



COUNCIL BUDGET STAFF REPORT

CITY COUNCIL *of* SALT LAKE CITY

TO: City Council Members
FROM: Karen Halladay
Budget & Policy Analyst

Project Timeline:
Briefing: May 28, 2013
Budget Hearings: May 7, 21, and June 4
Potential Action: June 11 or 18

DATE: May 28, 2013

RE: FY 2013-14 Budget – Public Services

ISSUE AT-A-GLANCE

The Department of Public Services is organized into four divisions: Sustainability and Environment, Operations, Finance and Accounting, and Administrative Services. Public Services employees provide many of the direct, day-to-day services Salt Lake City residents and visitors receive. They repair streets, maintain parks and public open spaces, provide recreation activities for youth and families, remove snow, trim trees, sweep streets, remove graffiti, maintain traffic signs and signals, enforce parking ordinances, maintain the City's buildings and provide many other services for the City. The responsibilities of this Department have an impact on each of **the Council's seven priorities, especially Parks and Open Space, Transportation and Mobility, Neighborhood Quality of Life, and Sustainability.**

In addition, the Department has two Enterprise Funds - Golf and Refuse, which includes Sustainability and Environment, and one Internal Service Fund - Fleet Management. These budgets are discussed in separate Council briefings.

The proposed Public Services Department General Fund budget includes:

- The on-going budget is \$33,828,518, a net increase of \$1,507,005 or 4.7% **over last year's adopted budget.** This represents 15.9% of the General Fund budget.
 - It is important to note the recommended budget proposes to shift **some of this department's** operating expenses into the Capital Improvements Program (See Policy Question 1.)
 - During FY 2013-14 new City projects will be coming online. Budgets of nearly \$1.0 million for the care and maintenance of these new facilities have been established. (See Policy Question 2.)
 - Public Safety Building - \$472,530 (partial year of funding)
 - Sugar House Greenbelt - \$200,000 (Six months of funding – full year \$430,816)
 - North Temple - \$307,000 (Nine months of funding – full year \$409,333. However, additional equipment may need to be purchased, which could add to the full year cost.)
- Department Staffing
 - The budget proposes six (6) additional FTEs for a total of 242.13 positions.
 - 1 FTE - Youth City Office Facilitator – \$39,000 – (Total cost of position is \$49,378.) This position had been seasonal. It is also partially funded with grants and donations.



- 1 FTE - Parks Architect/Project Manager - \$105,000 – This position is being transferred from Engineering to Parks.
 - 4 FTEs - Two (2) Senior Parks Groundskeepers and two (2) General Maintenance Repair employees – \$243,829 – (Full year cost \$389,557)
 - Depending on the time of the year, there are many seasonal employees. The Budget Book indicated there were 114.37 FTE seasonal positions as of July 1, 2012. (See Policy Question 3.)
- Program Changes/Proposals
 - Non-Profit Youth Sports Grant Program – Council Member Love proposes allocating \$50,000 to fund a grant program that would assist non-profit organizations that work with under-served or at-risk youth who want to participate in organized sport activities. Council Member Love proposes the program be administered through the Neighborhood Grants Program in CED. It is her expectation that these program grants will not be the sole funding source for an organization looking to help under-served or at risk youth participate and enjoy the benefits of organized sports activities.
 - Civic Campus Manager – No additional personnel were recommended to oversee the new Public Safety Building although it is anticipated that a Civic Campus Manager may be need in the future. Council Member Penfold expressed interest in having a Civic Campus Manager/Superintendent.
 - Minimum Parking Fee with Credit Card - The Administration is proposing a fee on credit card **transactions. The Administration’s proposal does not include parking transactions.** The Council could consider changing the credit card minimum from \$1.00 to \$2.00 to help offset credit card charges incurred by the City. NOTE: The initial parking pay station proposals expected forty (40) percent credit card usage. Actual credit card usage is around eighty (80) percent.
- Ordinance Changes
 - Impound Lot Retrieval Fee of \$75
 - Exempt Vehicles Ordinance Change

POLICY QUESTIONS

1. Operating Expenses Shifting to CIP – This year the Administration has proposed to shift some operating costs, previously paid out of the General Fund department annual operating budgets, to the CIP capital improvement process and budget. Roughly \$1.0 million of public services costs are proposed to be paid **out of this year’s annual CIP allocation.** The addition of funds to the CIP from the General Fund does not equal the expenses being transferred. Although this may have allowed the annual General Fund budget to be balanced, it does not address the problem of balancing the higher cost for the growing needs/services provided to the public with the available funding. It reduces the resources available for traditional CIP needs.
 - CIP - Parks and Public Lands Deferred Maintenance - \$250,000 – The Administration proposes to shift repair and maintenance costs for deferred maintenance projects costing between \$5,000 and \$50,000. Projects costing less than \$50,000 are expensed and not capitalized.
 - CIP – Deteriorated Concrete Replacement - \$100,000 – The Administration proposes to shift repair and maintenance costs for city-wide sidewalk repairs. Repairs would be focused on high pedestrian traffic areas, areas with extreme uplifting, or areas where incidents have occurred.
 - CIP – Deteriorated Concrete Operational Expenses - \$649,000 – The Administration is proposing to allocate 7/12 of the cost of 14 positions and other associated costs in the Public Services Deteriorated Concrete Program. These concrete program costs, including personnel costs, have not previously been reimbursed from CIP funds.
 - Class C Funds - The Administration is proposing to transfer \$1,000,000 of Class C funds to the General Fund for allowable purposes, such as, streets and sidewalk repairs and maintenance. If retained in the CIP fund as in the past, these funds could be utilized for an identified project(s).

► *The FY 2013-14 budget is challenging. Given the challenges, is the Council okay with balancing the annual budget by shifting operating costs into the capital budget?* (See Attachment 5 Capital and Debt Management Policies adopted by the Council in May of 2012.)

2. New City Assets – Maintenance Costs – North Temple Boulevard and Sugar House Greenbelt projects are new facilities that benefit City residents, visitors, and property owners on or near these projects. Properly caring and maintaining these assets will enhance the benefit for years to come. However, there is a cost to provide this care. Partial fiscal year 2013-14 expenditure budgets of over \$500,000 (Full year budgets are estimated at over \$650,000) have been established for this purpose.

► *Is there an opportunity to establish project Special Assessment Areas (SAA) for the maintenance, care, and possible snow removal costs?*

3. Existing City Assets – Maintenance Costs – According to the Administration, there are nearly 4,500 building components and equipment assets, located throughout the City that need care and maintenance. Stretching the limited and diminishing resources among all City assets, some with increasingly complex technology while prices are rising for non-personnel costs, including materials, supplies, utilities, equipment, etc presents a financial challenge for the City.
 - o Deferred Maintenance Set Aside - In fiscal year 2011-12, the Administration set aside \$425,000 **of the CIP allocation to maintain and care for these assets. This year's recommendation for the same purpose is \$325,000.** This could further defer maintenance, which may result in greater long-term costs in the future.
 - o Inflationary Adjustments – Increase \$250,000 – Prices have been rising for City contracts, supplies, utilities, equipment and other items needed by the City. About forty (40) percent or \$14.0 million of the Public Services expenditure budget is for non-personnel services. With budget reductions to the Department, it has been difficult to absorb these increases within the budget.
 - *The Council may want to understand the extent of this challenge and whether the \$250,000 is adequate. They may also want to understand how the Department plans to adjust its services to offset these increases.*
 - o Budget Challenges and Service Delivery – The Administration indicates the proposed budget does not have additional funding to address **the Council's concerns about the quality of the City's turf**, including weed control, the mowing schedule, or watering. The Parks and Public Lands maintenance budget has increased by approximately \$750,000. The increase is to cover new responsibilities for North Temple, the PSB, and RAC wetlands mitigation. It also includes the transfer of a Landscape Architect/Project Manager from CED, inflationary increases, and personnel services related costs.
 - *The Council may wish to fully understand the Department's existing and future challenges in meeting expectations and prioritizing responsibilities. Water rates are expected to increase by six percent next year, and given the number of seasonal employees in Public Services, there will likely be cost increases as a result of the Affordable Care Act.*
 - *Recently, changes were made to athletic field fees and how fields were reserved. During this time, the Council expressed the need for an online field reservation system to assist with scheduling and allowing the public to see when fields are available for use. The proposed budget does not recommend funding for this purpose. The Council may wish to clarify the cost of implementing an online reservation system and whether it can be done independent of the Department's other technology enhancement projects, including workflow and costing systems.*

POLICY/PRIORITY AREAS

- A. Parks and Open Space – Inventory and Needs Assessment

ADDITIONAL & BACKGROUND INFORMATION

The following is selected budget and program information for Divisions within Public Services.

A. Facility Management- There are several budget adjustments related to the care and maintenance of City facilities:

1. New Public Safety Building (PSB) – Increase - \$472,530/partial year – The recommended budget includes this estimated partial year funding for bringing the new facility online. In addition to not having experience in operating this facility, there are new and sophisticated technologies that make it a LEED Platinum/net zero building. The Administration acknowledges a higher level of on-going and preventative maintenance and supervision of contracted services will be required.
2. Old Public Safety Building – Decrease - \$192,000 – The Administration is proposing to take six out of ten floors out of service once Police Department personnel have relocated to the new PSB. Four of the floors, the basement and floors 1-3, will continue to be used for evidence storage and crime lab functions.
3. Sugar House Streetcar Greenbelt – Increase \$200,000/six months – estimated \$431,000 full year – The proposed budget includes adding personnel, tools, equipment, materials, utilities, and other related expense budgets for this new City asset. This does not include operating costs for the line.
4. North Temple Maintenance - Increase \$307,000/nine months – estimated \$409,000 full year – The proposed budget includes adding personnel, tools, equipment, materials, utilities, and other related expense budgets for this new City asset. Facilities will need to determine how best to schedule the care and maintenance of the Sugar House Greenbelt and North Temple additions.
5. Regional Athletic Complex (RAC) – Continuation of FY 13 BA #1 - \$40,000 – Although this project is not yet online, the Administration is recommending a continuation of a budget amendment adjustment. The funds are used by Parks and Public Lands for critical reporting, monitoring, and maintenance of wetlands mitigation criteria which were federally mandated by the Army Corps of Engineers. These requirements were established with the permit associated with the development of the Regional Athletic Complex.
6. Other Asset Maintenance Items – According to the Administration, the nearly 4,500 building component and equipment assets are routinely scheduled for maintenance and repair.
 - i. CIP – Public Facilities Deferred Maintenance Set Aside - \$340,000 – For the past several years, a portion of the CIP allocation has been set aside for the deferred maintenance needs throughout the City. In FY 2011-12, this allocation was \$425,000, the FY 2012-13 set aside was **\$390,000**, and next year's **FY 2013-14** recommendation is \$340,000. (See Attachment 3 for a list of planned and completed projects for FY 2012-13 and FY 2013-14 paid out of this set aside.)

► *Reducing the set aside while adding new projects to an aging portfolio of assets makes it difficult to catch up on deferred maintenance. One of the reasons for the set aside was to help insure that funds for deferred maintenance needs would be available, and not be redirected to other City needs. The Council may want to discuss this during the CIP discussions.*
 - ii. Bike Lane Maintenance – The Streets Division of Public Services maintains and cares for the bike lanes throughout the City. Expense budgets to maintain the bike lanes are adjusted each year to include lanes added in the prior year. The Administration is proposing to increase the FY 2013-14 budget by \$22,132 for overtime hours, fuel and materials to sweep and paint bike lane miles. The Department estimates the annual cost to maintain and care for a bike lane mile to be \$500 to \$600, and cycle track to be \$850 per bike mile.

The following table presents the number of bike lanes miles for years 2008 to 2012.

Lane---miles of marked (painted) on---road bikeways, Salt Lake City					
	2008	2009	2010	2011	2012
Bike Lanes	123	161	168	179	188
Shared Lanes	-	-	5	18	20
Buffered Bike Lane	-	-	-	1	2
Cycle Track	-	-	-	-	1
Total: all marked on---road bikeways	123	161	173	198	211

► *The Administration notes that additional funds to maintain these lanes and other walkability initiatives year round (ie snow removal) are not funded. The strategy has been to clear lanes during roadway snow removal. Is the Council interested in providing additional funding?*

- iii. Seven Canyons Operating Period – Decrease \$12,000 – The proposed budget includes reducing the time this Liberty Park water feature will be operational. The proposal, favored by the Department, would run from Memorial Day to Labor Day.
- iv. Barnes Bank – Decrease \$35,000 - This facility has been used to house the PSB contractor and sub-contractors. Once the PSB construction is finalized these temporary tenants will move out of the building. The proposed savings would result in cancellation of alarm monitoring and elevator maintenance contracts. All other building maintenance would be curtailed.

► *Is the Council interested in an update on this project?*

- v. Spring Mobile Ballpark – **Spring Mobile currently holds the naming rights for the City’s ballpark.** The five year agreement expires in March of 2014. They have decided to not extend their naming agreement with the City. A new naming rights agreement is being pursued. Naming rights revenue from Spring Mobile for the fifth year of the agreement is \$127,308. The amount of the CIP set aside for the Spring Mobile ballpark is \$95,481, which is the naming rights revenue for the partial year.

► *Although future naming rights revenue is unknown at this time, the repair and maintenance needs at the ballpark could benefit from the entire amount of any future naming rights revenue.*

B. Gallivan and Events –

- 1. Gallivan Center – Actual projected revenue for facility rentals at the Gallivan Center is expected to be **\$259,000. This is slightly short of last year’s budgeted revenue, but the number of events for fiscal year 2012-13 is 393 events, an increase of 15 more than the prior year, and 100 more than required by the RDA contract.** The revenue and expense budgets for the Gallivan Center are proposed to increase by \$16,448 due to inflationary and technical increases. The RDA approved this increase during its March 21, 2013 meeting.

- 2. Community Events – (See Attachment 4 for 2013 Signature Event Fund Awards for the Years 2010 to 2013.) Over 300 special events applications were processed in fiscal year 2012-13. Of this amount 65 events, which are not considered Free Expression events, had to pay cost recovery fees for Parks, Facilities, and Police totaling \$200,000. Invoices for these events ranged from \$89 to over \$75,000 for the marathon. NOTE: Some costs incurred by the City are billed as fees for non free-speech events. **These authorized fees are charged as per the City’s Consolidated Fee Schedule.**

► *The Fire Department plans to charge for services provided during special events. The Council may want to understand details of the proposal, and, if needed, adjust the Consolidated Fee Schedule to reflect the Council’s policy priorities.*

► *The Council is interested in simplifying the permitting process for smaller, neighborhood events. The Administration indicates an ordinance is being prepared to address these smaller events. This is a Council priority. Does the Council want to provide early feedback on the ordinance, so the Council’s concerns can be included as the ordinance is being drafted?*

C. Parks and Public Lands – Issues related to Parks and Public Lands are included in the above Policy Questions section.

D. Streets – Some of the Issues related to Streets are included in the above Policy Questions section.

E. Compliance

1. Parking Pay Stations – Decrease \$210,000 – The Administration is proposing to manage the new pay stations in-house. The Administration has indicated the following information related to warranties:
 - i. Hardware – Pay stations – The warranty period ends in March of 2014. Based on past experience with repairs and parts, the Administration does not foresee any significant changes.
 - ii. Hardware – Handhelds – The warranty period for the handhelds is five years.
 - iii. Software - Pay station and enforcement – The Administration indicates the City has not accepted the parking systems software. They indicate that once accepted, the warranty on the software is for two years.
2. Parking Enforcement – The Administration is proposing several operational changes that could result in additional revenue of \$135,000.
 - i. Exempt Vehicles - Currently exempt vehicles are exempt from receiving citations for parking illegally. Changes to City Code 12.56.590 would change which parking ordinances would require exemption. If the ordinance is adopted, exempt vehicles could be given a citation for parking in handicap parking, parking by a fire hydrant and safety zones.
 - ii. Vehicle Immobilization – The Administration is proposing to eliminate the third party provider and take on this in-house. State statute establishes the rate for the boot charge. This is set at \$75. Currently, a fee of \$147 is charged by the provider and another \$44 is retained by the City. Under the proposal, the \$75 fee would be paid to and retained by the City. It should be noted that since this program was implemented the average number of boots per month has dropped by 61%. There are now about 47 boots per month on average.
 - iii. Impound Lot – The Administration is proposing a fee to retrieve personal items in the event their vehicle has been impounded. The proposed retrieval fee is \$75 and the expected revenue is \$24,000.

F. YouthCity – Increase \$39,000 – The recommendation is to convert seasonal office support into a full time office support position. According to the Administration, seasonal support is not sufficient to meet the needs of the program. Other grant and donation funds will fully fund the position.

G. Cemetery – Increase of \$62,000 – The proposed expense budget includes a 4.7% increase from the prior year. However, the revenue budget for the Cemetery is adjusted downward by \$96,020 because fewer burial plots are available for purchase. The following chart presents the Cemetery’s operations for the current and past three years.

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected
Revenue	\$634,022	\$558,474	\$652,393	\$605,542
Expense	\$1,234,488	\$1,342,431	\$1,477,586	\$1,307,973
Net (General Fund Subsidy)	(\$600,466)	(\$783,957)	(\$825,193)	(\$702,431)

H. Other Department Changes

1. Library Parking Validations – Revenue and Expense Budgets (Neutral) - \$130,000 – The Administration is proposing a new parking program as it relates to the General Fund. One of the goals is to account for expenses associated with providing parking for Justice Court jurors, certain constituents, contractors, and others that support General Fund programs. The Public Services Department will facilitate this program.

ATTACHMENTS:

- Attachment 1 – Summary Comparison Budget Chart
- Attachment 2 –Department Metrics/Measurements
- Attachment 3 – Schedule of Facilities Planned and/or Completed Deferred Maintenance FY 2012-13 and Proposed FY 2013-14
- Attachment 4 - Signature Event Fund Awards For the Years - 2010 to 2013
- Attachment 5 – Capital and Debt Management Policies Adopted May 2012.

**ATTACHMENT 1
SUMMARY OF BUDGET CHANGES**

DEPARTMENT OF PUBLIC SERVICES						
PROPOSED BUDGETS FOR FY 2013-14						
	Actual 2011-12	Adopted 2012-13	Proposed 2013-14	Difference	Percent Change	Explanation (if available)
Office of the Director (Customer Service, Planning, Special Projects, Capital Improvements)	\$ 532,883	\$ 507,801	\$ 706,691	\$ 198,890	39.2%	Centralized City-wide purchases of Parking validations.
Administrative Services Division Contracts, Emergency Management, Policy, Program Performance, Property Management, Safety, Strategic Planning, Technology	\$ 324,771	\$ 347,982	\$ 351,915	\$ 3,933	1.1%	Inflationary increases.
Finance and Accounting Division Accounting, Auditing, Budgeting, Financial Analysis, Forecasting, Grants, Payroll, Purchasing, Risk Management	\$ 399,030	\$ 530,125	\$ 518,779	\$ (11,346)	-2.1%	Elimination of software maintenance costs.
Operations Division - Streets and Concrete Program (Formerly Streets) Maintenance of Streets, Sidewalks & Signals; Snow Removal; Signing and Marking; Street Sweeping	9,896,205	8,924,152	8,437,130	(487,022)	-5.5%	Transferred Pay Station maintenance contract costs to Compliance and also inflationary increases.
Operations Division - Parks and Public Lands Park Maintenance, Open Space Land Management, City Cemetery, Forestry and Graffiti Removal Program	10,041,273	9,966,903	10,714,757	747,854	7.5%	New responsibilities: North Temple, Public Safety Building, Regional Athletic Complex wetlands mitigation. Transfer of architect/project manager from CED. Also inflationary budget increases.
Operations Division - Facility Management Maintenance of City-owned Buildings, Spring Mobile Ballpark, Downtown and Sugarhouse Business Districts	7,507,439	6,817,027	7,382,042	565,015	8.3%	Maintenance for new Public Safety Building and Sugar House Greenway, reduction of Old Public Safety Building maintenance, and inflationary budget increases.
Operations Division - Compliance Compliance, Facility Management, Fleet, Gallivan and Special Events, Golf, Parks and Public Lands, Project Management, Streets/Concrete, YouthCity	2,480,896	2,732,016	3,162,599	430,583	15.8%	Pay Station Management contract was transferred from streets, then the budget was reduced to perform the maintenance in-house.
Operations Division - Gallivan and Events Community and Special Events - Partially Reimbursed by Redevelopment Agency	1,801,423	1,985,481	1,999,992	14,511	0.7%	Inflationary increases.
Operations Division - Youth & Family Programs Provides Intervention Activities and Assistance for At-Risk Youth and Families	539,143	510,026	554,613	44,587	8.7%	Conversion of seasonal position to full- time.
Total	\$ 33,523,063	\$ 32,321,513	\$ 33,828,518	\$ 1,507,005	4.7%	

ATTACHMENT 2

DEPARTMENT MEASUREMENTS

The following are some of the department measurements related to services provided by the Public Services Department. The measurements are taken from the Public Service Department's Salt Lake City Base Purpose Statements for FY 2011-12 to FY 2016-17.

- All City buildings are attractively maintained according to established building and safety codes and industry standards while meeting the needs of customers in a time efficient manner.
- Energy usage is monitored and corrective action is taken where energy savings opportunities occur.
- Sidewalks within business districts are swept and cleared of litter by 7:00 a.m. each day. Snow removal from sidewalks, crosswalks, and bus shelters is removed within four hours after the snow event has ended.
- Four volunteer events **are held and supported in an effort to educate citizens about the City's Open Spaces.**
- After school and summer attendance is monitored and compared to program capacity.
- Gallivan Center rentals are promoted and managed so rental revenue generated will increase by 15% per year. Additionally, Community Events are tracked by number of people attending an event.
- Forestry tracks and measures the number of City trees pruned each year.
- Productivity of parking enforcement officers on duty is monitored.
- The Streets Division measures the percentage of lane miles plowed with 36 hours of a snow storm.

ATTACHMENT 3

Schedule of Facilities Planned and/or Completed Deferred Maintenance FY 2012-13

Building	Project Description	Customer	Estimate	Funded	Budgeted	Encumbered	Paid	Status
600 South Property	Security cameras and access systems	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Central Business Di	Paver replacements	Public Services CBD	\$ 50,000.00	No				Project Devmt
City and County Buil	ADA and security upgrades to City Attorney's office reception area.	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Fire Station #6	Driveway Approach	Fire	\$ 56,000.00	Partial	\$ 50,000.00	\$ 38,000.00		Project Devmt
Fire Station #6	Driveway Approach concrete testing	Fire	\$ 56,000.00	Partial	\$ 50,000.00	\$ 862.90	\$ 862.90	Project Devmt
Fleet Fuel Island	Install tank access cat-walk system	Public Services Fleet	\$ 35,000.00	No				Project Devmt
Art Barn	Replace existing roof, floor and doors on storage garage on Art Barn property	Arts Council	\$ 15,000.00	Yes	\$ 15,000.00	\$ 15,700.00		Project Devmt
Ottinger Hall	Restore masonry and woodwork on exterior of the building.	Public Services Youth and Family	\$ 30,000.00	No				Project Devmt
Plaza 349	Repair concrete on upper parking deck	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Westside Senior Cit	Siding, soffit, fascia and rain gutter replacement	SLCo Aging	\$ 45,000.00	No				Project Devmt
Westside Senior Cit	Heat trace in new rain gutters to keep ice from destroying roof and gutters	SLCo Aging	\$ 35,000.00	No	\$ 5,000.00			Project Devmt
Sorenson Multi-cult	Repair and renovate make-up air handling unit in swimming pool.	SLCo Recreation	\$ 50,000.00	No				Project Devmt
600 South Property	Exterior window replacements	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Art Barn	Window Replacements	Arts Council	\$ 50,000.00	No				Project Devmt
City and County Buil	Complete all lighting efficiency upgrades	Public Services Facilities	\$ 18,000.00	No	\$ -			Project Devmt
Fire Station #6	Exterior landscaping (modified Xerascap) plan. Public Utilities, Stephanie Duer is doing the desig.	Fire	\$ 40,000.00	No				Project Devmt
Parks Maintenance	HVAC Energy conservation project	Public Services Parks	\$ 47,625.00	Yes	\$ 47,625.00	\$ 37,658.00		Project Devmt
600 South Property	Replace single-phase power with 3-phase power supply	Public Services Facilities	\$ 35,000.00	No				Project Devmt
Central Business Di	Replace old controllers with new Hunter irrigation controllers with solar sync.	Public Services CBD	\$ 18,122.00	Yes	\$ 18,122.00	\$ 18,122.00		Project Devmt
Fire Station #14	Interior painting	Fire	\$ 13,390.00	No				Project Devmt
Fire Station #3	Replace plumbing system and upgrade to efficient fixtures	Fire	\$ 50,000.00	No				Project Devmt
Fire Station #5	Interior painting	Fire	\$ 45,000.00	No				Project Devmt
Fire Station #6	Interior painting	Fire	\$ 17,650.00	No				Project Devmt
Various	Bay Painting	Fire	\$ 27,500.00	No				Project Devmt
600 South Property	Replace telephone and network lines and upgrade to IP phones for all 600 South properties. Wiring	Public Services	\$ 20,000.00	Yes	\$ 6,600.00	\$ 5,820.00	\$ 5,820.00	Project Devmt
600 South Property	Replace telephone and network lines and upgrade to IP phones for all 600 South properties. Phones	Public Services	\$ 20,000.00	Yes	\$ 8,800.00	\$ 8,800.00		Project Devmt
City and County Buil	Install electronic, computer control for bell system on clock tower	Public Services Facilities	\$ 8,000.00	No				Project Devmt
Plaza 349	Install traffic contol infrastructure (concrete curbing and wiring) in preparation for SkiData parking pay system.	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Plaza 349	Modify existing structure to SkiData parking pay system and parking control devices to provide more public parking, increase parking revenue during weekends, holidays and after-hours.	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Plaza 349	Protect deck by installing parking canopies on upper parking. Canopies will incorporate solar PV collectors and put electricity back into the building during peak demand period.	Public Services Facilities	\$ 50,000.00	No				Project Devmt
Public Services Main	Sound dampening in crew meeting room	Public Services Streets	\$ 45,000.00	No				Project Devmt
FMF	Excavate and repair 6" sewer main. Replace concrete	Public Services	\$ 9,600.00	Yes	\$ 9,600.00	\$ 9,600.00		In Progress
PNR	Expand Men's locker room	SLPD	\$ 4,250.00	Yes	\$ 4,250.00	\$ 7,525.00		In Progress
Fire Station #6	HVAC Energy conservation project	Fire	\$ 50,000.00	Yes	\$ 45,000.00			Project Devmt
FS1	Replace carpet in FS1	Fire	\$ 32,182.00	Yes	\$ 32,182.00	\$ 32,182.00		In progress
PSB	Safety Anchor Safety	SLPD	\$ 4,500.00	Yes	\$ 4,500.00	\$ 4,500.00	\$ 4,900.00	Complete
City & County Buildi	Phone room A/C	IMS	\$ 6,029.99	Yes	\$ 6,029.99	\$ 6,029.99	\$ 6,029.99	Complete
City & County Buildi	Lighting Upgrade	ALL	\$ 5,406.20	Yes	\$ 5,406.20	\$ 5,406.20		Project Devmt
FAC	Phone Upgrade	Facilities/CBD	\$ 8,000.00	Yes	\$ 8,000.00	\$ 8,018.00		Project Devmt
City and County Buil	Transcription Equipment/Cannon/Cutler	ALL	\$ 40,000.00	Yes	\$ 40,000.00	\$ 26,696.63		In Progress
FS6	Storm Water Inspection		\$ 85.00	Yes	\$ 85.00	\$ 85.00	\$ 85.00	Complete
PNR	Locker Room Remodel	SLPD	\$ 7,571.00	Yes	\$ 7,571.00	\$ 7,571.00	\$ 7,571.00	Complete
Ottinger Hall	Emergency stabilization of brick facing on the East and West elevations of the building.	Public Services Youth and Family	\$ 50,000.00	Yes	\$ 13,087.94	\$ 13,087.94	\$ 10,387.94	Complete
			\$ 1,394,911.19		\$ 376,859.13	\$ 245,664.66	\$ 35,656.83	

Ongoing CIP Deferred Maintenance Appropriation 2013 **\$ 390,000.00**

Available Budget Balance 2013 **\$ 144,335.34**

Attachment 3 (Continued)

Schedule of Facilities Planned and/or Completed Deferred Maintenance Proposed FY 2013-14

Building	Project Description	Customer	Estimate
600 South Property	Security cameras and access systems	Public Services Facilities	\$ 50,000.00
Central Business District	Paver replacements	Public Services CBD	\$ 50,000.00
City and County Building	ADA and security upgrades to City Attorney's office reception area.	Public Services Facilities	\$ 50,000.00
Fleet Fuel Island	Install tank access cat-walk system	Public Services Fleet	\$ 35,000.00
Ottinger Hall	Restore masonry and woodwork on exterior of the building.	Public Services Youth and Family	\$ 30,000.00
Plaza 349	Repair concrete on upper parking deck	Public Services Facilities	\$ 50,000.00
Westside Senior Citizen's C	Heat trace in new rain gutters to keep ice from destroying roof and gutters	SLCo Aging	\$ 35,000.00
Sorenson Multi-cultural Cer	Repair and renovate make-up air handling unit in swimming pool.	SLCo Recreation	\$ 50,000.00
600 South Property	Exterior window replacements	Public Services Facilities	\$ 50,000.00
Art Barn	Window Replacements	Arts Council	\$ 50,000.00
City and County Building	Complete all lighting efficiency upgrades	Public Services Facilities	\$ 18,000.00
Fire Station #6	Exterior landscaping (modified Xerandscape) plan. Public Utilities, Stephanie Duer is doing the desig.	Fire	\$ 40,000.00
600 South Property	Replace single-phase power with 3-phase power supply	Public Services Facilities	\$ 35,000.00
Fire Station #14	Interior painting	Fire	\$ 13,390.00
Fire Station #5	Interior painting	Fire	\$ 45,000.00
Fire Station #6	Interior painting	Fire	\$ 17,650.00
Various	Bay Painting	Fire	\$ 27,500.00
City and County Building	Install electronic, computer control for bell system on clock tower	Public Services Facilities	\$ 8,000.00
Plaza 349	Install traffic control infrastructure (concrete curbing and wiring) in preparation for SkiData parking pay system.	Public Services Facilities	\$ 50,000.00
Plaza 349	Modify existing structure to SkiData parking pay system and parking control devices to provide more public parking, increase parking revenue during weekends, holidays and after-hours.	Public Services Facilities	\$ 50,000.00
Plaza 349	Replace Original Boilers	Public Services Facilities	\$ 50,000.00
Central Plant	Repair and replace refractory in the two boilers	Public Services Facilities	\$ 48,000.00
Washington Square	Landscape State Street and 400 South	Public Services Facilities	\$ 40,000.00
Plaza 349	Protect deck by installing parking canopies on upper parking. Canopies will incorporate solar PV collectors and put electricity back into the building during peak demand period.	Public Services Facilities	\$ 50,000.00
Public Services Maintenance	Sound dampening in crew meeting room	Public Services Streets	\$ 45,000.00
TOTAL FY14 Planned Projects			\$ 987,540.00

Ongoing CIP Deferred Maintenance Appropriation 2014 \$ 340,000.00

ATTACHMENT 4
SIGNATURE EVENT FUND AWARDS FOR THE YEARS - 2010 TO 2013

Signature Event Fund Awards FY 2012-13					
Category	Event	FY 2009-10 Sponsorship for 2010 Events	FY 2010-11 Sponsorship for 2011 Events	FY 2011-12 Sponsorship for 2012 Events	FY 2012-13 Sponsorship for 2013 Events
Tier 1 - \$10,001 to \$15,000	Utah Pride	\$15,000	\$15,000	\$15,000	\$15,000
	Utah Arts Festival	\$15,000	\$15,000	\$15,000	\$15,000
	Downtown Farmers Market	\$15,000	\$15,000	\$15,000	\$15,000
	SLC Int'l Jazz Festival	\$15,000	\$15,000	See Tier 2	See Tier 2
	Tour of Utah	–	\$15,000	\$15,000	\$15,000
	EVE	–	\$15,000	\$15,000	\$15,000
	Sugar House Fireworks				\$15,000
Total Tier 1		\$60,000	\$90,000	\$75,000	\$90,000
Tier 2 - \$5,001 to \$10,000	Fiesta de Pueblo	–	\$10,000	\$5,000	–
	Twilight Concert Series	–	\$5,000	\$5,000	
	Sugarhouse Fireworks	–	\$5,000	\$5,000	See Tier 1
	Salt Lake City Marathon	–	\$5,000	–	–
	People's Market	\$2,500	\$5,000	See Tier 3	See Tier 3
	Living Traditions Festival	See Tier 3	See Tier 3	\$5,000	–
	Utah Marathon and Fittest State Festival	–	See Salt Lake City Marathon	\$5,000	–
	SLC Int'l Jazz Festival	See Tier 1	See Tier 1	\$5,000	\$5,000
	Craft Lake City (SLUG)	–	–	–	\$10,000
	Open Streets Salt Lake City				\$10,000
	Excellence in the Community Concerts	–	–	–	\$5,000
	Friendly Island Festival (National Tongan Society)	–	–	–	\$5,000
	Urban Garden Week (Wasatch Community Garden)	–	–	–	\$5,000
World Refugee Day (Dept of Workforce Services)	–	–	–	\$5,000	
Total Tier 2		\$2,500	\$30,000	\$30,000	\$45,000
Tier 3 - Up to \$5,000	Urban Flea Market	–	\$4,000	\$2,500	\$1,000
	9th & 9th Festival	–	\$2,500	\$2,000	\$2,000
	Sugarhouse Farmers Market	–	\$2,500	\$2,000	\$1,500
	Utah Beer Festival	–	\$2,500	\$2,500	–
	Living Traditions Festival	\$1,500	\$2,500	See Tier 2	See Tier 2
	Utah Brazilian Festival	\$2,000	\$2,500	\$2,500	\$1,500
	Nihon Matsuri Festival	–	\$2,500	\$2,500	\$1,000
	Native American Celebration in the Park	\$2,500	\$2,500	\$2,500	
Unified Bouldering Championship	\$2,500	\$2,500	–	–	

	Weekday Workouts Health Fair	-	\$2,500	\$2,500	
	Hidden Hollow Concert Series	-	\$2,000	\$2,000	
	Days of '47 Youth Festival	\$2,500	\$1,500	\$1,500	
	Earth Fest	\$1,500	-	-	-
	People's Market	See Tier 2	See Tier 2	\$2,500	\$2,500
	Play Me I'm Yours	-	-	\$3,500	
	Aki Matsuri (Fall Festival)	-	-	\$2,500	\$1,000
	Edible Wasatch	-	-	\$2,500	
	El Grito	-	-	\$2,500	
	Live Green	-	-	\$2,500	\$2,000
	Women of the World	-	-	\$2,500	
	Avenues Street Fair	-	-	\$2,000	\$2,000
	Poplar Grove Community Council Night Out Against Crime	-	-	\$2,000	\$2,000
	Sugar House Streetcar Celebration (Westminster)				\$3,000
	Urban Bird Festival (Tracy Aviary)				\$2,000
	Crucial Fest Music Festival	-	-	-	\$2,000
	Porchfest (East Central Comm Council	-	-	-	\$2,000
	21 st and 21 st Autumn Arts Festival	-	-	-	\$2,000
	Sugar House Arts Festival	-	-	-	\$1,500
	Eat Local Challenge (Slow Food Utah)	-	-	-	\$1,000
	Total Tier 3		\$12,500	\$30,000	\$45,000
	Total All Tiers		\$75,000	\$150,000	\$165,000

ATTACHMENT 5

CAPITAL AND DEBT MANAGEMENT POLICIES ADOPTED MAY OF 2012

Pages 22 - 24 – Salt Lake City Council Policy Manual

A.25 GENERAL BUDGET POLICY

a. When possible, Capital Improvement Projects are not delayed nor eliminated in order to balance the budget. The Council also avoids using one time revenues to balance the budget.

A.26 CAPITAL AND DEBT MANAGEMENT (1/04)

On December 14, 1999, the Council adopted a resolution relating to capital and debt management policies. The resolution states:

THEREFORE, BE IT RESOLVED by the City Council of Salt Lake City, Utah:

That the City Council has determined that the following capital and debt management policies shall guide the Council as they continue to address the deferred and long-term infrastructure needs within Salt Lake City:

Capital Policies

1. **The Council intends to define a capital project as follows: “Capital improvements involve the construction, purchase or renovation of buildings, parks, streets or other physical structures. A capital improvement must have a useful life of five or more years. A capital project must also have a cost of \$50,000 or more unless its significant functionality can be demonstrated to warrant its inclusion as a capital project. A capital improvement is not a recurring capital outlay item (such as a motor vehicle or a fire engine (unless the fire apparatus is Impact Fee eligible) or a maintenance expense (such as fixing a leaking roof or painting park benches). Acquisition of equipment is not a capital project unless it is an integral part of the cost of a capital project.”**
2. **The Council requests that the Mayor’s Recommended Annual Capital Budget be developed based upon the current 10-Year Capital Facilities Plan and be submitted to the City Council for tentative approval no later than April 30 of each fiscal year.**
3. The Council requests that the Administration prepare multi-year revenue and expenditure forecasts which correspond to **the capital program period as well as an analysis of the City’s financial condition and capacity to finance future capital projects, and present this information to the Council with the presentation of each budget.**
4. The Council intends to dedicate no less than nine percent of ongoing General Fund revenues annually in the Capital Improvement Fund.
5. The Council requests that the Administration review the progress of the 10-Year Capital Facilities Plan every two years, to coincide with the City Council election cycle, and update the CFP as needed. This review would be in conjunction with the submittal and approval of the annual Capital Improvement Plan (CIP). Approval of the yearly CIP plan would be in conjunction with the annual budget process. **NOTE: The 10-Year Capital Facilities Plan (CFP) is the long term plan, for Salt Lake City it is planned for ten years. Generally, and depending on circumstances, it is updated every five years. The Capital Improvement Program (CIP) is a short term plan. Currently, the CIP plan/budget is approved by the Council each year.**
6. **The Council intends that the City will maintain its physical assets at a level adequate to protect the City’s capital investment and to minimize future maintenance and replacement costs. Higher consideration will be given to projects that show and result in greater efficiency or larger savings for the City.**
7. The Council intends to give priority consideration to projects which preserve and protect the health and safety of the community mandated by the state and/or federal government; provide for the renovation of existing facilities, resulting **in a preservation of the community’s prior investment; result in decreased operating costs or other significant cost savings; improve the environmental quality of the City and its neighborhoods; or have a positive contribution to the City’s economy**
8. The Council intends to give fair consideration to projects where there is an opportunity to coordinate with other agencies, establish a public/private partnership, or secure grant funding, all other considerations being equal.
9. The Council intends to follow a guideline of approving construction funding for a capital project in the fiscal year **immediately following the project’s design wherever possible.**
10. The Council intends that all proposed large capital projects be evaluated and prioritized by the CDCIP Citizen Advisory Board.
11. The Council does not intend to fund any project that has not been included in the Ten-Year Capital Facilities Plan for at least one year prior to proposed funding, unless extenuating circumstances are adequately identified.

12. The Council requests that any change order to any capital improvement project which equals or exceeds twenty percent of the approved project budget be brought to the Council for review in a formal budget amendment.
13. The Council requests that the Administration submit a budget amendment request to the Council during the second budget amendment in the Fall each year identifying those Capital Improvement Program Fund accounts where the project has been completed and a project **balance remains. It is the Council's intent that all account balances from closed projects be recaptured and placed in the CIP Contingency Account for the remainder of the fiscal year, at which point any remaining amounts will be transferred to augment the following fiscal year's General Fund ongoing allocation.**

Debt Management Policies

1. The Council intends to utilize **long-term borrowing only for capital improvement projects that are included in the City's 10-Year Capital Program**, or in order to take advantage of opportunities to restructure or refund current debt. Additionally, the plan will be reviewed and adjusted as projects are completed.
2. **The Council requests that the Administration provide an analysis of the City's debt capacity, and how each proposal meets the Council's debt policies, prior to proposing any projects for debt financing. This analysis should include the effect of the bond issue on the City's debt ratios.**
3. The Council requests that, when borrowing is recommended by the Administration, the source of funds to cover the debt service requirements be identified.
4. **The Council requests that the Administration provide an analysis of the effect of any proposed bond issue on the City's ability to finance future projects of equal or higher priority.**
5. The Council requests that the Administration analyze the impact of **debt-financed capital projects on the City's operating budget** and coordinate this analysis with the budget development process.
6. The Council requests that the Administration **provide a statement from the City's financial advisor that each proposed bond issue appears feasible for bond financing as proposed, including an indication of requirements or circumstances that the Council should be aware of when considering the proposed bond issue.**
7. **The Council does not intend to issue debt that would cause the City's debt ratio benchmarks to exceed moderate ranges as indicated by the municipal bond rating industry.**
8. The Council does not intend to issue debt if such debt will damage the **City's current AAA general obligation bond rating or cause the City's lease revenue bond ratings to fall below current ratings.**
9. The Council requests that the Administration fully outline and the Council intends to consider the impact of all debt funded **projects that have a net negative fiscal impact on the City's operating budget.**
10. The Council requests that the Administration structure debt service payments in level amounts over the useful life of the issue unless anticipated revenues dictate otherwise or if the useful life of the financed project(s) suggests a different maturity schedule.