\$175,528	\$175,528	0	\$153,022	\$0
Total 43466 TRANSIT EXPANSION	\$0	\$0	\$175,528	\$175,528	0	\$153,022	\$0
43484 PARKING METER REPLACEMENT							
Capital	\$350,690	\$0	\$0	\$0	0	\$0	\$0
Total 43484 PARKING METER REPLACEMENT	\$350,690	\$0	\$0	\$0	0	\$0	\$0
43506 UPGRADE OH DOOR ROLLERS							
Capital	\$13,251	\$0	\$0	\$0	6,000	\$33,267	\$6,000
Total 43506 UPGRADE OH DOOR ROLLERS	\$13,251	\$0	\$0	\$0	6,000	\$33,267	\$6,000
43575 CITY TRANSIT CONTRIBUTION TO COUNTY							
Capital	\$0	\$2,141,961	\$659,324	\$659,324	0	\$659,324	\$1,192,194
Total 43575 CITY TRANSIT CONTRIBUTION TO COUNTY	\$0	\$2,141,961	\$659,324	\$659,324	0	\$659,324	\$1,192,194
43594 SHORT RANGE TRANSIT DEVELOPMENT PLAN							
Capital	\$0	\$0	\$0	\$0	0	\$180,000	\$0
Total 43594 SHORT RANGE TRANSIT DEVELOPMENT PLAN	\$0	\$0	\$0	\$0	0	\$180,000	\$0
43616 224 CORRIDOR STUDY AND STRATEGIC PLAN							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$19,000	\$0	\$0	\$0	0	\$0	\$0
Total 43616 224 CORRIDOR STUDY AND STRATEGIC PLAN	\$19,000	\$0	\$0	\$0	0	\$0	\$0
43623 IRONHORSE SEASONAL HOUSING							
Mat, Suppls, Services	\$0	\$0	\$0	\$0	12,900	\$12,900	\$12,900
Total 43623 IRONHORSE SEASONAL HOUSING	\$0	\$0	\$0	\$0	12,900	\$12,900	\$12,900
43625 IRONHORSE TRANSIT FAC ASSET MGMT							
Capital	\$184,773	\$0	\$0	\$0	180,000	\$0	\$0
Total 43625 IRONHORSE TRANSIT FAC ASSET MGMT	\$184,773	\$0	\$0	\$0	180,000	\$0	\$0
43650 FLEET MANAGEMENT SOFTWARE							
Capital	\$0	\$25,260	\$13,703	\$13,703	0	\$263,915	\$0
Total 43650 FLEET MANAGEMENT SOFTWARE	\$0	\$25,260	\$13,703	\$13,703	0	\$263,915	\$0
43653 TRANS PLANS & STUDIES							
Personnel	\$289	\$55	\$0	\$0	0	\$0	\$0
Capital	\$216,669	\$76,156	\$11,569	\$11,569	137,318	\$458,789	\$0
Total 43653 TRANS PLANS & STUDIES	\$216,958	\$76,211	\$11,569	\$11,569	137,318	\$458,789	\$0
43655 TRANSIT FAC CAP RENEWAL							
Capital	\$0	\$0	\$2,770	\$2,770	50,000	\$1,954,236	\$230,000
Total 43655 TRANSIT FAC CAP RENEWAL	\$0	\$0	\$2,770	\$2,770	50,000	\$1,954,236	\$230,000
43686 EQUIP REPLACEMENT - COMPUTER							
Capital	\$2,632	\$19,110	\$14,739	\$14,739	16,172	\$62,804	\$16,172
Total 43686 EQUIP REPLACEMENT - COMPUTER	\$2,632	\$19,110	\$14,739	\$14,739	16,172	\$62,804	\$16,172

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
43712 TRAFFIC MANAGEMENT CAMERAS							
Capital	\$145,987	\$0	\$0	\$0	0	\$0	\$0
Total 43712 TRAFFIC MANAGEMENT CAMERAS	\$145,987	\$0	\$0	\$0	0	\$0	\$0
43731 CHINA BRIDGE EVENT PARKING							
Capital	\$123,316	\$0	\$0	\$0	0	\$0	\$0
Total 43731 CHINA BRIDGE EVENT PARKING	\$123,316	\$0	\$0	\$0	0	\$0	\$0
43739 TRANSIT ONBOARD SECURITY CAMERAS							
Capital	\$67,227	\$0	\$1,316	\$1,316	0	\$100,000	\$0
Total 43739 TRANSIT ONBOARD SECURITY CAMERAS	\$67,227	\$0	\$1,316	\$1,316	0	\$100,000	\$0
43740 TRANSIT ONBOARD WI-FI							
Capital	\$0	\$0	\$0	\$0	0	\$44,000	\$0
Total 43740 TRANSIT ONBOARD WI-FI	\$0	\$0	\$0	\$0	0	\$44,000	\$0
43746 PARK. DECK COATING IRON HORSE BUS GARAGE							
Capital	\$0	\$0	\$0	\$0	55,000	\$161,000	\$55,000
Total 43746 PARK. DECK COATING IRON HORSE BUS GARAGE	\$0	\$0	\$0	\$0	55,000	\$161,000	\$55,000
43761 KIMBALL JUNCTION TRANSIT CENTER							
Capital	\$6,517	\$0	\$0	\$0	0	\$0	\$0
Total 43761 KIMBALL JUNCTION TRANSIT CENTER	\$6,517	\$0	\$0	\$0	0	\$0	\$0
43770 TRANSIT AND TRANSPORTATION LAND ACQUISIT							
Capital	\$3,201	\$0	\$0	\$0	0	\$0	\$0
Total 43770 TRANSIT AND TRANSPORTATION LAND ACQUISIT	\$3,201	\$0	\$0	\$0	0	\$0	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
43781 SR 248/US 40 PARK AND RIDE LOT							
Capital	\$49,954	\$46,004	\$254,476	\$254,476	5,483,856	\$4,621,118	\$1,800,000
Total 43781 SR 248/US 40 PARK AND RIDE LOT	\$49,954	\$46,004	\$254,476	\$254,476	5,483,856	\$4,621,118	\$1,800,000
43797 MOBILE MANAGEMENT SERVER							
Capital	\$0	\$0	\$0	\$0	0	\$9,750	\$0
Total 43797 MOBILE MANAGEMENT SERVER	\$0	\$0	\$0	\$0	0	\$9,750	\$0
43802 WINDOWS 10 CLIENT LICENSES							
Capital	\$0	\$0	\$0	\$0	0	\$5,500	\$0
Total 43802 WINDOWS 10 CLIENT LICENSES	\$0	\$0	\$0	\$0	0	\$5,500	\$0
43806 VMS SIGNS							
Capital	\$0	\$20,751	\$33,097	\$33,097	60,000	\$60,000	\$60,000
Total 43806 VMS SIGNS	\$0	\$20,751	\$33,097	\$33,097	60,000	\$60,000	\$60,000
43807 ENHANCED BUS STOPS AT FRESH MARKET AND P							
Capital	\$0	\$6,643	\$15,126	\$15,126	1,785,148	\$1,589,930	\$0
Total 43807 ENHANCED BUS STOPS AT FRESH MARKET AND P	\$0	\$6,643	\$15,126	\$15,126	1,785,148	\$1,589,930	\$0
43813 ELECTIC BUS CHARGING STATION AT OLD TOWN							
Personnel	\$9,556	\$13,520	\$13,027	\$13,027	0	\$0	\$0
Capital	\$22,048	\$29,979	\$27,984	\$27,984	0	\$0	\$0
Total 43813 ELECTIC BUS CHARGING STATION AT OLD TOWN	\$31,604	\$43,499	\$41,010	\$41,010	0	\$0	\$0
43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL							
Capital	\$16,451	\$31,042	\$16,002	\$16,002	0	\$46,877	\$70,000

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total 43828 MARSAC EMPLOYEE TRANSP DEMAND MGMT & WEL	\$16,451	\$31,042	\$16,002	\$16,002	0	\$46,877	\$70,000
43829 PHASE 2 BIKE SHARE IMPROVEMENTS							
Capital	\$0	\$140,061	\$0	\$0	0	\$25,000	\$60,000
Total 43829 PHASE 2 BIKE SHARE IMPROVEMENTS	\$0	\$140,061	\$0	\$0	0	\$25,000	\$60,000
43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$300,000
Total 43830 BONANZA DRIVE MULTI-MODAL AND STREET IMP	\$0	\$0	\$0	\$0	0	\$0	\$300,000
43832 REMODEL FOR TRANSIT DRIVER HOUSING							
Personnel	\$7,947	\$5,348	\$5,211	\$5,211	0	\$0	\$0
Capital	\$221,999	\$365,139	\$62,522	\$62,522	0	\$0	\$0
Total 43832 REMODEL FOR TRANSIT DRIVER HOUSING	\$229,947	\$370,487	\$67,733	\$67,733	0	\$0	\$0
43836 GIS: GEOEVENT SERVER LICENSE							
Capital	\$0	\$0	\$0	\$0	0	\$13,000	\$0
Total 43836 GIS: GEOEVENT SERVER LICENSE	\$0	\$0	\$0	\$0	0	\$13,000	\$0
43840 OFFICE 2016 LICENSES							
Capital	\$0	\$0	\$0	\$0	0	\$4,620	\$0
Total 43840 OFFICE 2016 LICENSES	\$0	\$0	\$0	\$0	0	\$4,620	\$0
43847 SR 248 BRT							
Capital	\$0	\$0	\$0	\$0	0	\$5,191,000	\$0
Total 43847 SR 248 BRT	\$0	\$0	\$0	\$0	0	\$5,191,000	\$0
43848 OLD TOWN ACCESS & CIRCULATION PLAN							

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Capital	\$0	\$24,911	\$0	\$0	0	\$0	\$0
Total 43848 OLD TOWN ACCESS & CIRCULATION PLAN	\$0	\$24,911	\$0	\$0	0	\$0	\$0
43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$200,000
Total 43852 DEER VALLEY DR BICYCLE AND PEDESTRIAN FA	\$0	\$0	\$0	\$0	0	\$0	\$200,000
43863 SCHEDULING SOFTWARE							
Capital	\$0	\$0	\$1,500	\$1,500	0	\$70,000	\$0
Total 43863 SCHEDULING SOFTWARE	\$0	\$0	\$1,500	\$1,500	0	\$70,000	\$0
43873 SNOW CREEK CROSSING SR - 248 TUNNEL IMP							
Capital	\$0	\$0	\$0	\$0	0	\$0	\$350,000
Total 43873 SNOW CREEK CROSSING SR - 248 TUNNEL IMP	\$0	\$0	\$0	\$0	0	\$0	\$350,000
45409 ACTIVE TRANSPORTATION MASTER PLAN							
Capital	\$0	\$0	\$0	\$0	0	\$95,000	\$0
Total 45409 ACTIVE TRANSPORTATION MASTER PLAN	\$0	\$0	\$0	\$0	0	\$95,000	\$0
TOTAL	\$35,458,619	\$33,091,253	\$13,810,155	\$13,810,155	24,975,189	\$39,112,876	\$38,272,331

FLEET SERVICES FUND - Budget Summary

062 FLEET SERVICES FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Interfund Transactions (Admin)	\$2,949,000	\$2,725,000	\$1,770,000	\$1,770,000	2,725,000	\$2,348,700	\$2,348,700
Total Revenues	\$2,949,000	\$2,725,000	\$1,770,000	\$1,770,000	2,725,000	\$2,348,700	\$2,348,700
Other							
Beginning Balance	\$1,207,403	\$1,210,535	\$0	\$0	988,805	\$1,138,620	\$638,176
Total Other	\$1,207,403	\$1,210,535	\$0	\$0	988,805	\$1,138,620	\$638,176
TOTAL	\$4,156,403	\$3,935,535	\$1,770,000	\$1,770,000	3,713,805	\$3,487,320	\$2,986,876

062 FLEET SERVICES FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$1,105,619	\$1,016,050	\$933,263	\$933,263	995,989	\$995,989	\$1,018,016

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Mat, Suppls, Services	\$1,826,941	\$1,781,981	\$1,310,439	\$1,310,439	1,853,155	\$1,853,155	\$1,853,155
Capital	\$13,309	\$-1,115	\$0	\$0	0	\$0	\$0
Total Depts	\$2,945,868	\$2,796,916	\$2,243,702	\$2,243,702	2,849,144	\$2,849,144	\$2,871,171
Other							
Ending Balance	\$1,210,535	\$1,138,620	\$0	\$0	864,661	\$638,176	\$115,705
Total Other	\$1,210,535	\$1,138,620	\$0	\$0	864,661	\$638,176	\$115,705
TOTAL	\$4,156,403	\$3,935,536	\$2,243,702	\$2,243,702	3,713,805	\$3,487,320	\$2,986,876

062 FLEET SERVICES FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Interfund Transactions (Admin)							
062-38110 CENTRAL GARAGE CHG	\$1,871,000	\$1,860,000	\$1,372,500	\$1,372,500	1,860,000	\$1,681,000	\$1,681,000
062-38111 FUEL SALES	\$1,078,000	\$865,000	\$397,500	\$397,500	865,000	\$667,700	\$667,700
Total Interfund Transactions (Admin)	\$2,949,000	\$2,725,000	\$1,770,000	\$1,770,000	2,725,000	\$2,348,700	\$2,348,700
Beginning Balance							
062-39990 BEGINNING BALANCE	\$1,207,403	\$1,210,535	\$0	\$0	988,805	\$1,138,620	\$638,176
Total Beginning Balance	\$1,207,403	\$1,210,535	\$0	\$0	988,805	\$1,138,620	\$638,176

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
TOTAL	\$4,156,403	\$3,935,535	\$1,770,000	\$1,770,000	3,713,805	\$3,487,320	\$2,986,876

062 FLEET SERVICES FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40471 FLEET SERVICES DEPT							
Personnel	\$1,029,555	\$1,008,908	\$933,263	\$933,263	995,989	\$995,989	\$1,018,016
Mat, Suppls, Services	\$1,826,941	\$1,781,981	\$1,310,439	\$1,310,439	1,853,155	\$1,853,155	\$1,853,155
Capital	\$13,309	\$-1,115	\$0	\$0	0	\$0	\$0
Total 40471 FLEET SERVICES DEPT	\$2,869,804	\$2,789,774	\$2,243,702	\$2,243,702	2,849,144	\$2,849,144	\$2,871,171
40575 PENSION EXPENSE GASB 68							
Personnel	\$76,064	\$7,142	\$0	\$0	0	\$0	\$0
Total 40575 PENSION EXPENSE GASB 68	\$76,064	\$7,142	\$0	\$0	0	\$0	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$1,210,535	\$1,138,620	\$0	\$0	864,661	\$638,176	\$115,705
Total 40999 END BAL SUR(DEF)	\$1,210,535	\$1,138,620	\$0	\$0	864,661	\$638,176	\$115,705
TOTAL	\$4,156,403	\$3,935,536	\$2,243,702	\$2,243,702	3,713,805	\$3,487,320	\$2,986,876

SELF INSURANCE FUND - Budget Summary

064 SELF INSURANCE FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Misc. Revenues	\$275,000	\$275,000	\$252,087	\$252,087	0	\$275,000	\$275,000
Interfund Transactions (Admin)	\$1,037,216	\$1,286,651	\$1,282,457	\$1,282,457	1,399,043	\$1,399,043	\$1,583,450
Total Revenues	\$1,312,216	\$1,561,651	\$1,534,544	\$1,534,544	1,399,043	\$1,674,043	\$1,858,450
Other							
Beginning Balance	\$1,163,647	\$1,348,568	\$0	\$0	827,159	\$1,431,831	\$522,814
Total Other	\$1,163,647	\$1,348,568	\$0	\$0	827,159	\$1,431,831	\$522,814
TOTAL	\$2,475,863	\$2,910,219	\$1,534,544	\$1,534,544	2,226,202	\$3,105,874	\$2,381,264

064 SELF INSURANCE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Mat, Suppls, Services	\$1,127,295	\$1,478,388	\$2,193,743	\$2,193,743	1,733,060	\$2,583,060	\$1,446,500
Total Depts	\$1,127,295	\$1,478,388	\$2,193,743	\$2,193,743	1,733,060	\$2,583,060	\$1,446,500
Other							
Ending Balance	\$1,348,568	\$1,431,831	\$0	\$0	493,142	\$522,814	\$934,764
Total Other	\$1,348,568	\$1,431,831	\$0	\$0	493,142	\$522,814	\$934,764
TOTAL	\$2,475,863	\$2,910,219	\$2,193,743	\$2,193,743	2,226,202	\$3,105,874	\$2,381,264

064 SELF INSURANCE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues							
064-36991 FEE FOR WORKER'S COMP SELF-INS	\$275,000	\$275,000	\$252,087	\$252,087	0	\$275,000	\$275,000
Total Misc. Revenues	\$275,000	\$275,000	\$252,087	\$252,087	0	\$275,000	\$275,000

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Interfund Transactions (Admin)							
064-38141 INS - GENERAL FUND	\$599,683	\$777,096	\$755,073	\$755,073	823,716	\$823,716	\$924,685
064-38142 INS - GOLF	\$0	\$9,045	\$8,129	\$8,129	8,868	\$8,868	\$8,037
064-38143 INS - WATER FUND	\$141,941	\$161,097	\$158,290	\$158,290	172,680	\$172,680	\$135,259
064-38144 INS - TRANSPORTATION	\$288,883	\$331,620	\$353,925	\$353,925	386,104	\$386,104	\$508,321
064-38146 38146	\$6,709	\$7,793	\$7,040	\$7,040	7,675	\$7,675	\$7,148
Total Interfund Transactions (Admin)	\$1,037,216	\$1,286,651	\$1,282,457	\$1,282,457	1,399,043	\$1,399,043	\$1,583,450
Beginning Balance							
064-39990 BEGINNING BALANCE	\$1,163,647	\$1,348,568	\$0	\$0	827,159	\$1,431,831	\$522,814
Total Beginning Balance	\$1,163,647	\$1,348,568	\$0	\$0	827,159	\$1,431,831	\$522,814
TOTAL	\$2,475,863	\$2,910,219	\$1,534,544	\$1,534,544	2,226,202	\$3,105,874	\$2,381,264

064 SELF INSURANCE FUND

Expenditures by Department & Type

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40132 SELF INS & SEC BOND							
Mat, Suppls, Services	\$822,595	\$1,154,523	\$1,768,621	\$1,768,621	1,121,500	\$1,971,500	\$1,171,500
Total 40132 SELF INS & SEC BOND	\$822,595	\$1,154,523	\$1,768,621	\$1,768,621	1,121,500	\$1,971,500	\$1,171,500

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40139 WORKERS COMP							
Mat, Suppls, Services	\$34,011	\$-20,806	\$161,395	\$161,395	275,000	\$275,000	\$275,000
Total 40139 WORKERS COMP	\$34,011	\$-20,806	\$161,395	\$161,395	275,000	\$275,000	\$275,000
40141 DENTAL SELF FUNDING							
Mat, Suppls, Services	\$270,690	\$344,671	\$263,727	\$263,727	336,560	\$336,560	\$0
Total 40141 DENTAL SELF FUNDING	\$270,690	\$344,671	\$263,727	\$263,727	336,560	\$336,560	\$0
40999 END BAL SUR(DEF)							
Ending Balance	\$1,348,568	\$1,431,831	\$0	\$0	493,142	\$522,814	\$934,764
Total 40999 END BAL SUR(DEF)	\$1,348,568	\$1,431,831	\$0	\$0	493,142	\$522,814	\$934,764
TOTAL	\$2,475,863	\$2,910,219	\$2,193,743	\$2,193,743	2,226,202	\$3,105,874	\$2,381,264

SALES TAX REV BOND - DEBT SVS FUND - Budget Summary

070 SALES TAX REV BOND - DEBT SVS

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Misc. Revenues	\$341,062	\$614,894	\$137,987	\$137,987	0	\$0	\$0

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Interfund Transactions (Admin)	\$161,703	\$162,477	\$20,625	\$20,625	22,495	\$22,495	\$0
Interfund Transactions (CIP/Debt)	\$5,182,438	\$7,256,839	\$6,792,434	\$6,792,434	7,409,946	\$7,416,371	\$6,962,216
Bond Proceeds	\$30,270,522	\$0	\$0	\$0	0	\$0	\$0
Total Revenues	\$35,955,725	\$8,034,210	\$6,951,046	\$6,951,046	7,432,441	\$7,438,866	\$6,962,216
Other							
Beginning Balance	\$7,396,945	\$25,749,908	\$0	\$0	\$25,513,870	\$26,139,189	\$26,123,690
Total Other	\$7,396,945	\$25,749,908	\$0	\$0	\$25,513,870	\$26,139,189	\$26,123,690
TOTAL	\$43,352,670	\$33,784,118	\$6,951,046	\$6,951,046	32,946,311	\$33,578,055	\$33,085,906

070 SALES TAX REV BOND - DEBT SVS

Expense Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Depts							
Debt Service	\$5,609,398	\$7,427,890	\$2,640,552	\$2,640,552	5,040,066	\$7,454,365	\$6,972,216
Total Depts	\$5,609,398	\$7,427,890	\$2,640,552	\$2,640,552	5,040,066	\$7,454,365	\$6,972,216
Other							
Interfund Transfer	\$11,993,364	\$217,039	\$0	\$0	0	\$0	\$0
Ending Balance	\$25,749,908	\$26,139,189	\$0	\$0	\$27,906,245	\$26,123,690	\$26,113,690

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total Other	\$37,743,272	\$26,356,228	\$0	\$0	\$27,906,245	\$26,123,690	\$26,113,690
TOTAL	\$43,352,670	\$33,784,118	\$2,640,552	\$2,640,552	\$32,946,311	\$33,578,055	\$33,085,906

070 SALES TAX REV BOND - DEBT SVS

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Misc. Revenues							
070-36112 INT EARN SPEC ACCTS	\$341,062	\$614,894	\$137,987	\$137,987	0	\$0	\$0
Total Misc. Revenues	\$341,062	\$614,894	\$137,987	\$137,987	0	\$0	\$0
Interfund Transactions (Admin)							
070-38131 CITY CONT. GENERAL	\$161,703	\$162,477	\$20,625	\$20,625	22,495	\$22,495	\$0
Total Interfund Transactions (Admin)	\$161,703	\$162,477	\$20,625	\$20,625	22,495	\$22,495	\$0
Interfund Transactions (CIP/Debt)							
070-38231 TRANSFER FROM CIP	\$3,669,062	\$3,682,118	\$3,281,960	\$3,281,960	3,580,329	\$3,589,254	\$4,174,626
070-38234 TRANSFER IN FROM MAIN ST. RDA	\$805,161	\$805,006	\$959,541	\$959,541	1,046,777	\$1,046,777	\$0
070-38236 TRANSFER FROM LPA RDA-FUND 33	\$708,215	\$2,769,715	\$2,550,933	\$2,550,933	2,782,840	\$2,780,340	\$2,787,590
Total Interfund Transactions (CIP/Debt)	\$5,182,438	\$7,256,839	\$6,792,434	\$6,792,434	7,409,946	\$7,416,371	\$6,962,216
Bond Proceeds							

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
070-39220 BOND PROCEEDS	\$26,775,000	\$0	\$0	\$0	0	\$0	\$0
070-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$3,495,522	\$0	\$0	\$0	0	\$0	\$0
Total Bond Proceeds	\$30,270,522	\$0	\$0	\$0	0	\$0	\$0
Beginning Balance							
070-39990 BEGINNING BALANCE	\$7,396,945	\$25,749,908	\$0	\$0	\$25,513,870	\$26,139,189	\$26,123,690
Total Beginning Balance	\$7,396,945	\$25,749,908	\$0	\$0	\$25,513,870	\$26,139,189	\$26,123,690
TOTAL	\$43,352,670	\$33,784,118	\$6,951,046	\$6,951,046	\$32,946,311	\$33,578,055	\$33,085,906

070 SALES TAX REV BOND - DEBT SVS

Expenditures by Department & Type

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40730 2017 SALES TAX REV BONDS							
Debt Service	\$2,771,617	\$2,772,103	\$510,748	\$510,748	2,775,853	\$2,775,852	\$2,774,528
Interfund Transfer	\$3,660,563	\$202,191	\$0	\$0	0	\$0	\$0
Total 40730 2017 SALES TAX REV BONDS	\$6,432,180	\$2,974,294	\$510,748	\$510,748	2,775,853	\$2,775,852	\$2,774,528
40731 2019 SALES TAX REV BONDS							
Debt Service	\$582,749	\$2,398,500	\$1,885,071	\$1,885,071	0	\$2,411,375	\$2,418,250
Interfund Transfer	\$7,906,516	\$0	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total 40731 2019 SALES TAX REV BONDS	\$8,489,265	\$2,398,500	\$1,885,071	\$1,885,071	0	\$2,411,375	\$2,418,250
40795 2014A SALES TAX REV & REF BONDS							
Debt Service	\$1,088,015	\$1,088,600	\$12,021	\$12,021	1,089,300	\$1,089,300	\$0
Total 40795 2014A SALES TAX REV & REF BONDS	\$1,088,015	\$1,088,600	\$12,021	\$12,021	1,089,300	\$1,089,300	\$0
40796 2014B SALES TAX REV BONDS							
Debt Service	\$166,227	\$166,213	\$83,828	\$83,828	167,913	\$169,913	\$774,913
Total 40796 2014B SALES TAX REV BONDS	\$166,227	\$166,213	\$83,828	\$83,828	167,913	\$169,913	\$774,913
40798 2015 SALES TAX REV BONDS							
Debt Service	\$1,000,790	\$1,002,475	\$148,884	\$148,884	1,007,000	\$1,007,925	\$1,004,525
Interfund Transfer	\$426,285	\$14,848	\$0	\$0	0	\$0	\$0
Total 40798 2015 SALES TAX REV BONDS	\$1,427,075	\$1,017,323	\$148,884	\$148,884	1,007,000	\$1,007,925	\$1,004,525
40999 END BAL SUR(DEF)							
Ending Balance	\$25,749,908	\$26,139,189	\$0	\$0	\$27,906,245	\$26,123,690	\$26,113,690
Total 40999 END BAL SUR(DEF)	\$25,749,908	\$26,139,189	\$0	\$0	\$27,906,245	\$26,123,690	\$26,113,690
TOTAL	\$43,352,670	\$33,784,118	\$2,640,552	\$2,640,552	\$32,946,311	\$33,578,055	\$33,085,906

DEBT SERVICE FUND - Budget Summary

071 DEBT SERVICE FUND

Revenue Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Revenues							
Property Taxes	\$6,036,374	\$9,281,384	\$9,506,281	\$9,506,281	9,518,281	\$9,522,281	\$9,509,688
Misc. Revenues	\$51,431	\$46,837	\$1,162	\$1,162	39,366	\$39,366	\$39,366
Bond Proceeds	\$55,117,264	\$10,768,465	\$0	\$0	0	\$0	\$0
Total Revenues	\$61,205,069	\$20,096,686	\$9,507,443	\$9,507,443	9,557,647	\$9,561,647	\$9,549,054
Other							
Beginning Balance	\$710,461	\$1,575,743	\$0	\$0	723,200	\$1,641,274	\$1,680,641
Total Other	\$710,461	\$1,575,743	\$0	\$0	723,200	\$1,641,274	\$1,680,641
TOTAL	\$61,915,530	\$21,672,429	\$9,507,443	\$9,507,443	10,280,847	\$11,202,921	\$11,229,695

071 DEBT SERVICE FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Debt Service	\$10,245,637	\$15,379,463	\$9,512,316	\$9,512,316	7,699,000	\$9,522,280	\$9,509,688
Total Depts	\$10,245,637	\$15,379,463	\$9,512,316	\$9,512,316	7,699,000	\$9,522,280	\$9,509,688
Other							
Interfund Transfer	\$50,094,149	\$4,651,693	\$0	\$0	0	\$0	\$0
Ending Balance	\$1,575,743	\$1,641,274	\$0	\$0	2,581,847	\$1,680,641	\$1,720,007
Total Other	\$51,669,892	\$6,292,967	\$0	\$0	2,581,847	\$1,680,641	\$1,720,007
TOTAL	\$61,915,530	\$21,672,430	\$9,512,316	\$9,512,316	10,280,847	\$11,202,921	\$11,229,695

071 DEBT SERVICE FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Property Taxes							
071-31112 PROP TAX DEBT SERV	\$6,024,374	\$9,269,384	\$9,494,281	\$9,494,281	9,506,281	\$9,510,281	\$9,497,688

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
071-31121 DEL AND PRIOR YEAR	\$12,000	\$12,000	\$12,000	\$12,000	12,000	\$12,000	\$12,000
Total Property Taxes	\$6,036,374	\$9,281,384	\$9,506,281	\$9,506,281	9,518,281	\$9,522,281	\$9,509,688
Misc. Revenues							
071-36112 INT EARN SPEC ACCTS	\$2,575	\$3,651	\$1,162	\$1,162	0	\$0	\$0
071-36915 BUILD AMERICA BOND SUBSIDY	\$48,857	\$43,186	\$0	\$0	39,366	\$39,366	\$39,366
Total Misc. Revenues	\$51,431	\$46,837	\$1,162	\$1,162	39,366	\$39,366	\$39,366
Bond Proceeds							
071-39219 REFUNDING BONDS ISSUED	\$4,290,000	\$5,470,000	\$0	\$0	0	\$0	\$0
071-39220 BOND PROCEEDS	\$44,000,000	\$4,000,000	\$0	\$0	0	\$0	\$0
071-39221 BONDS-ORIGINAL ISSUE PREMIUM	\$6,827,264	\$1,298,465	\$0	\$0	0	\$0	\$0
Total Bond Proceeds	\$55,117,264	\$10,768,465	\$0	\$0	0	\$0	\$0
Beginning Balance							
071-39990 BEGINNING BALANCE	\$710,461	\$1,575,743	\$0	\$0	723,200	\$1,641,274	\$1,680,641
Total Beginning Balance	\$710,461	\$1,575,743	\$0	\$0	723,200	\$1,641,274	\$1,680,641
TOTAL	\$61,915,530	\$21,672,429	\$9,507,443	\$9,507,443	10,280,847	\$11,202,921	\$11,229,695

071 DEBT SERVICE FUND

Expenditures by Department & Type

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
40779 GO BONDS-2008 SERIES							
Debt Service	\$4,842,458	\$0	\$0	\$0	0	\$0	\$0
Total 40779 GO BONDS-2008 SERIES	\$4,842,458	\$0	\$0	\$0	0	\$0	\$0
40780 GO BONDS-2009 SERIES							
Debt Service	\$1,021,340	\$4,755,756	\$0	\$0	0	\$0	\$0
Total 40780 GO BONDS-2009 SERIES	\$1,021,340	\$4,755,756	\$0	\$0	0	\$0	\$0
40788 GO BONDS-2010B SERIES							
Debt Service	\$549,900	\$2,798,647	\$0	\$0	0	\$0	\$0
Total 40788 GO BONDS-2010B SERIES	\$549,900	\$2,798,647	\$0	\$0	0	\$0	\$0
40793 GO BONDS-2013A SERIES							
Debt Service	\$578,978	\$585,163	\$586,134	\$586,134	588,000	\$588,312	\$592,850
Total 40793 GO BONDS-2013A SERIES	\$578,978	\$585,163	\$586,134	\$586,134	588,000	\$588,312	\$592,850
40794 GO BONDS-2013B SERIES							
Debt Service	\$265	\$0	\$0	\$0	0	\$0	\$0
Total 40794 GO BONDS-2013B SERIES	\$265	\$0	\$0	\$0	0	\$0	\$0
40797 2014 GO REFUNDING BONDS							
Debt Service	\$740,265	\$250	\$0	\$0	0	\$0	\$0

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Total 40797 2014 GO REFUNDING BONDS	\$740,265	\$250	\$0	\$0	0	\$0	\$0
40799 2017 GO BONDS OPEN SPACE							
Debt Service	\$2,242,050	\$2,246,100	\$2,228,921	\$2,228,921	2,232,000	\$2,231,600	\$2,217,350
Total 40799 2017 GO BONDS OPEN SPACE	\$2,242,050	\$2,246,100	\$2,228,921	\$2,228,921	2,232,000	\$2,231,600	\$2,217,350
40800 GO BONDS - 2019 SERIES							
Debt Service	\$270,383	\$4,875,521	\$4,877,221	\$4,877,221	4,879,000	\$4,879,900	\$4,890,150
Interfund Transfer	\$50,094,149	\$0	\$0	\$0	0	\$0	\$0
Total 40800 GO BONDS - 2019 SERIES	\$50,364,532	\$4,875,521	\$4,877,221	\$4,877,221	4,879,000	\$4,879,900	\$4,890,150
40801 GO BONDS - 2020 SERIES							
Debt Service	\$0	\$118,027	\$1,820,040	\$1,820,040	0	\$1,822,468	\$1,809,338
Interfund Transfer	\$0	\$4,651,693	\$0	\$0	0	\$0	\$0
Total 40801 GO BONDS - 2020 SERIES	\$0	\$4,769,720	\$1,820,040	\$1,820,040	0	\$1,822,468	\$1,809,338
40999 END BAL SUR(DEF)							
Ending Balance	\$1,575,743	\$1,641,274	\$0	\$0	2,581,847	\$1,680,641	\$1,720,007
Total 40999 END BAL SUR(DEF)	\$1,575,743	\$1,641,274	\$0	\$0	2,581,847	\$1,680,641	\$1,720,007
TOTAL	\$61,915,530	\$21,672,430	\$9,512,317	\$9,512,317	10,280,847	\$11,202,921	\$11,229,695

PARKING FUND - Budget Summary

058 PARKING FUND

Revenue Summary

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Revenues							
Special Event Fees	\$0	\$40,374	\$0	\$0	0	\$0	\$0
Fines & Forfeitures	\$0	\$1,932,187	\$856,485	\$856,485	2,603,364	\$2,603,364	\$2,603,364
Misc. Revenues	\$0	\$-24	\$0	\$0	0	\$0	\$0
Total Revenues	\$0	\$1,972,537	\$856,485	\$856,485	2,603,364	\$2,603,364	\$2,603,364
Other							
Beginning Balance	\$0	\$0	\$0	\$0	1,426,190	\$503,462	\$1,282,502
Total Other	\$0	\$0	\$0	\$0	1,426,190	\$503,462	\$1,282,502
TOTAL	\$0	\$1,972,537	\$856,485	\$856,485	4,029,554	\$3,106,826	\$3,885,866

058 PARKING FUND

Expense Summary

	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Depts							
Personnel	\$0	\$868,378	\$747,032	\$747,032	849,924	\$849,924	\$886,149
Mat, Suppls, Services	\$0	\$592,697	\$296,423	\$296,423	707,900	\$707,900	\$706,500
Capital	\$0	\$0	\$35,979	\$35,979	125,000	\$250,000	\$125,000
Total Depts	\$0	\$1,461,075	\$1,079,434	\$1,079,434	1,682,824	\$1,807,824	\$1,717,649
Other							
Interfund Transfer	\$0	\$8,000	\$18,500	\$18,500	8,000	\$16,500	\$16,500
Ending Balance	\$0	\$503,462	\$0	\$0	2,338,730	\$1,282,502	\$2,151,717
Total Other	\$0	\$511,462	\$18,500	\$18,500	2,346,730	\$1,299,002	\$2,168,217
TOTAL	\$0	\$1,972,537	\$1,097,934	\$1,097,934	4,029,554	\$3,106,826	\$3,885,866

058 PARKING FUND

Revenue by Type

Revenue By Type	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
Special Event Fees							
058-32639 SPECIAL EVENT PARKING FEES	\$0	\$40,374	\$0	\$0	0	\$0	\$0
Total Special Event Fees	\$0	\$40,374	\$0	\$0	0	\$0	\$0
Fines & Forfeitures							
058-35300 CITY FINES	\$0	\$18,598	\$17,432	\$17,432	208,703	\$208,703	\$208,703
058-35301 PARKING PERMITS	\$0	\$325,838	\$34,901	\$34,901	-195,858	\$-195,858	\$-195,858
058-35305 PARKING LOT RENTAL	\$0	\$115	\$0	\$0	0	\$0	\$0
058-35307 IN CAR METERS	\$0	\$-118	\$0	\$0	0	\$0	\$0
058-35309 TOKEN/VALIDATION REVENUE	\$0	\$-60	\$0	\$0	519	\$519	\$519
058-35310 METER REVENUE	\$0	\$1,587,813	\$804,152	\$804,152	2,590,000	\$2,590,000	\$2,590,000
Total Fines & Forfeitures	\$0	\$1,932,187	\$856,485	\$856,485	2,603,364	\$2,603,364	\$2,603,364
Misc. Revenues							
058-36921 CASH OVER/SHORT	\$0	\$-24	\$0	\$0	0	\$0	\$0
Total Misc. Revenues	\$0	\$-24	\$0	\$0	0	\$0	\$0
Beginning Balance							
058-39990 BEGINNING BALANCE	\$0	\$0	\$0	\$0	1,426,190	\$503,462	\$1,282,502

Revenue By Type	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
Total Beginning Balance	\$0	\$0	\$0	\$0	1,426,190	\$503,462	\$1,282,502
TOTAL	\$0	\$1,972,537	\$856,485	\$856,485	4,029,554	\$3,106,826	\$3,885,866

058 PARKING FUND

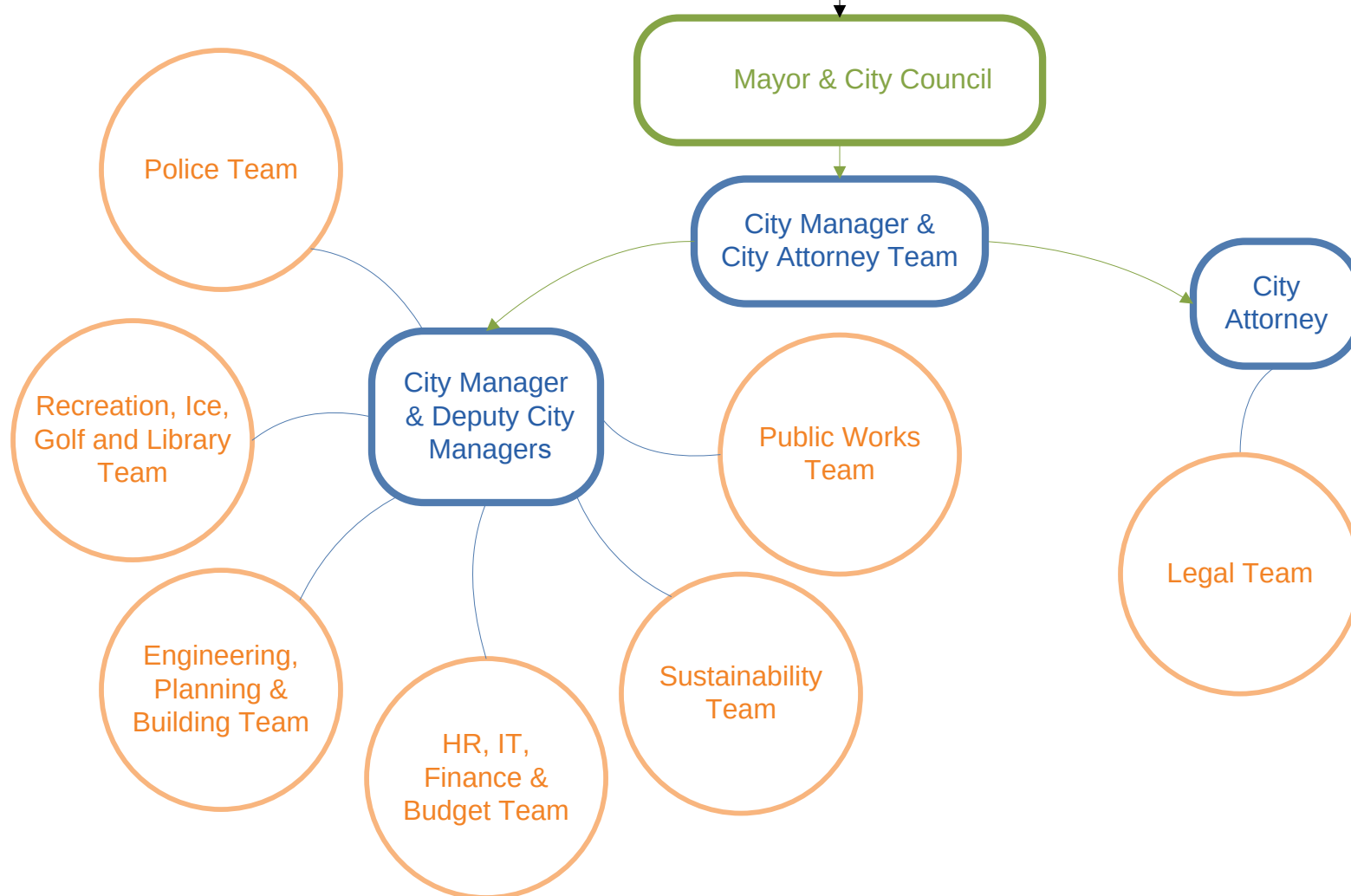
Expenditures by Department & Type

	Actuals FY 2019	Actuals FY 2020	Actuals FY 2021	YTD FY 2021	Original FY 2021	Adjusted FY 2021	Budget FY 2022
40500 PARKING							
Personnel	\$0	\$868,378	\$747,032	\$747,032	849,924	\$849,924	\$886,149
Mat, Suppls, Services	\$0	\$592,697	\$296,423	\$296,423	707,900	\$707,900	\$706,500
Capital	\$0	\$0	\$979	\$979	0	\$0	\$0
Interfund Transfer	\$0	\$8,000	\$18,500	\$18,500	8,000	\$16,500	\$16,500
Total 40500 PARKING	\$0	\$1,469,075	\$1,062,934	\$1,062,934	1,565,824	\$1,574,324	\$1,609,149
40999 END BAL SUR(DEF)							
Ending Balance	\$0	\$503,462	\$0	\$0	2,338,730	\$1,282,502	\$2,151,717
Total 40999 END BAL SUR(DEF)	\$0	\$503,462	\$0	\$0	2,338,730	\$1,282,502	\$2,151,717
43484 PARKING METER REPLACEMENT							
Capital	\$0	\$0	\$0	\$0	125,000	\$250,000	\$125,000
Total 43484 PARKING METER REPLACEMENT	\$0	\$0	\$0	\$0	125,000	\$250,000	\$125,000

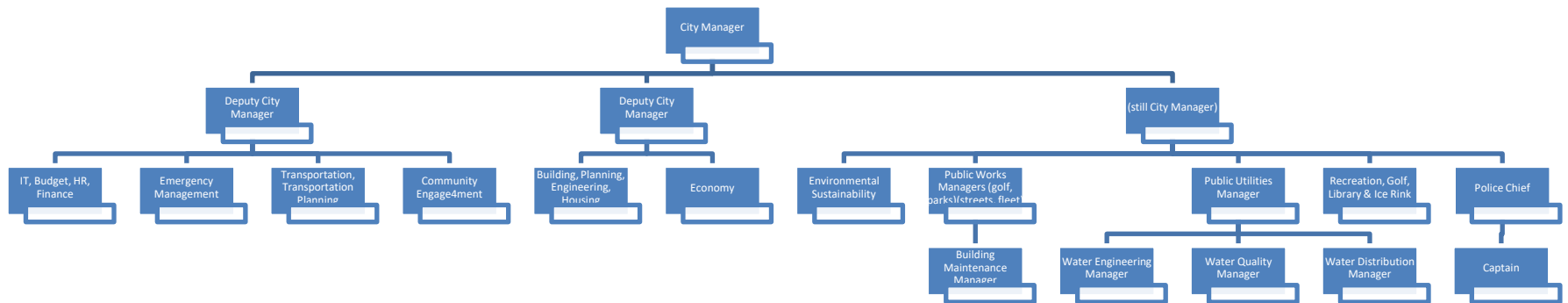
	Actuals	Actuals	Actuals	YTD	Original	Adjusted	Budget
	FY 2019	FY 2020	FY 2021	FY 2021	FY 2021	FY 2021	FY 2022
45410 BUS LIFT							
Capital	\$0	\$0	\$35,000	\$35,000	0	\$0	\$0
Total 45410 BUS LIFT	\$0	\$0	\$35,000	\$35,000	0	\$0	\$0
TOTAL	\$0	\$1,972,537	\$1,097,934	\$1,097,934	4,029,554	\$3,106,826	\$3,885,866



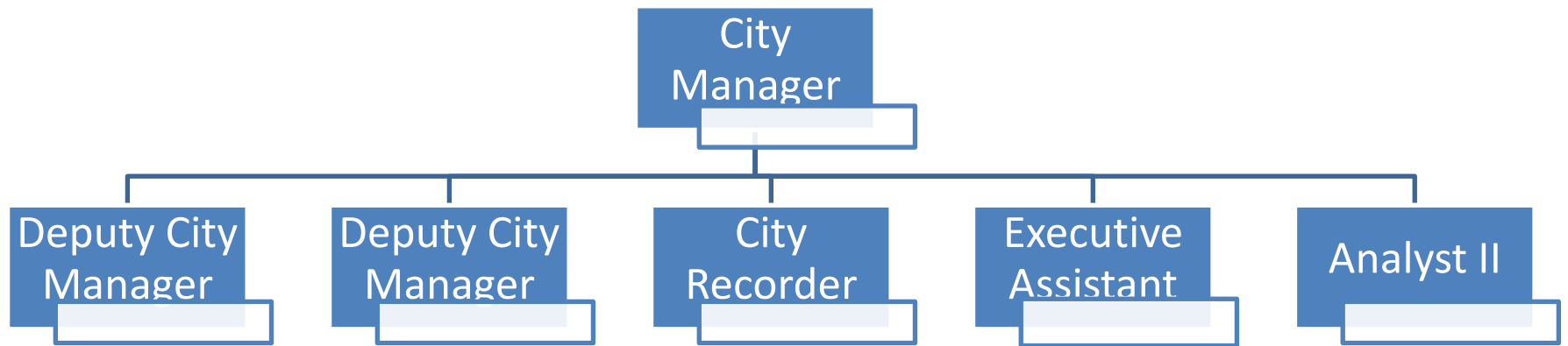
Park City Residents



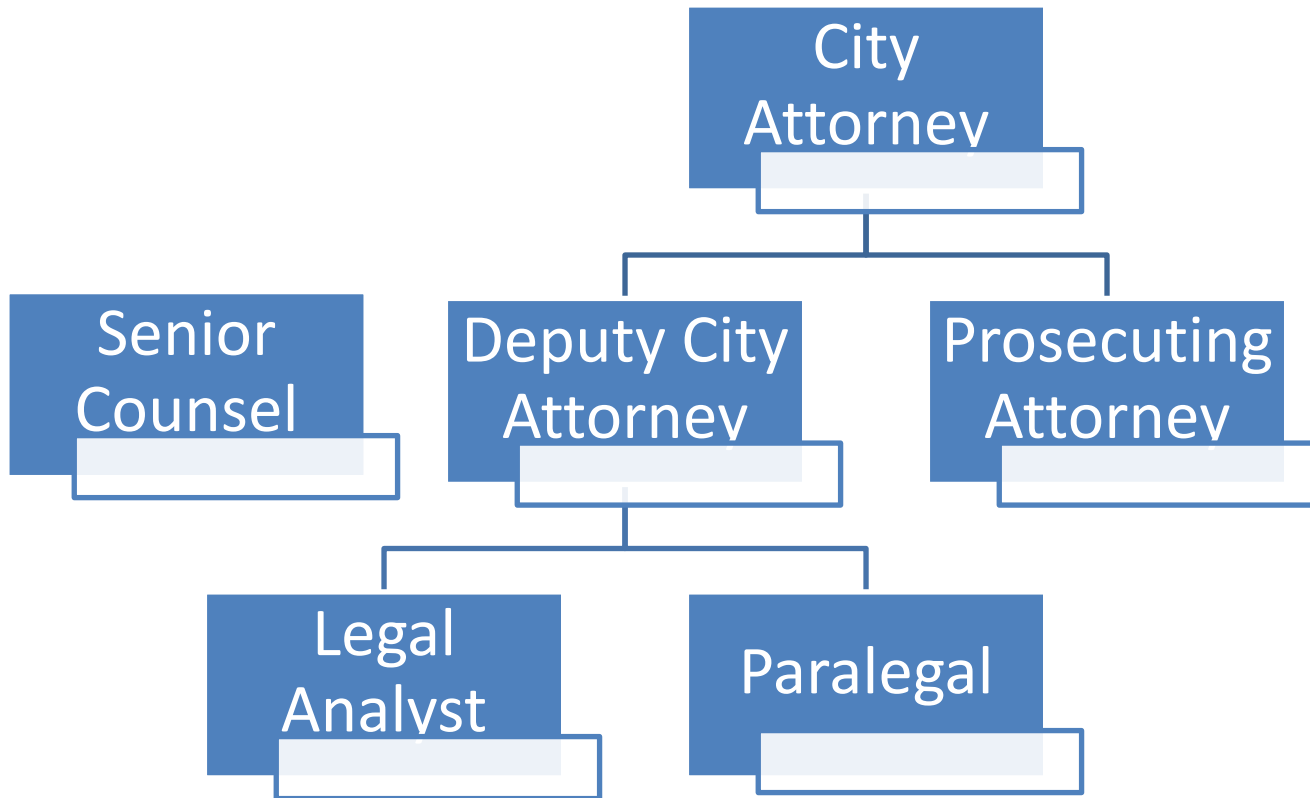
Citywide Org Chart



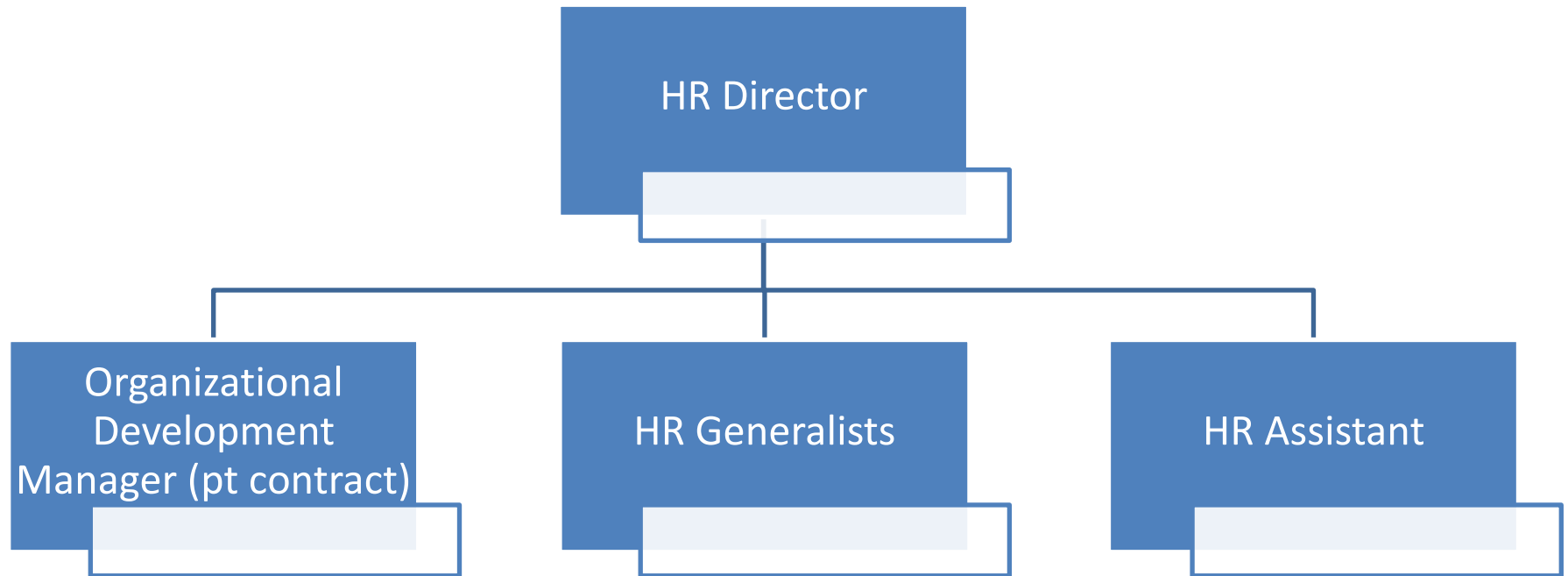
Executive Department



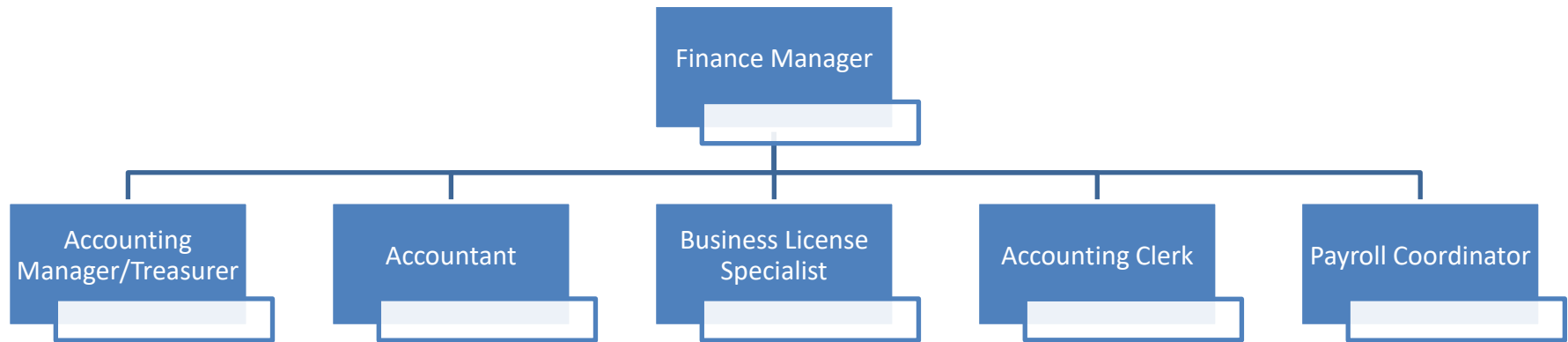
Legal Department



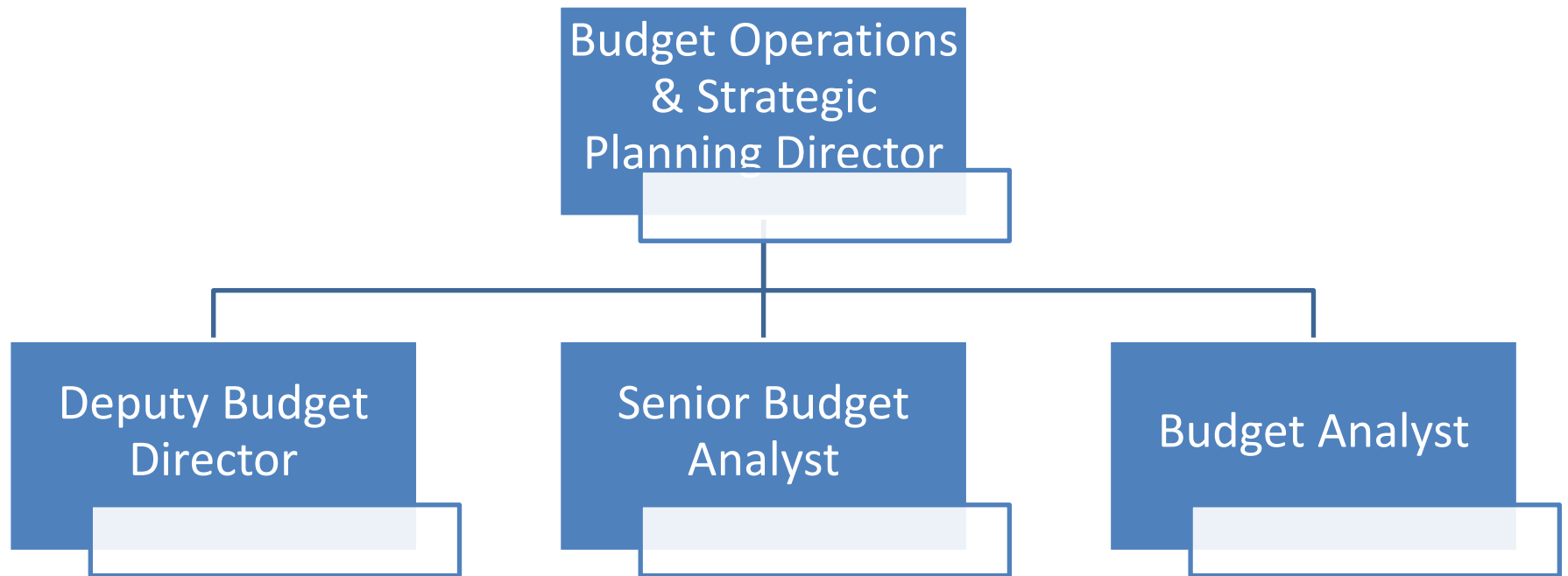
HR Department



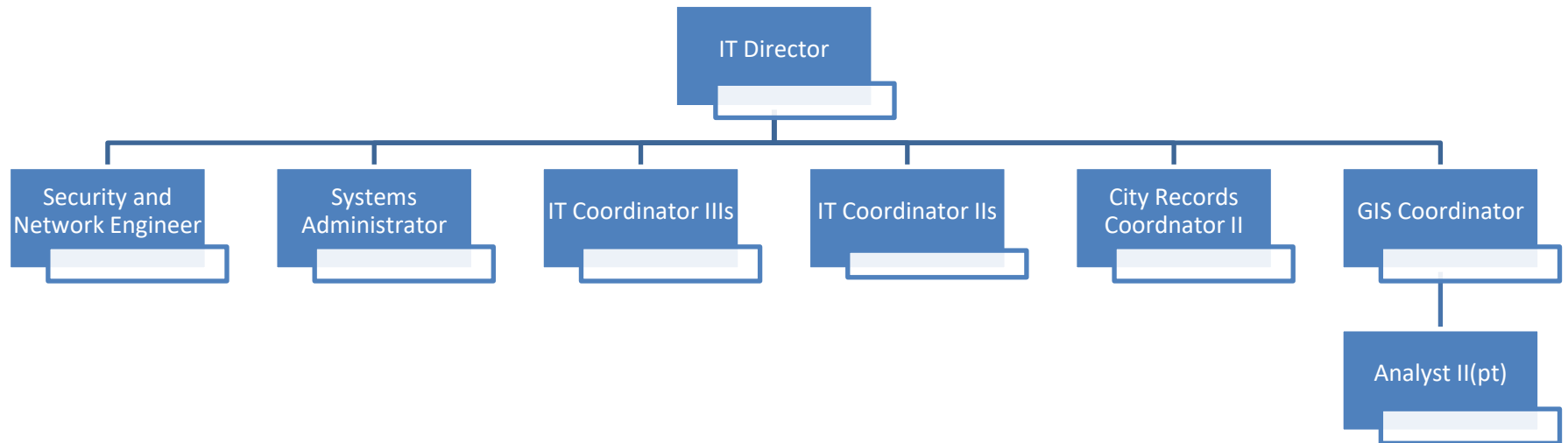
Finance Department



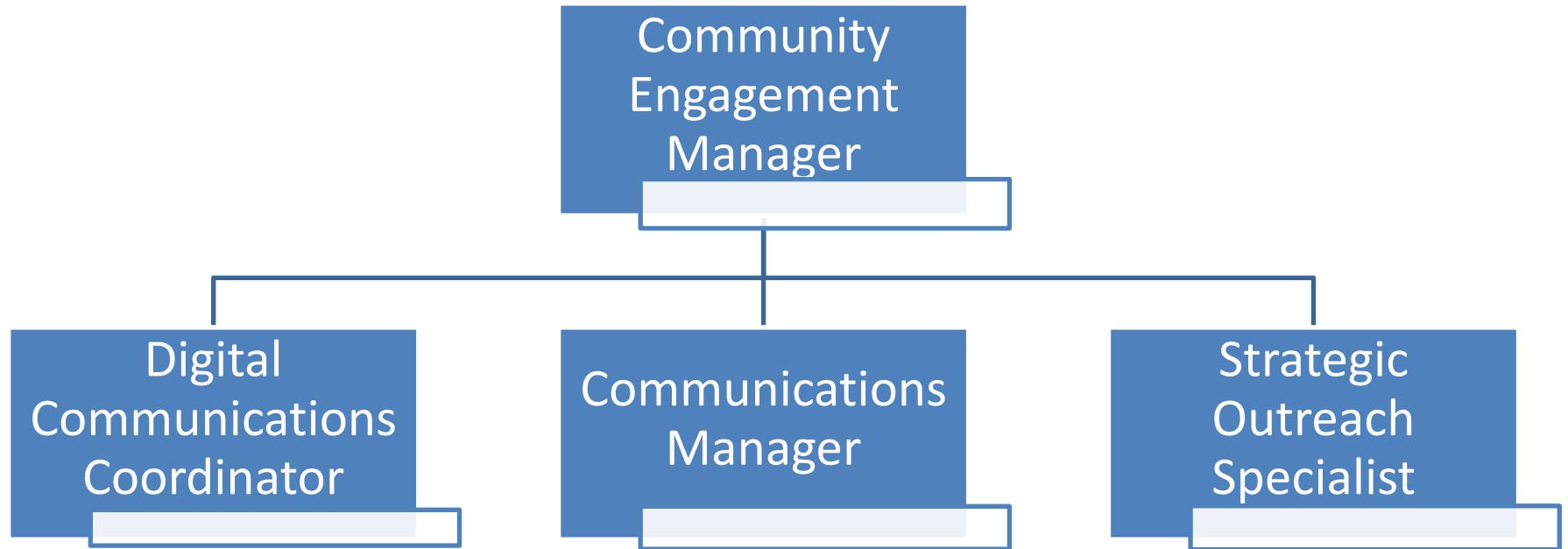
Budget Department



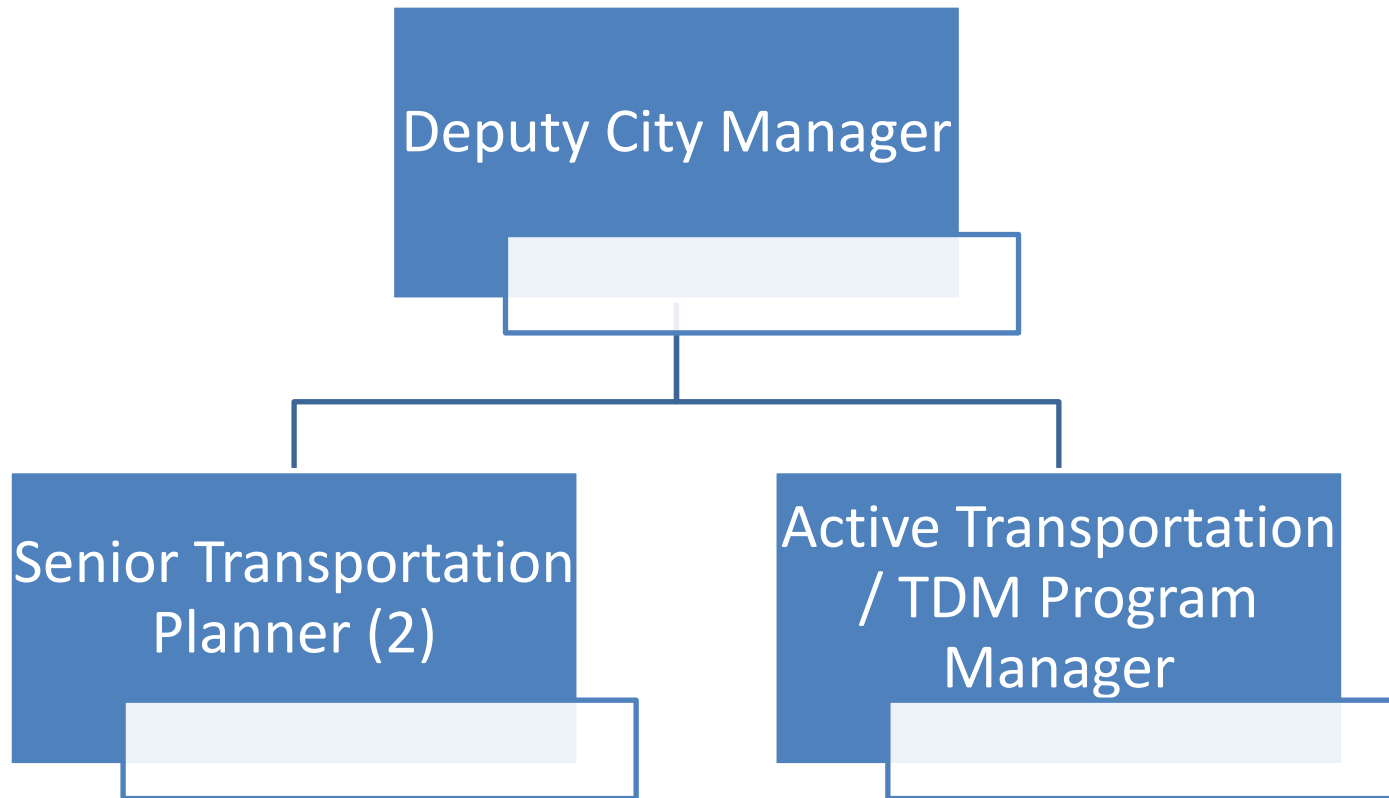
IT Department



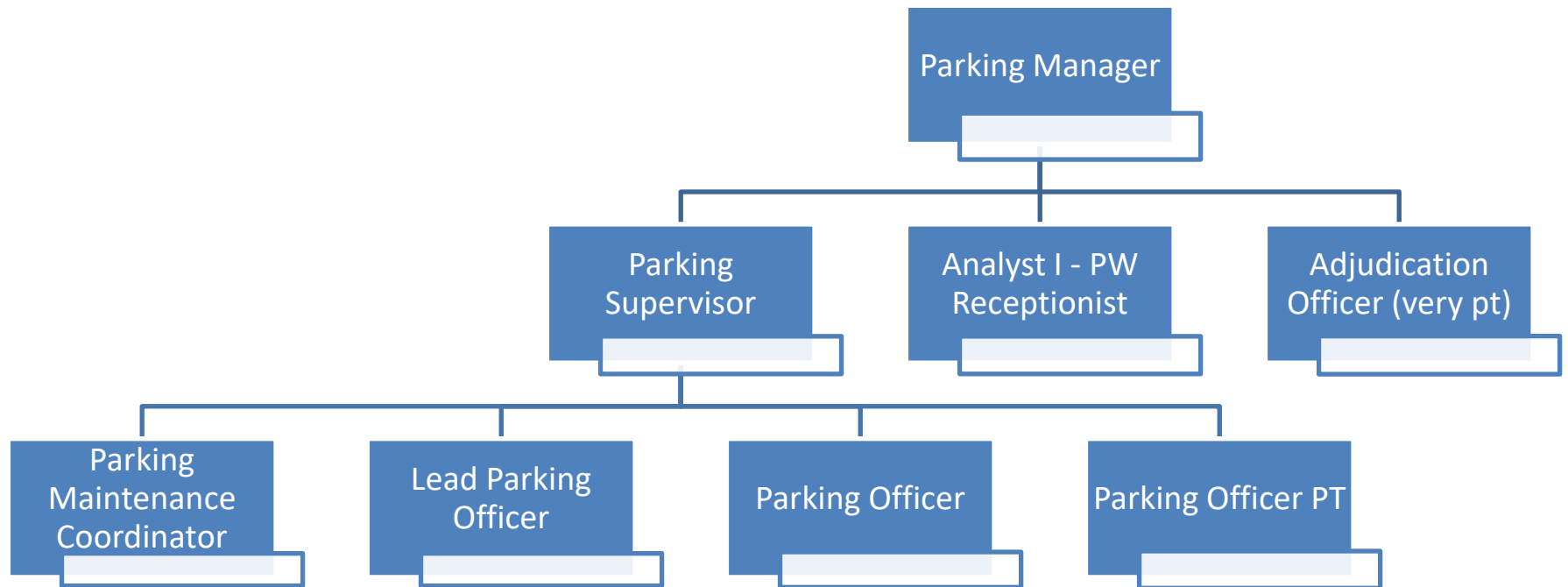
Community Department



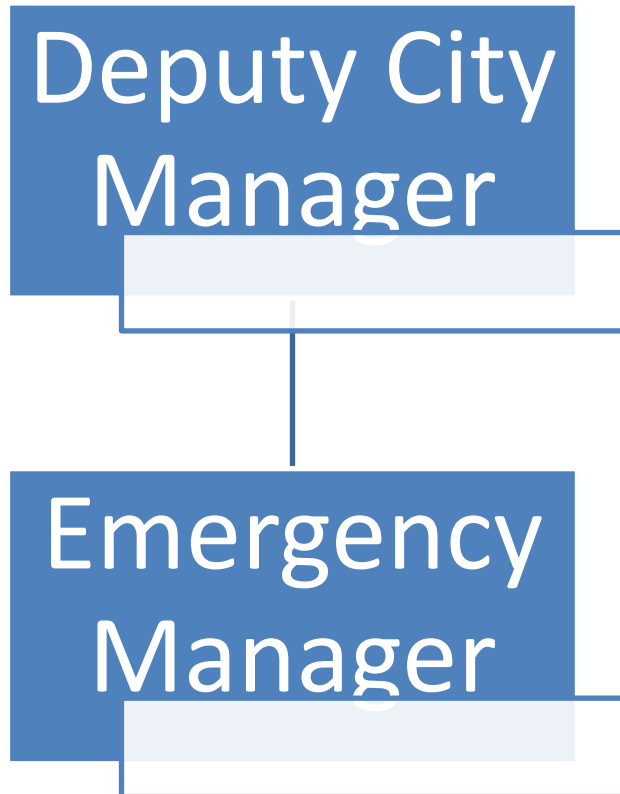
Transportation Planning Department



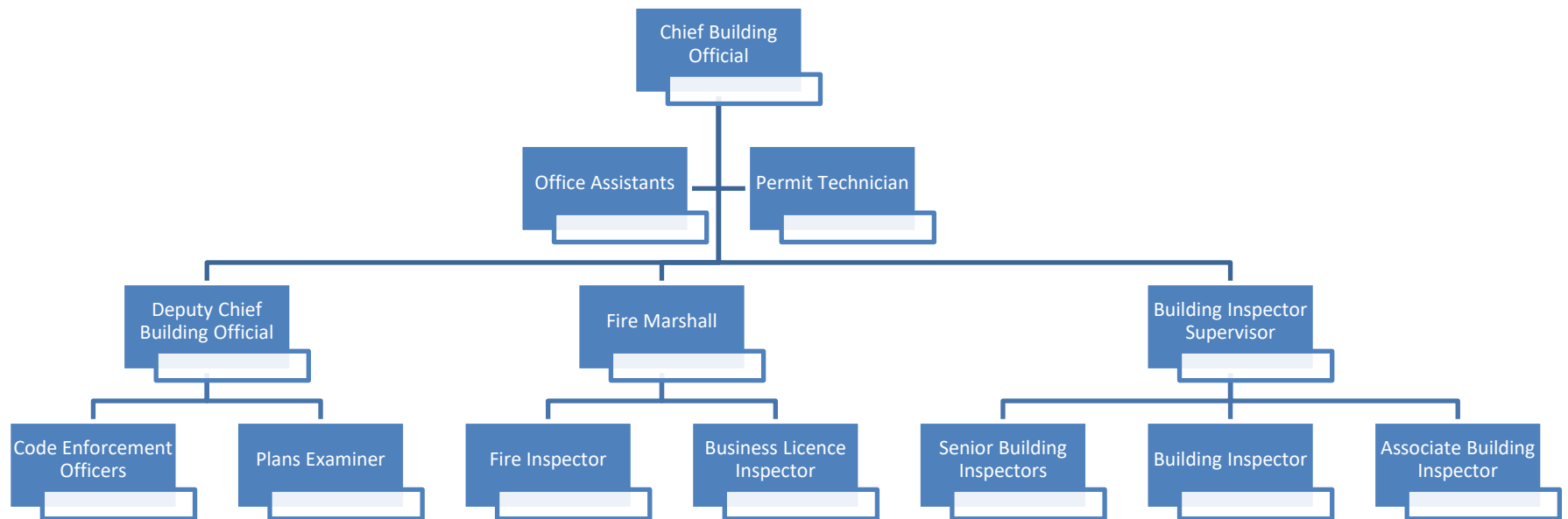
Parking Department



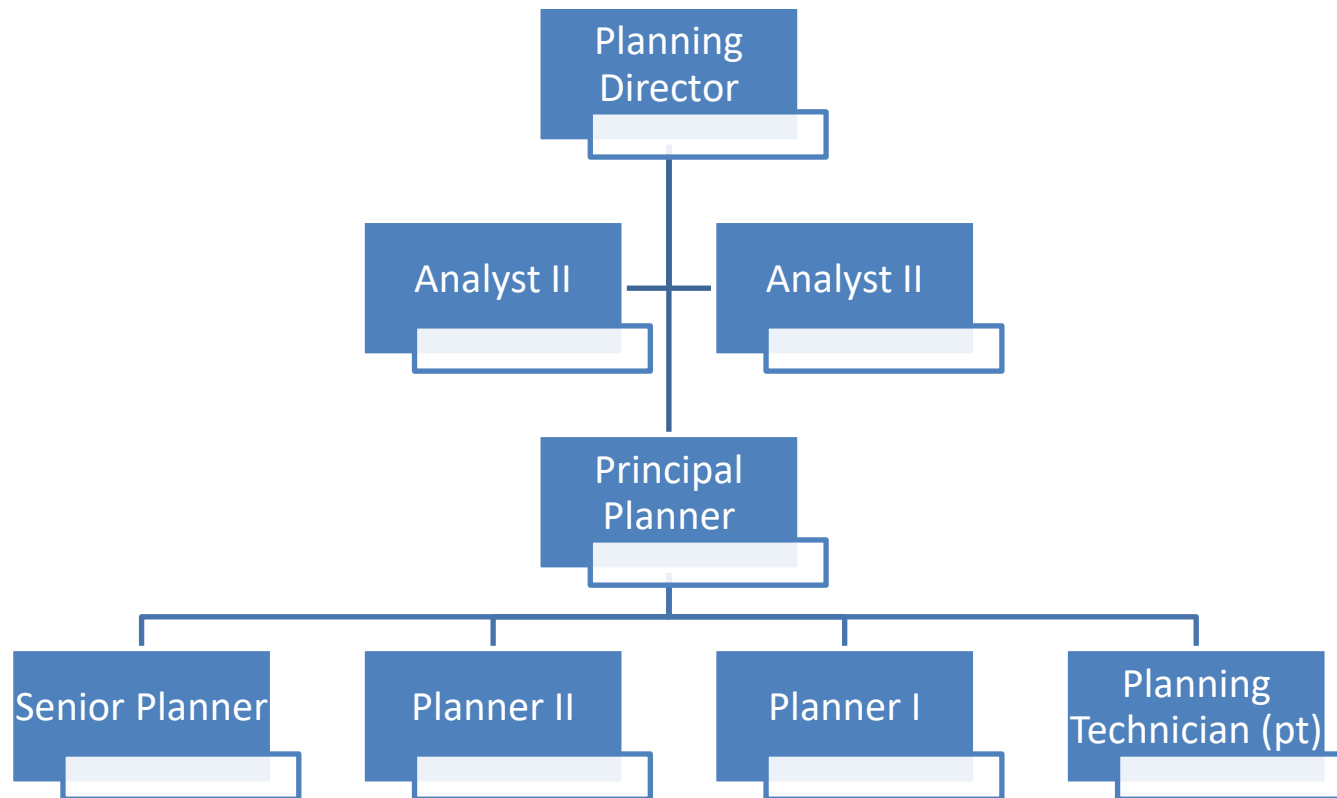
Emergency Management Department



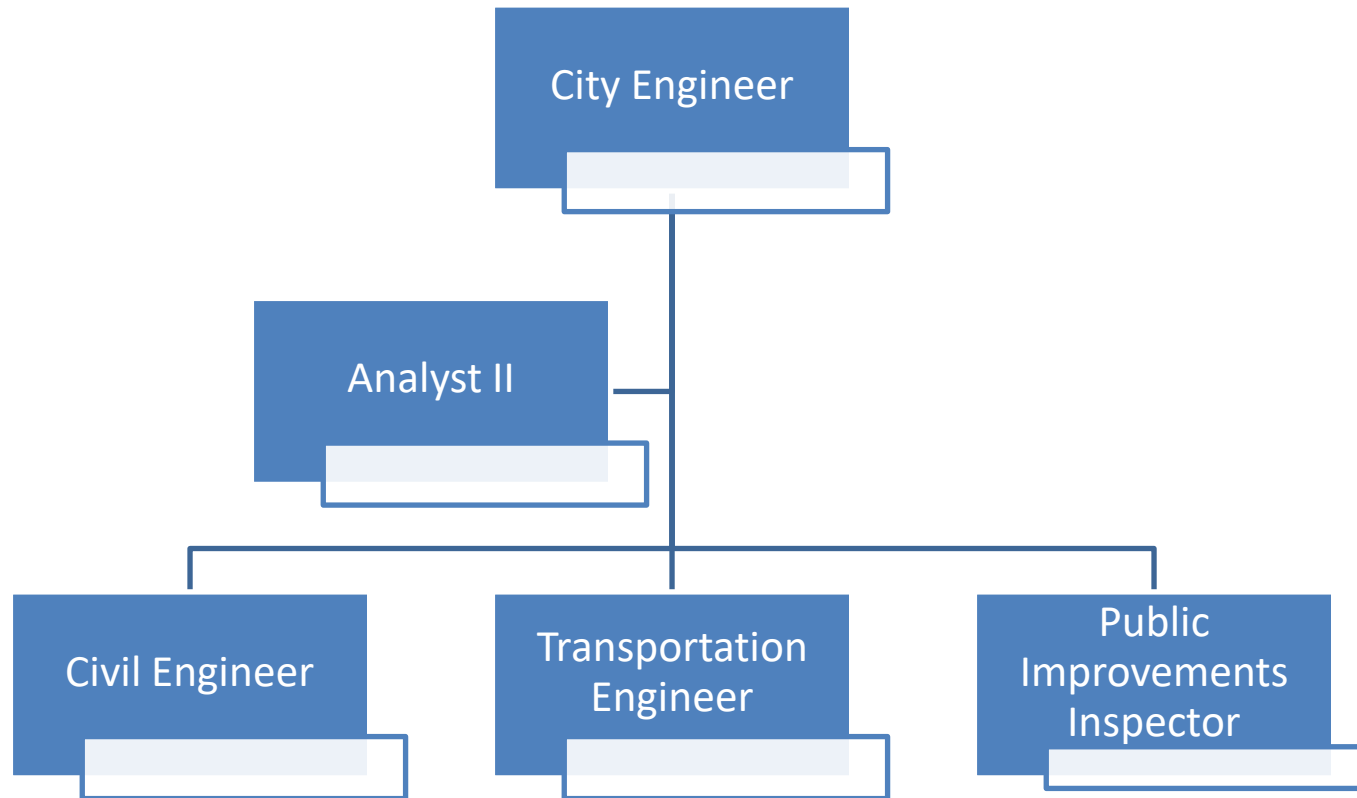
Building Department



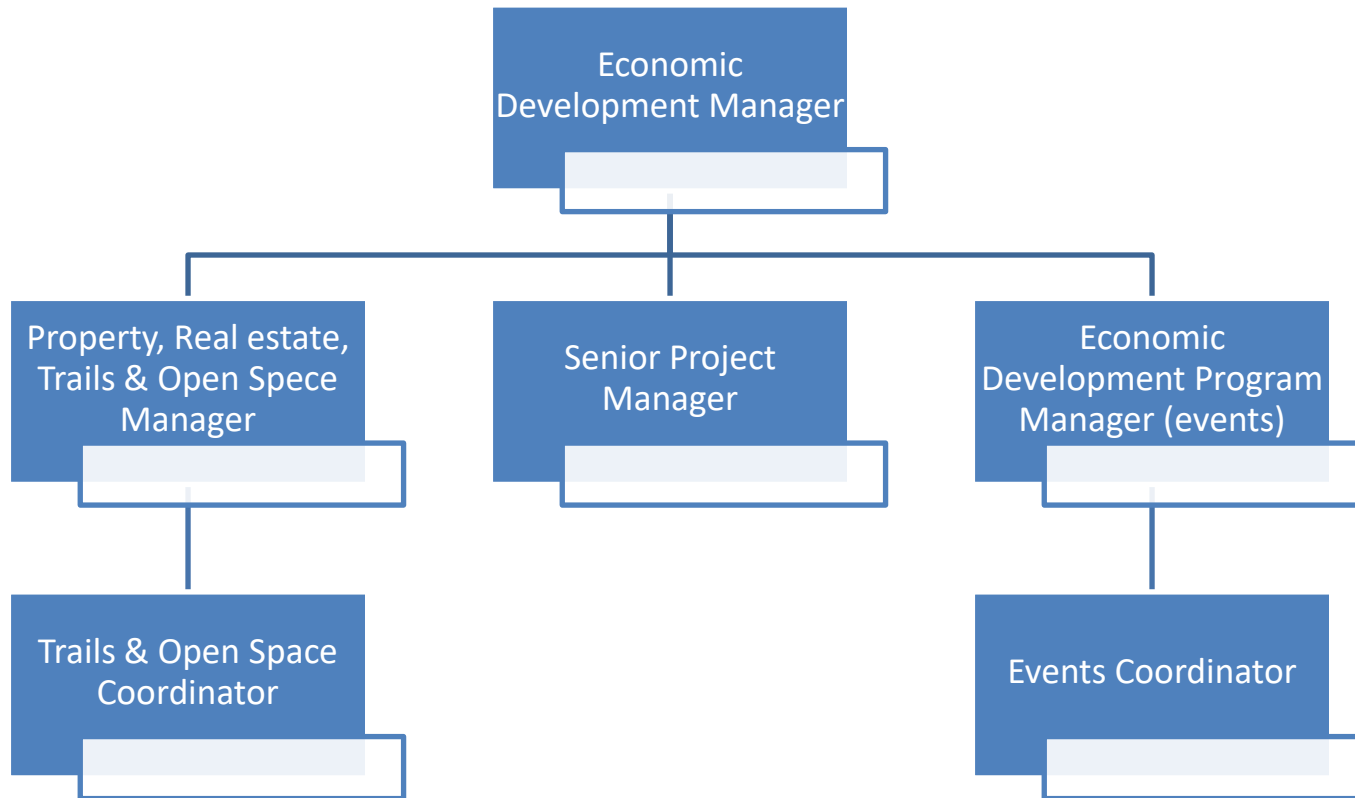
Planning Department



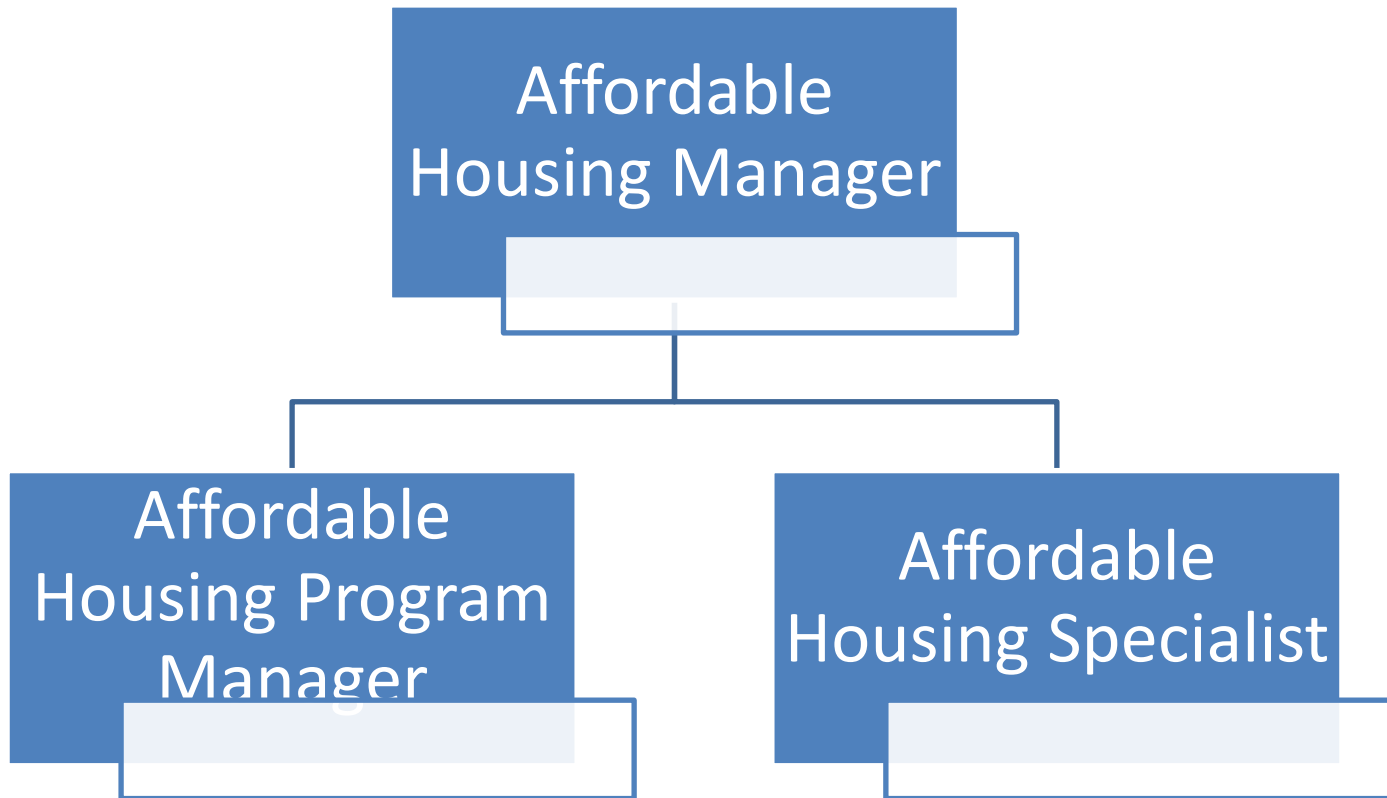
Engineering Department



Economy Department

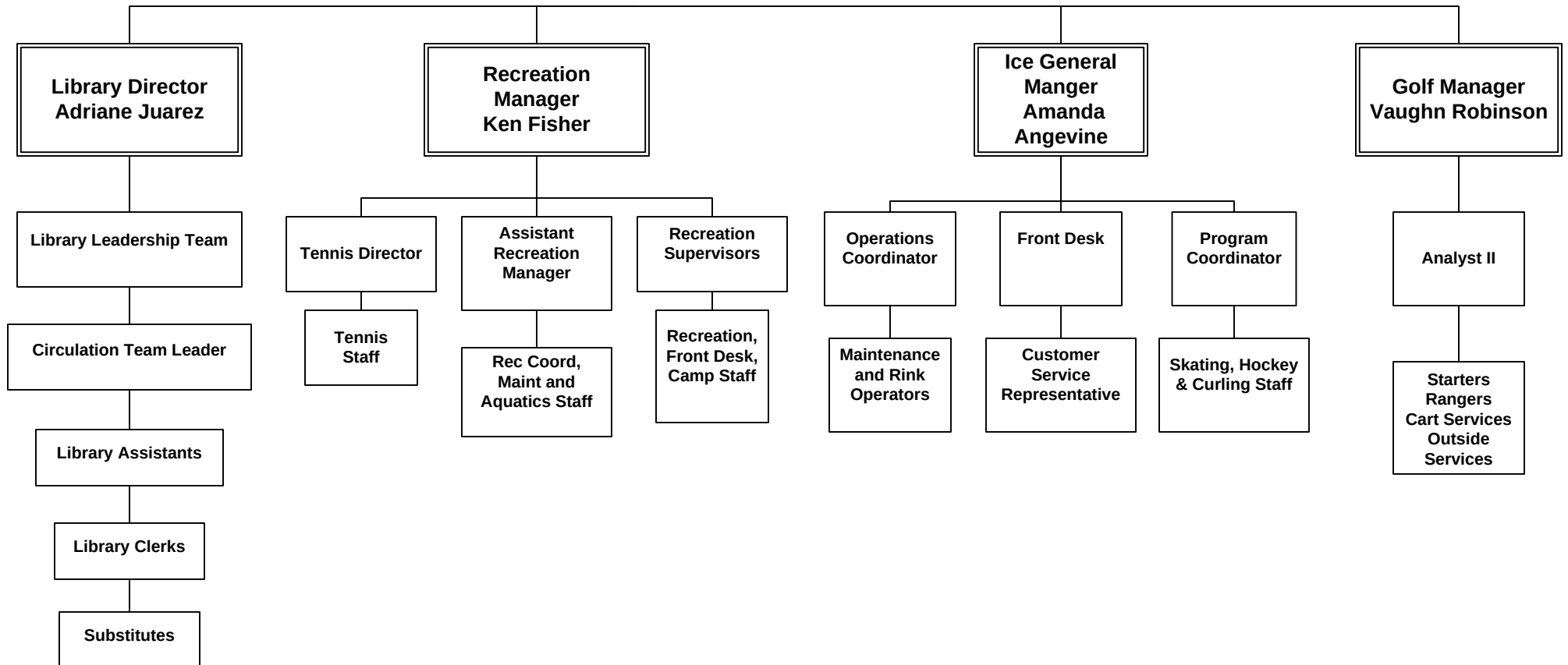


Housing Department

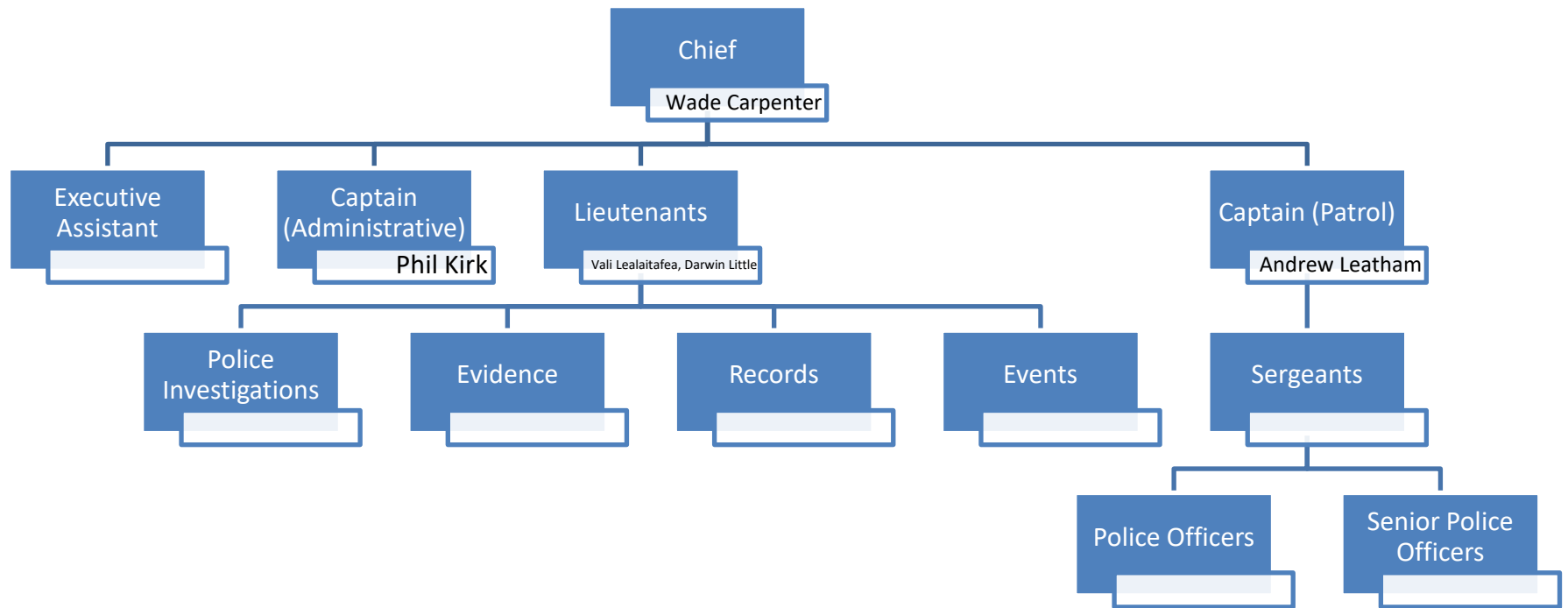


Library & Recreation

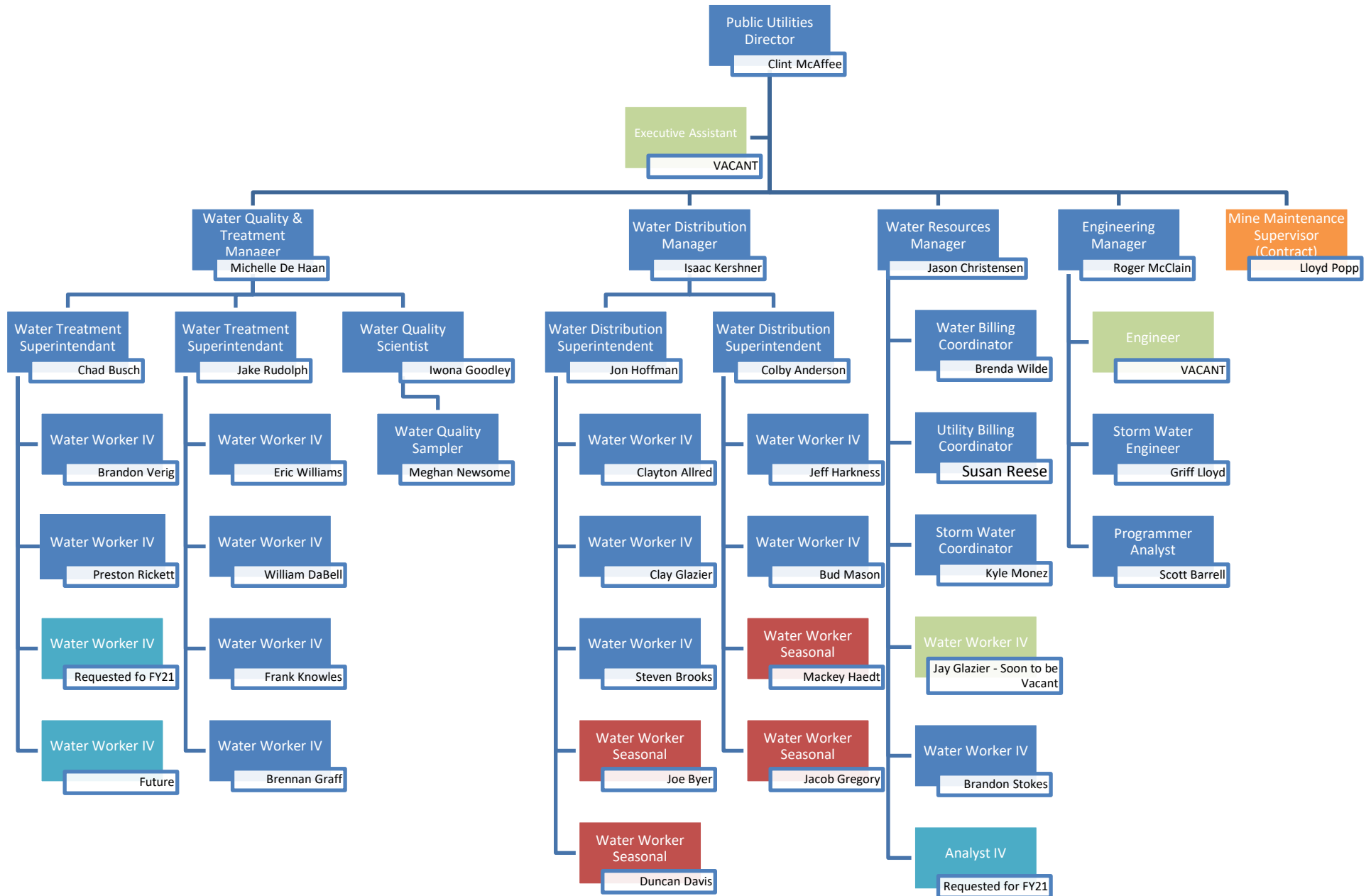
Self-managed Team

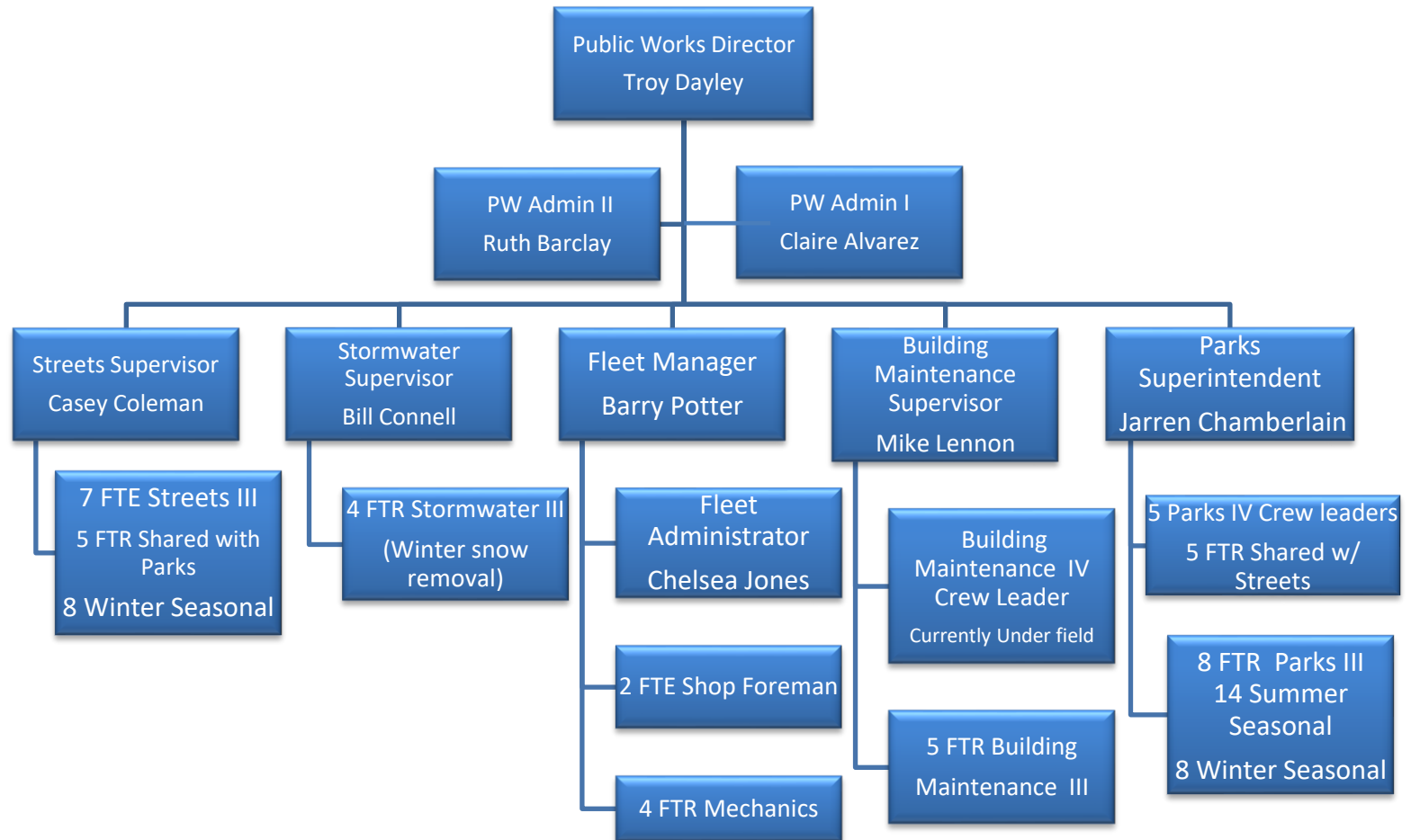


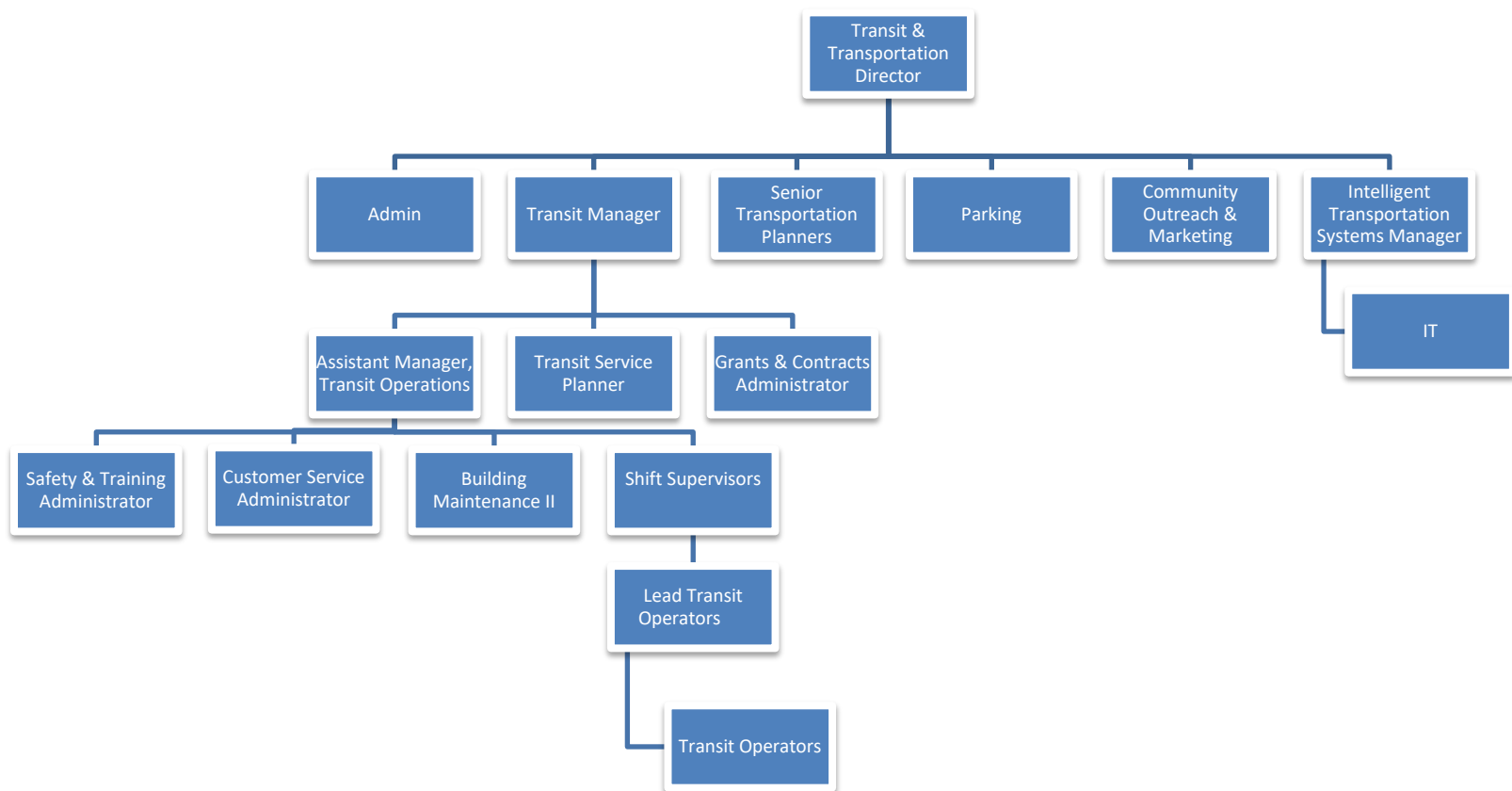
Public Safety Department

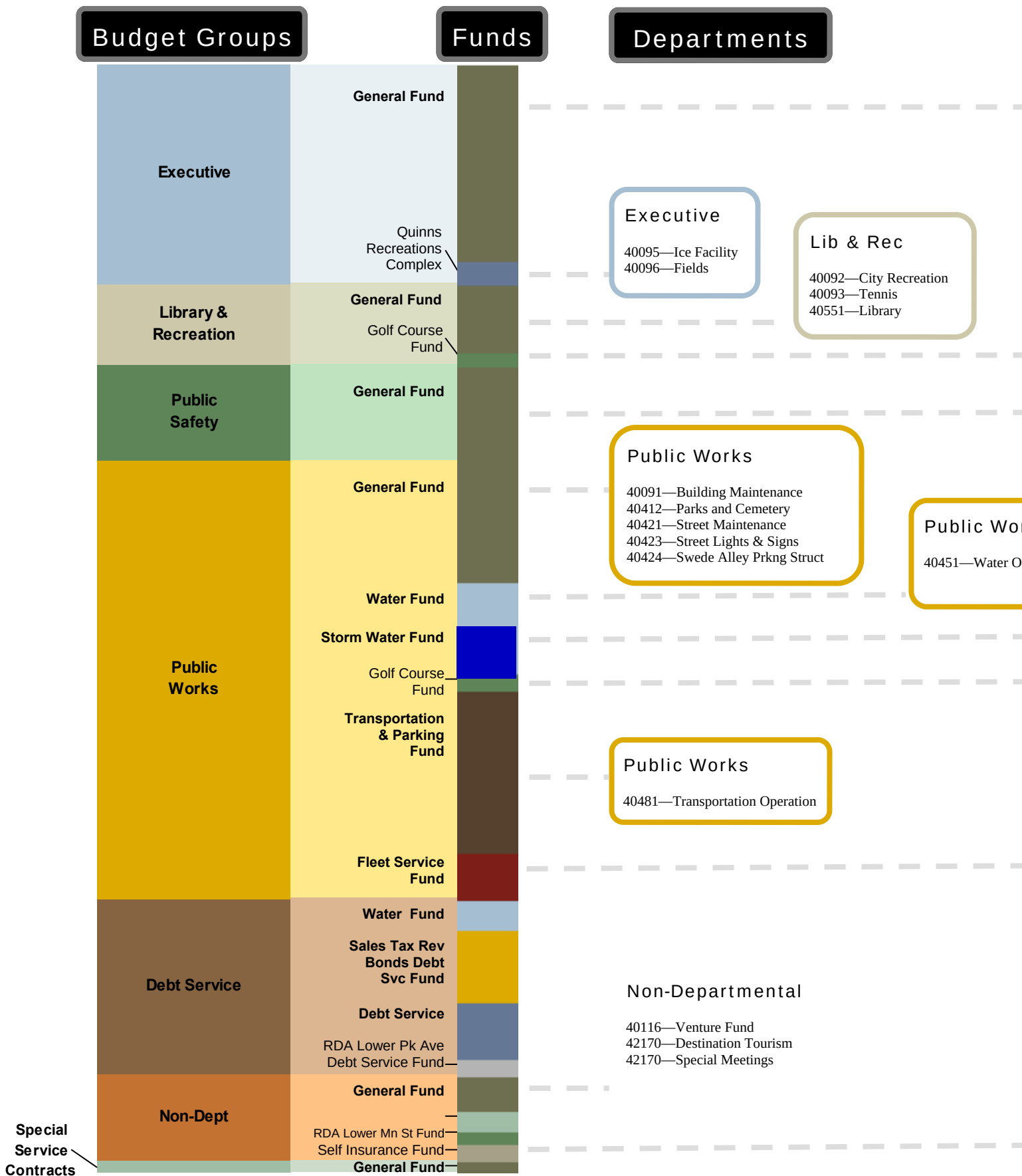


Public Utilities Department – Jun 2020









Fund-Department Matrix

Relationship between funds and departments through budget groups

Executive

40352—Building Dept
40034—Budget, Debt & Grants
40011—City Council
40021—City Manager
40311—Community Develop Admin
40313—Engineering
40072—Finance
40062—Human Recourses
40023—Elections
40031—Legal
40082—IT & Customer Service
40342—Planning
40100—Community Affairs
40101—Economy
40102—Environmental & Sustain.

Lib & Rec

40571—Golf Pro Shop

Public Safety

40221—Police
40222—Drug Education
40223—State Liquor Enforcement
40231—Communication Center

Public Works

40455—Storm Water Ops

Public Works

40564—Golf Maintenance

Public Works

40471—Fleet Services Dept

Non-Departmental

40132—Self Insurance & Security Bond

Fund Legend

- 011 - General Fund
- 012 - Quinns Recreation Complex
- 033 - Redevelopment Agency Lower Park
- 034 - Redevelopment Agency Main St.
- 051 - Water Fund
- 052 - Storm Water Fund
- 055 - Golf Fund
- 057 - Transportation Fund
- 062 - Fleet Services Fund
- 064 - Self-Insurance Fund
- 070 - Sales Tax Rev Bonds Debt Service Fund
- 071 - Debt Service Fund

Other Funds

- 021 - Police Special Revenue Fund
- 022 - Criminal Forfeiture Restricted Account
- 023 - Lower Park Ave. RDA Special Revenue
- 024 - Main St. RDA Special Revenue Fund
- 031 - Capital Projects Fund
- 035 - Municipal Building Authority Fund
- 038 - Equipment Replacement Fund

RDA = Redevelopment Agency
DSF = Debt Service Fund
MBA = Municipal Building Authority

2020Adj / 20Adj - The adjusted FY 2020 budget.

2020 Org / 20Org - The adopted original FY 2020 budget.

Accrual - The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.

ADA - Americans with Disabilities Act.

Appropriation - Resources that are set apart by official action for a particular use or purpose.

Appropriated Budget - The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget includes all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

ASD - Administrative Services Department.

Assessed value - The value to which the property tax rate is applied in order to determine the tax liability of the property.

BA - Municipal Building Authority. A legally separate organization that is controlled and administered by the City.

Beg. Balance - Beginning Balance.

Bonded Debt - Debt issued by a government agency that guarantees payment of the original investment plus interest by a specified future date.

Bonded Delinquency - A process in which the City can participate that allows for the issuing of bonds, secured by delinquent property taxes, that ensures the anticipated resources from property taxes can be achieved.

BORC - Budget Option Review Committee.

Budget officer - City Manager.

Budgetary Control - When an annual appropriated budget is adopted by the legislative body and subsequently signed into law, it carries with it maximum expenditure authorizations that cannot be exceeded legally.

Capital investment - The amount of funds allocated to the acquisition, construction, and/or major repair of infrastructure, equipment, and buildings.

Capital / Capital Outlay - Major equipment and facilities that have a useful life of more than one year and a cost in excess of \$1,000.

CCLC - City Council Liaison Committee.

CD - Community Development Department.

Centrally assessed property - A classification of property, under Utah State statutes, for which assessed value is determined by the State rather than by the local taxing jurisdiction.

Charg. For Serv. - Charges For Services.

CIP - Capital Improvement Project(s)/Program.

Collection % - The rate of collection of property taxes in a given year and on a five year average.

Contingencies / Contingency / Cont. - An amount of funds identified for unanticipated expenditure. The legislative body must approve use of these funds by transferring them to specific areas.

Cost allocation plan - A part of the City's overall Comprehensive Financial Management plan that identifies specific direct cost centers and allocates all indirect costs to those centers.

Cost Recovery - The extent that fees are used to recover associated costs of a function.

Cost-effectiveness - A cost benefit type of evaluation of an activity.

CTAC - Citizens Technical Advisory Committee.

Current level - A basic level of service equal to the current (FY2000-01) level of service.

D.A.R.E. - Drug Abuse Resistance Education program.

Debt - Accumulated amount owed by the City in the future.

Debt Service - The annual payments (principal & interest) made by the city against it's outstanding Debt.

Direct debt - General Obligation debt directly incurred by the City that is to be paid back by the property owners of the City.

Direct costs - Costs that are fixed in nature and directly associated to the operation and maintenance of the department.

Disadvantaged Business Enterprise (DBE) - A business owned and controlled by a woman or a person defined by 49 Code of Federal Regulations part 26 to be socially and economically disadvantaged.

Emergency personnel - Police officers and water workers.

ESC - Employee Steering Committee.

ESL - English as a second language.

Essential services - Services that must be provided by the City.

Excise Tax Revenue Bonds - Debt secured only by a specific tax (Class "C" Road Funds).

Expenditures - Payments for goods or services that decrease the net financial resources available for future purchases.

Fair market value - "The amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts."

Fiduciary Funds - The trust and agency funds - are used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units, and/or other funds.

FTA - Federal Transit Administration.

FTE - Full-time equivalent, which is 2,080 hours per year.

GFOA - Government Finance Officers Association of the United States and Canada.

GG - General government, meaning the City Manager.

GO - General Obligation Bonds - Debt issue secured by the full faith and credit of the City. These bonds must have been approved by an election of the citizenry, in which they have authorized the city to levy property tax sufficient to pay both the bonds' principal and interest.

Golden Triangle - An area that includes the City and a portion of the county and is bounded by I-80 and the west side of US 40, which is essentially Snyderville Basin. In July 1, 1992, the area was expanded to include the school district boundaries.

Governmental Fund - The fund through which most governmental functions typically are financed. It was established to account for all financial resources, except those required to be accounted for in other funds.

GRAMA - Utah's record management law.

Historical incentive grant - A grant program funded from RDA tax increment that provides an incentive for property owners to improve the exterior appearance of older historical buildings.

HMBA - Historic Main Street Business Alliance.

HMO's - Health Maintenance Organization.

Housing allowance - A program for encouraging employees to live within the Park City area (Golden Triangle).

Housing Authority - A legally separate organization that is controlled and administered by the City. The authority currently has a Capital Projects fund in this budget.

ICMA - International City Managers Association.

Impact Fees - A charge levied on building related activities that is used to offset the increased demand for facilities, which results from related development.

Independent contractors - A contractor who is not an employee of the City.

Indirect costs - Support costs associated with doing business as a City.

Interfund transactions - Financial transactions between funds.

KPCW - Local non-profit radio station.

Locally assessed property - A classification of property, under Utah State statutes, for which assessed value is determined by the local county assessor.

LS - Leisure Services.

MS&S / M&S - Materials, Services, and Supplies - an expenditure classification.

Magnesium chloride - A chemical used for de-icing roads.

Management Team - City Manager and Department heads.

Materials, Supplies & Services - An expenditure classification.

Modified Accrual - The basis of accounting (required for use by governmental funds) under which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

ND - Non-departmental - A cost accumulation center where costs that can not be directly identified and allocated to specific programs or functions are accumulated.

NDG - Non-departmental Grants - Grant costs associated with funds given to outside organizations.

New growth - Increase in the City's property tax base that has resulted from new construction.

Non-appropriated Budget - A financial plan for an organization, program, activity, or function approved in a manner authorized by constitution, charter, statute, or ordinance, but not subject to appropriation and is therefore outside the boundaries of "appropriated budget."

No Tax Increase - A term within the Utah State statutes meaning the organization will receive the same amount of property tax in a given year that it received in the prior year—only adjusted for new growth.

OEA - Outside temporary employment agency.

Options - Incremental increases or decreases in current levels.

Osguthorpe property - A key property within the City's entry way that was acquired for City use.

Other Rev. - Other Revenues includes Recreation, Other Service Revenues, Fines and Forfeitures, Miscellaneous Revenues, and Special Revenues and Resources.

OTIS - Old Town Improvement Study

PAC - Personnel Advisory Committee - A group of employees, representing all departments, that reviews and recommends changes to personnel policies and provides the body from which a grievance board would be drawn.

Pavement management - A comprehensive plan for the routine maintenance of City streets.

PCMC - Park City Municipal Corporation

Pocket plazas - Small, park-like plazas located along main street in areas that were previously vacant lots. The majority of these plazas are located on private property, which has been improved through a joint effort by the City and the property owner.

Primary residential property - A property designation under Utah State statutes that provides for a discount from fair market value for assessed value purposes. A primary residency is an owner occupied and/or property rented in blocks of 30 days or more.

Program and Resource Analysis - a study that analyzed the services and programs Park City has to offer.

Proprietary Funds - to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

PS - Public Safety Department

PW - Public Works Department.

Racquet Club - A recreation facility owned and operated by the City.

RDA - Redevelopment Agency - A legally separate organization that is controlled and administered by the City. The agency currently has two Capital Projects Funds and a Debt Service Fund included in this budget document.

Recession plan - A specific plan for identifying and addressing unanticipated shortfalls in revenues.

Resort city sales tax - A special sales tax allowed under Utah State law for City's who's housing makeup consists of a majority of non primary residences.

School fields master plan - An agreement between the City and the School District in which the City has a long-term plan for improvements and maintenance of School grounds in exchange for use of those grounds for City recreational programs.

Sensitive Lands - A designation of property under the City's Land Management Plan that requires and/or restricts the type of development that can occur on the property because of the sensitive nature of the views.

SID - Special Improvement District - A mechanism used to finance and charge to benefitting proprietries the costs of specific improvements.

SLAC - Service Level Analysis Committee.

SLOC - Salt Lake Olympic Committee.

Special event - A large event with a major impact on the city.

Special Revenue Funds - Funds that account for the proceeds of specific revenue sources (other that expendable trusts or for major capital projects) that are legally restricted to expenditure for specified purposes.

Supplemental retirement - A retirement program provided by the City in addition to the State operated retirement system.

Third-class city - A classification under Utah State Law that specifies the form of government that a city can have and the systems that they must adopt.

Trails master plan - A comprehensive master plan for the development of inter-linked bike and hiking trails throughout the City.

Truth in Taxation - Utah State's legislation regulating property taxes.

UDOT - Utah Department of Transportation.

Utah Money Management Act - Utah State Legislation directing how city funds can be invested.

Utah Interlocal Finance Authority - A special authority, organized at the County level, which oversees and conducts the bonded delinquency program.

Utelite - A material used on roads during the winter to help reduce slippery conditions.

VMS - Vehicle Maintenance System.

Wellness Program - An employee program being developed to encourage a healthy life style. This is part of a comprehensive plan for addressing the increasing cost of health insurance.