

Salt Lake City Base Purpose Statements FY 2013

The following document contains the Base Purpose Statements for fiscal year 2013 for each of the General Fund, Enterprise Fund and Internal Service fund departments within Salt Lake City. The Mayor's Office, the Council Office, the Library and the Redevelopment Agency are not included in this document.

Base Purpose Statements are gathered annually by the City's budget office. Base Purpose Statements provide information about how Salt Lake City provides services to the community through various programs. These statements are meant to be used by elected officials and residents to understand the activities City employees are engaged in and how City funds are spent.

The following Base Purpose Statements are ordered alphabetically by department. The beginning of each department's section contains a budget and FTE reconciliation with a numbered listing of each statement. A coinciding numbered footer is contained on each of the statements to allow the reader to find the desired statement.

Questions regarding these statements can be directed to Randy Hillier, Policy and Budget Analyst, 801-535-6606.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

Finance FY 2013 Base Purpose Statement Reconciliation

<u>Department</u>	<u>Program</u>	<u>Cost Center</u>	<u>Fund</u>	<u>FY 13 Adopted Budget</u>	<u>FTEs</u>
Finance #1	Accounts Payable	0100031, 0171812 6503400	General Fund IFAS	\$626,052 \$357,292	4.70 1.00
Finance #2	Revenue Auditing/Business Licensing: Business Licensing	0100015	General Fund	\$574,435	8.00
Finance #3	Revenue Auditing/Business Licensing: Revenue Analyst & Forecasting	0100018 8787001	General Fund Risk Fund	\$375,382 \$29,487	4.80 0.30
Finance #4	Revenue Auditing/Business Licensing: Administrative Enforcement	0100022	General Fund	\$668,243	4.00
Finance #5	Grant Acquisition	0100030	General Fund	\$163,130	2.00
Finance #6	Payroll Administration	0100019	General Fund	\$87,752	1.20
Finance #7	Financial Reporting	0100035	General Fund	\$437,468	4.50
Finance #8	A/R Collections	0100016	General Fund	\$597,356	8.00
Finance #9	Purchasing & Contracts: Contracts Management	0100054	General Fund	\$433,212	5.50
Finance #10	Purchasing & Contracts: Purchasing	0100050	General Fund	\$415,019	4.50
Finance #11	Treasurer	0100021	General Fund	\$835,530	5.00
Finance #12	Treasurer: Cashiering Resources	0100020	General Fund	\$179,333	3.00
Finance #13	Treasurer: Special Assessments	0100023	General Fund	\$43,536	1.00
Finance #14	Treasurer: Parking Meter Collection	0100025	General Fund	\$143,096	0.00
Total Base Purpose Statements				\$5,966,323	57.50
Total General Fund Budget				\$5,579,544	56.20
Total Info. Mgmt Services Internal Service Fund Budget				\$357,292	1.00
Total Risk Management Fund Budget				\$29,487	0.30
Total Adopted Budget				\$5,966,323	57.50
Difference				\$0	-



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 62% CDBG 7% IFAS 32%	COST CENTER NUMBERS:	01-00031 01-71812 65-03400
DEPARTMENT:	Department of Finance	FTE / GF: CDBG: FINANCIAL SYSTEM:	4.70 1.00 1.00
DIVISION:	Accounting	BUDGET / GF: CDBG FINANCIAL SYSTEM	\$626,052 \$75,000 \$357,292
COST CENTER / PROGRAM:	Accounts Payable	G.F. GENERATED REVENUE	\$510,377

AUTHORITY: (ordinance, state statute, federal regulation, basic municipal function, etc)

STATEMENT OF PURPOSE

The purpose of the Accounts payable program is to 1. Generate legitimate payments to vendors for goods and services provided to the City on a weekly basis and 2. Store financial documents for a time period in accordance with State guidelines and City Policy in a manner conducive to easy research and retrieval.

BASE PURPOSE STATEMENTS

These payments are checked manually for proper departmental input of vendor and invoice information. They are also checked for proper authorization of a departmental signatory authority.

To properly file all check write documentation by the end of the business on Tuesday following the prior week check write.

To complete the bank reconciliation of the City's several bank accounts twenty days after the end of the month end closing, approximately thirty days after the calendar month end, and forty five days after the month end close during the annual financial audit is conducted. For the general and small purchase account the completion time is sixty days after month end closing and forty five days after year end closing.

To determine Administrative fee and Cost Allocation for the City quarterly reports, and to calculate and charge the City enterprise funds the actual costs as accumulated in the detailed summary billing.

To continually work to increase the percentage of payments made electronically compared to the total payments made.

Maintain and monitor the financial system. Report generation and structure roll up.

BASE PURPOSE REVENUE

Reimbursement from the Federal Government of \$75,000 for services on the CDBG program. Reimbursement from the FINANCIAL SYSTEM approximately \$357,292. Reimbursement from the City administrative fee of approximately \$510,000



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	2011-12 Actual	2012-13 Target	Cumulative Targets			
				2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Promote Professional Customer Interaction:</u> Provide city employees with customer service training to raise customer satisfaction level.	1.Program/Cost Center Staff will be trained in customer service skills once every three years.	66%	100%	33%	66%	100%	33%
Cumulative Targets							
Financial Health	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Maintain Financial Stability:</u> Ensure each Salt Lake City fund is financially secure.	1.Program/Cost Center actual expenditures to be equal to or less than 100% of the expenditure projection.	100%	100%	≤100%	≤100%	≤100%	≤100%
Cumulative Targets							
Efficiency/Effectiveness	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Payments to vendors electronically</u>	Percentage of electronic payments to the total payments	51%	53%	56%	59%	60%	65%
Cumulative Targets							
Workforce Quality	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Improve Employee Job Skills and Knowledge:</u> Identify organizational-wide training priorities to sharply focus training resources on skills and competencies	1.Identify & prioritize Employee training Needs annually	100%	100%	100%	100%	100%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

required to excel at providing municipal services							
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		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
	2.An annual review of Training to ensure that all employees have attended harassment prevention training within the last 3 years	66%	100%	33%	66%	100%	33%

Input	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Accounts Payable transactions	Count of all payment transactions	72,332	N/A	N/A	N/A	N/A	N/A

Input	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Contract payment transactions subset	Count of contract payment transactions	51,444	N/A	N/A	N/A	N/A	N/A

Input	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Journal Entry transactions processed	Count of journal transactions	109,050	N/A	N/A	N/A	N/A	N/A

Input	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Journal Entries scanned	Count of journal batches	412	N/A	N/A	N/A	N/A	N/A



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00015
DEPARTMENT:	Department of Finance	FTE / GF:	8.0
DIVISION:	Revenue Auditing/Business Licensing	BUDGET / GF:	\$574,435
COST CENTER / PROGRAM:	Business Licensing	GF GENERATED REVENUE:	\$6,710,429

AUTHORITY: Commencing with Title 5.02 of the Salt Lake City Ordinance

STATEMENT OF PURPOSE

A significant component of Administrative Services, Business Licensing safeguards Salt Lake City citizens and visitors against illegally operated or unlicensed businesses through a comprehensive process of coordinating inspections including building, police, fire, health and zoning as well as ensuring that business license fees and business tax revenues are accurately accounted and collected. Business Licensing also encourages small businesses and provides mechanisms for their success.

BASE PURPOSE STATEMENTS

Business Licensing endeavors to enhance the lives of its citizens and visitors by promoting the development of commercial enterprise, by ensuring timely responses and resolutions to community concerns, by facilitating public safety, education and awareness campaigns, and by conducting proactive enforcement to ensure compliance with state and local laws. To maintain these benchmarks, Business Licensing carries out the following:

1. Ensures the timely collection of base fees, inspection fees, late fees and license taxes as well as refunds and, through GAAP, accounts for those fees or refunds on the same business day to the Salt Lake City Treasurer.
2. Promotes the well-being of all commercial enterprise by providing business planning and enforcement education, access to government and private organization's information resources, by simplifying the initial license application process and by providing convenient online renewals and license fee payments.
3. Provides continual career development and succession planning to maintain viable staff and to ensure productive work environments resulting in job integrity and enhanced customer service relations.
4. Maintains accurate and complete records of all licenses for public access using accepted state archiving standards and by using strategic digital imaging and quality control measures.
5. Works closely with all city departments in the resolution of public concerns as well as inter/intra program management and process management.
6. Generates substantial revenues through enforcement activities for the utilization of special or diverse citywide programs.
7. Promotes life safety by enabling the building, fire, health and housing divisions to achieve code compliance.
8. Ensures that specialized or transient businesses, including home-based businesses, are properly licensed and accounted.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

license documents scanned by FY2007		?	66%	100%	100%	100%	100%
		Cumulative Targets					
Workforce Quality	Measures	2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
Improve Employee Job Skills and Knowledge: Identify organizational-wide training priorities to sharply focus training resources on skills and competencies required to excel at providing municipal services.	1. Identify & prioritize Employee training needs by September 1st annually.	100%	100%	100%	100%	100%	100%

		Cumulative Targets					
Workforce Quality (cont'd)	Measures	2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
	2. An annual review of training will be conducted by Sept. 1 st of each year to ensure that all employees have attended harassment prevention training within the last 3 years	6 Staff: 2 or 33% trained 4 or 66% due for training in one year:	4 or 66% trained and 2 or 33% due for training	4 or 66% trained and 2 or 33% due for training	2 or 33% trained 4 or 66% due for training	4 or 66% trained and 2 or 33% due for training	4 or 66% trained and 2 or 33% due for training



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund 100% Risk	COST CENTER NUMBERS:	01-00018 87-87001
DEPARTMENT:	Department of Finance	FTE / GF: FTE / RISK:	4.80 .30
DIVISION:	Revenue Auditing/BusinessLicensing	BUDGET / GF: BUDGET/ RISK:	\$375,382 \$29,487
COST CENTER / PROGRAM:	Revenue Analyst & Forecasting	G.F. GENERATED REVENUE	\$54,865

AUTHORITY: (Core municipal function)

STATEMENT OF PURPOSE

The purpose of the revenue analysis and forecasting program is to provide continuous monitoring and analysis to aid city decision makers in maintaining and enhancing city revenues. Other duties would include various audits and accounting functions to support management and elected officials to help in controlling and monitoring the city's assets.

BASE PURPOSE STATEMENTS

To provide accurate and timely analysis of revenue streams to aid managers in establishing budgets for each fiscal year and monitoring those revenues throughout the fiscal year.

To provide monthly revenue projections to management within 5 business days of the monthly close.

To perform various internal controls related audits in an effort to ensure policies and procedures are in place and being followed.

To manage the City's fraud reporting system and investigate fully all reports of suspected fraud in City operations.

To support various accounting functions within the Finance Division including payroll, accounts payable, and check writing, helping to provide the necessary separation of duties.

To provide financial analysis and monitoring of legislation as it pertains to the financial impact on the city.

To provide operational research, benchmark, and ordinance/legislative intent studies in order to establish fees or to audit current revenue processes.

Updates and maintains cost data which serves as the foundation for fee schedules and, as needed, evaluates the reasonableness of analysis methodologies.

To provide management an analyzed revenue budget for the next fiscal year within 10 business days after departments' submission.

To provide monitoring and collecting of all city revenue in a timely fashion.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

BASE PURPOSE REVENUE

Reimbursement from the City's administrative fees approximately \$112,000.

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
<u>Promote Professional Customer Interaction:</u> Provide city employees with customer service training to raise customer satisfaction level.	1.Program/Cost Center Staff will be trained in customer service skills once every three years.	66%	100%	33%	66%	100%	33%
Financial Health	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
<u>Maintain Financial Stability:</u> Monitor each Salt Lake City Department's compliance with internal controls	1.Program/Cost Center Meets scheduled audits as per audit schedule.	100%	100%	100%	100%	100%	100%
Efficiency/Effectiveness	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
Monitor revenue projections in a timely manner	1.Program/Cost Center Staff will produce monthly projections within 5 business days after month end close	100%	100%	100%	100%	100%	100%
Workforce Quality	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
<u>Improve Employee Job Skills and Knowledge:</u> Identify organization-wide training priorities to sharply focus training resources on skills and competencies required to excel at providing municipal services	1.Identify & prioritize employee training needs annually	100%	100%	100%	100%	100%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

Workforce Quality	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
	2.An annual training of each year to ensure that all employees have attended diversity, customer service, and harassment prevention training within the last 3 years	66%	100%	33%	66%	100%	33%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00022
DEPARTMENT:	Finance	FTE / GF:	4
DIVISION:	Revenue	BUDGET / GF:	\$668,243
COST CENTER / PROGRAM:	Administrative Enforcement	G.F. GENERATED REVENUE	\$4,600,000

AUTHORITY: Chapter 2.75 SLC Municipal Code, Chapter 12.56.560 SLC Municipal Code, UCCA 78A-7. Civil ordinance violations, such as parking, can function on their own, only using the court to file the small claims civil cases.

STATEMENT OF PURPOSE

The purpose of the Civil Action and is to mediate civil ordinance violations, such as parking, ground transportation, snow removal violations, animal control violations, and alarm violations, loud party.

BASE PURPOSE STATEMENTS

To provide prompt, fair, and impartial hearings.

To process approximately 130,201 parking tickets in 2011/2012. This was 21,810 parking tickets over than were filed in 2010/2011.

Hearing Officers conducted approximately approximately 19,000 in person, phone, and internet parking hearings last year.

Hearing Officers resolve close to 99% of their parking ticket hearings. Approximately 1% is contested and goes on to Parking Violation, Administrative Determination hearings.

To report conviction, dismissal, and plea in abeyance information to the Drivers License Division on a daily basis.

BASE PURPOSE REVENUE

Revenue is generated by the number of parking, civil ordinance, and also by the collection process. In fiscal year 2010/2011 there were, approximately 130,000 parking tickets were issued generating approximately \$3,500,000 in general fund revenue.

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	2011-12 Actual	2012-13 Target	Cumulative Targets			
				2013-14 Target	2014-15 Target	2016-17 Target	2017-18 Target
<u>Excel in Municipal Services and Continuously Improve Service Delivery:</u> Promote well-being of the public by continuously improving	Number of Parking cases disposed of will be greater than or equal to the number of cases filed.	99%	≥ 100%	≥ 100%	≥ 100%	≥ 100%	≥ 100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

municipal service delivery							
<u>Excel in Municipal Services and Continuously Improve Service Delivery:</u> Promote well-being of the public by continuously improving municipal service delivery.	Percent of Civil Action customers satisfied with service received. ≥ 78% satisfied	≥ 83%	≥ 78%	≥ 78%	≥ 78%	≥ 78%	≥ 78%
Cumulative Targets							
Efficiency/Effectiveness	Measures	2010-11 Actual	2011-12 Target	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target
<u>Promote Professional Customer Interaction:</u> Provide city employees with customer service training to raise customer satisfaction level.	1.Program/Cost Center Staff will be trained in customer service skills every year.	100%	100%	100%	100%	100%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00030
DEPARTMENT:	Department of Finance	FTE / GF:	2.0
DIVISION:	Accounting	BUDGET / GF:	\$163,130
COST CENTER / PROGRAM:	Grant Acquisition	G.F. GENERATED REVENUE	-0-

AUTHORITY: (Basic municipal function)

STATEMENT OF PURPOSE

The purpose of the financial reporting program is to provide departments and/or division guidelines for grant acquisition and to facilitate synergistic grant opportunities.

BASE PURPOSE STATEMENTS

To identify grant application opportunities to acquire funds and/or material that supplement city services and program and research opportunities and needs identified by the City departments.

To determine eligibility requirements of available grants including: appropriate for local government application, class of grant i.e. competitive, formula, and/or pass-through and type of funder.

To provide grant proposal and request information to departments, division, and individual city employees when the information is available including grant program goals, award amount range, deadlines, grant requirements, and partnership and collaboration opportunities.

To prepare and complete required application elements in conjunction with city employee responsible for the proposed program to ensure grant application is submitted by the deadline.

To provide assistance in identifying appropriate matching funds to meet federal guidelines.

To maintain an intranet based grant application list that identifies applications that are submitted, grants that are awarded and unsuccessful applications.

BASE PURPOSE REVENUE NA

SIX YEAR BUSINESS PLAN GOALS

Workforce Quality	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Improve Employee Job Skills and Knowledge:</u> Identify organizational-wide training priorities to sharply focus training resources on	1. Identify & prioritize Employee training Needs annually	100%	100%	100%	100%	100%	100%

Finance #5



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

skills and competencies required to excel at providing municipal services							
		Cumulative Targets					
Workforce Quality	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
	2. Each year ensure that all employees have attended harassment prevention training within the last 3 years	33%	66%	100%	33%	66%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund 100%	COST CENTER NUMBERS:	01-00019
DEPARTMENT:	Department of Finance	FTE / GF:	1.20
DIVISION:	Accounting	BUDGET / GF:	\$87,752
COST CENTER / PROGRAM:	Payroll Administration	G.F. GENERATED REVENUE	\$81,625

AUTHORITY: (Ordinance, state statute, federal regulation, basic municipal function, etc.)

STATEMENT OF PURPOSE

The purpose of the payroll program is to provide payment to employees every two weeks for services provided.

BASE PURPOSE STATEMENTS

To provide accurate and timely payments to employees every two weeks.

To maintain employees payroll records of salary and deductions.

To make payments to the federal government for payroll tax liabilities on a time and accurate basis.

To make payments to vendors for other deductions from employee's payroll.

To maintain direct deposit information of employees payroll checks to the different banks.

Prepare W-2 forms to employees on an annual basis.

Assist employees on matters that relate to payroll and payroll deductions.

BASE PURPOSE REVENUE

Reimbursement from the City's administrative fees approximately \$80,000.

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	2011-12 Actual	Cumulative Targets				
			2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Promote Professional Customer Interaction:</u> Provide city employees with customer service training to raise customer satisfaction level.	1.Program/Cost Center Staff will be trained in customer service skills once every three years.	0%	100%	0%	0%	100%	0%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

		Cumulative Targets					
Financial Health	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Maintain Financial Stability:</u> Ensure each Fund is financially secure	1.Program/Cost Center Actual expenditures to be equal to or less than 100% of the expenditure projection	100%	≤100%	≤100%	≤100%	≤100%	≤100%
		Cumulative Targets					
Efficiency/Effectiveness	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Promote Professional Customer Interaction:</u> <u>Direct deposit of payroll checks</u>	1.Compare direct deposit checks to total checks issued for regular payroll	100%	100%	100%	100%	100%	100%
		Cumulative Targets					
Workforce Quality	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Improve Employee Job Skills and Knowledge:</u> Identify organization-wide training priorities to sharply focus training resources on skills and competencies required to excel at providing municipal services	1.Identify & prioritize employee training needs by September 1 annually	100%	100%	100%	100%	100%	100%
		Cumulative Targets					
Workforce Quality	Measures	2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
	2.An annual training of each year to ensure that all employees have attended harassment prevention training within the last 3 years	0%	100%	0%	0%	100%	0%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

Output	Measures	2011-12 Actual	Cumulative Targets				
			2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Achieved 100% regular payroll direct deposit	April, 2011	100%	N/A	N/A	N/A	N/A	N/A
Output	Measures	2011-12 Actual	Cumulative Targets				
			2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Paper payroll checks.	1.Count of pages saved	77,426	N/A	N/A	N/A	N/A	N/A
Output	Measures	2011-12 Actual	Cumulative Targets				
			2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Paper check stub information sheet	Count of pages saved	67,603	N/A	N/A	N/A	N/A	N/A
Output	Measures	2011-12 Actual	Cumulative Targets				
			2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Check stub information sent by e-mail	Count of e-mails sent	55,686	N/A	N/A	N/A	N/A	N/A



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00035
DEPARTMENT:	Department of Finance	FTE / GF:	4.50
DIVISION:	Financial Reporting	BUDGET / GF:	\$437,468
COST CENTER / PROGRAM:	Financial Reporting	G.F. GENERATED REVENUE	\$116,082

AUTHORITY: (ordinance, state statute, federal regulation, basic municipal function, etc)

STATEMENT OF PURPOSE

The purpose of the financial reporting program is to provide city decision makers with complete, timely and accurate financial information to help in controlling and monitoring the city's assets.

BASE PURPOSE STATEMENTS

To provide financial information in an accurate manner within one business day on simple telephone requests: fifteen business days after month end for monthly reports, fifty days after the first quarter close, and forty days after the second and third quarter close on the city's quarter interim reports.

To participate successfully in the Government Finance Officers Association's (GFOA) *Certificate of Achievement in Finance Reporting* program by completing the Comprehensive Annual Financial report (CAFR) according to standards six months after the fiscal year end (June 30).

To complete the budget reconciliation between the accounting system and the Mayors Recommended Budget and Council Adopted Budget by the deadlines determined by the State of Utah.

To provide assistance to departments in preparing, and posting proposed budget in IFAS as required in the budget process.

To determine Administrative fee and Cost Allocation for the City quarterly reports, and to calculate and charge the City enterprise funds the actual costs as accumulated in the detailed summary billing.

To complete the fund reconciliations for funds such as the Special Improvement Districts, the Special Revenue Funds, along with investments, on a monthly basis by the close of the subsequent month, and by the close of the third subsequent month during the annual financial audit.

To request reimbursement for eligible Community Development Block Grant (CDBG) expenditures from the Federal Government by the tenth and the twenty-fifth of each month and to complete an internal audit of grant travel and equipment expenditures forty days after the end of the month with each audit encompassing a four month time frame.

To record, purchase and retire qualifying city capital assets.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

BASE PURPOSE REVENUE

Reimbursement from the City's administrative fees approximately \$116,082.

SIX YEAR BUSINESS PLAN GOALS

Financial Health	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Maintain Financial Stability:</u> Ensure each Salt Lake City fund is financially secure.	1.Program/Cost Center actual expenditures to be equal to or less than 100% of the expenditure projection.	99%	≤100%	≤100%	≤100%	≤100%	≤100%
Workforce Quality	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
<u>Improve Employee Job Skills and Knowledge:</u> Identify organizational-wide training priorities to sharply focus training resources on skills and competencies required to excel at providing municipal services	1. Identify & prioritize Employee training Needs annually	100%	100%	100%	100%	100%	100%
Workforce Quality	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-14 Target	2014-15 Target	2015-16 Target	2016-17 Target
Improve Employee knowledge about city policies	2. Each year ensure that all employees have attended harassment prevention training within the last 3 years	66%	100%	33%	66%	100%	33%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00016
DEPARTMENT:	Department of Finance	FTE / GF:	8
DIVISION:	Revenue Auditing/Business Licensing	BUDGET / GF:	\$597,356
COST CENTER / PROGRAM:	A/R Collections	GF GENERATED REVENUE:	\$1,250,000

AUTHORITY: City Administration and the City Council

STATEMENT OF PURPOSE

A significant component of the Department of Finance, the Collections Unit facilitates the collection of all outstanding City debts.

BASE PURPOSE STATEMENTS

The Collections Unit endeavors to enhance the flow of revenues by enforcing timely payments of outstanding fees, fines, court costs, lease payments, licenses, permits and other debts owed to the City. The Collections Unit seeks to encourage personal responsibility by improving payment compliance and increase revenue. The key elements of the Collections program are as follows:

1. Dedicated staff whose essential job function is collecting unpaid debts.
2. Expectation that all debts owed to the City are generally due at the time of assessment.
3. Debtors unable to pay in full are required to complete and application for extension of time to pay.
4. Application information is verified and evaluated to establish appropriate payment plans.
5. Payment terms are designed to have the highest payment amounts in the shortest period of time the debtor can successfully meet, considering the amount owed and the debtor's ability to pay.
6. Debtors are closely monitored for compliance and prompt action is taken for non-compliance:
 - a. Telephone contact and letter notification are required for missed payments
 - b. Possible application of statutorily permitted collection remedies:
 - i. Small claims judgments
 - ii. Revocation of driving privileges
 - iii. Arrest/Civil warrants
7. Consistent collection procedures and timely follow up.
8. Contract with private vendor for the provision of collection services once in-house efforts are exhausted.
9. Provides continual career development and succession planning to maintain viable staff and to ensure productive work environments resulting in job integrity and enhanced customer service relations.
10. Work closely with all city departments in the resolution of outstanding debts.
11. Generates substantial revenues through collection of outstanding debts.
12. Maintains effective police relations ensuring that required businesses meet criminal history mandates.

BASE PURPOSE REVENUE



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

Established for the purpose of collecting outstanding debts owed to Salt Lake City. This accounts for the 8 FTE's.

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
Maintain consistent and fair collection practices and assist debtors in settling their City debts in an equitable and timely manner.	1. Program/Cost Center actual expenditures to be equal to or less than 100% of the expenditure projection.	95.6%	≤100%	≤100%	≤100%	≤100%	≤100%
Financial Health	Measures	2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
Division will perform quarterly analysis of its actual-to-budgeted expenditures...	1. Program/Cost Center actual expenditures to be equal to or less than 100% of the expenditure projection.	95.6%	100%	100%	100%	100%	100%
Division actual expenditures to be equal to or less than expenditure projections.	1. Program/Cost Center Manager performs quarterly analysis of the actual to budgeted expenditures and revenues 100% of the time.	100%	≤100%	≤100%	≤100%	≤100%	≤100%
Efficiency/Effectiveness	Measures	2011-12 Actual	2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target	2017-18 Target
1. Identity and benchmark significant processes against best-in-class.	1. Program/Cost Center Staff will be trained in customer service skills once every three years.	7	7	7	7	7	7
2. Collect \$1.0 million in additional revenue during first year of operation.	2. Program revenue >= \$1.0 million.		85%	90%	100%	100%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

Workforce Quality	Measures	2011-12 Actual	Cumulative Targets					2017-18 Target
			2012-13 Target	2014-15 Target	2015-16 Target	2016-17 Target		
Improve Employee Job Skills and Knowledge: Identify organizational-wide training priorities to sharply focus training resources on skills and competencies required to excel at providing collection services.	1. Identify & prioritize Employee training needs by September 1st Annually.	100%	100%	100%	100%	100%	100%	



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00054
DEPARTMENT:	Department of Finance	FTE / GF:	5.5
DIVISION:	Purchasing & Contracts Management	BUDGET / GF:	\$433,212
COST CENTER / PROGRAM:	Contracts Management	G.F. GENERATED REVENUE	Admin. Fees/ Interfund reimbursement

AUTHORITY: (ordinance, state statute, federal regulation, basic municipal function, etc)
City Code 3.24 (Procurement) and 3.25 (Contracts). City Procurement Administrative Rules. City Policies 6.01.01(Environmental), 2.03.01(Contract Dev.), and 1.01.03 (Delegation of Contract Signature Authority).

STATEMENT OF PURPOSE

The purpose of the Contracts Section is primarily to prepare and process documents necessary for the City to solicit and enter into short-term and long-term contracts for the various goods and services required by the City, as well as certain interlocal agreements or memorandums of understanding and various revenue-generating concession agreements.

BASE PURPOSE STATEMENTS

- Maintain and update the standard boilerplate document forms required for bids, requests for proposals, requests for qualifications, and various standard contract documents that meet City ordinances, rules, and guidance of the City Attorney's Office.
- Receive and act on contract requests from various City departments for a wide spectrum of goods and services and work with such City departments to define their needs and to develop the appropriate bids or request for proposal specifications that will be used to solicit such goods and services.
- Research and gather product or service information using a variety of resources, such as the Internet, product or service providers, other government purchasing agencies, and the requesting City department. Use this information to prepare bids, requests for proposals, and contracts.
- Draft and complete contracts with suppliers and contractors selected through bid and RFP processes and with suppliers and contractors selected by departments and approved by the Chief Procurement Officer with a waiver of such competitive processes. When applicable, integrate information from each bid or proposal into a contract format for use in the contract. Coordinate contractor negotiation; review and approval of the using department; encumbrance review by Accounting; attorney review and approval; and any other steps necessary for contract completion.
- Amend existing contracts as necessary when product, service, pricing or other changes are requested or agreed to by the departments for unforeseen events or to meet needs that have changed during the term of such contracts.
- Monitor and coordinate the contract renewal process so that contracts can be renewed or re-solicited on a timely basis and so that contracts do not expire unexpectedly. This includes coordination and correspondence with both internal users and external suppliers and administration of this process for City-wide contracts.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

- In order to reduce risk to the City, obtain valid certificates of insurance from the suppliers and contractors for all insurance required by the contracts prior to execution of such contracts by the City and thereafter as necessary to document that such insurance remains in place throughout the terms of such contracts.
- Working with the departments and, if necessary, with the City Attorney's Office, resolve contractual service problems and price adjustment requests that occur during the terms of the contracts. This involves negotiating such issues with the suppliers and contractors, interpreting and clarifying contract provisions and intentions, amending or terminating contracts as necessary, and recommending other appropriate actions.
- Serve as an advisor at selection committee meetings and advise contractors and other interested parties about request for proposal and bid specifications at pre-solicitation meetings to ensure understanding of the requirements.
- Verify that suppliers and contractors are registered with the State Department of Commerce, Division of Corporations.
- Attendance at training courses and certification from recognized national organizations provide staff with the tools, skills and professional knowledge to ensure City contracts development, management, tracking and processes are efficient and cost effective while meeting strict standards of ethical conduct.

BASE PURPOSE REVENUE

While Contract Management does not receive revenue, Contract Management's services reduce acquisition costs, provide fair business opportunities to suppliers and extend department budgets through competitive solicitation and contracting practices, including some revenue producing contracts.

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	2011-12 Actual	Cumulative Targets				
			2012-13	2013-14	2014-15	2015-16	2016-17
Increase online services available for customers	1. Increase portal content and plan future content based on customer needs.	Changed main website to new city format	1 new feature	1 new feature	1 new feature	1 new feature	1 new feature
	2. Identify and implement website enhancement or feature by June 30		1 new feature	1 new feature	1 new feature	1 new feature	1 new feature
Financial Health	Measures	2011-12 Actual	Cumulative Targets				
<u>Maintain Financial Stability:</u> Ensure each Salt Lake City fund is financially secure.	1. Actual expenditures to be equal to or less than 100% of the expenditure projection.	91%	≤100%	≤100%	≤100%	≤100%	≤100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

	2. Quarterly analysis of the actual to budgeted expenditures and revenues.	100% completed	100%	100%	100%	100%	100%
Efficiency/Effectiveness	Measures	2011-12 Actual	2012-13	2013-14	2014-15	2015-16	2016-17
	1. Repeat contracts in place prior to expiration of the original contract.	89%	95%	95%	95%	100%	100%
	2. Prepare Climate Action Plan & submit plan to Finance director.	100% completed	100%	100%	100%	100%	100%
	3. Percentage of total contract and PO purchases awarded to women and minority owned businesses.	report required to calculate % is in debug process with IMS	3.8%	5%	5%	5%	5%
Workforce Quality	Measures	2011-12 Actual	2012-13	2013-14	2014-15	2015-16	2016-17
<u>Improve Employee Job Skills and Knowledge:</u>	Prepare division employee training plan by Sept. 30	100% completed	100%	100%	100%	100%	100%
Identify organizational-wide training priorities to sharply focus training resources on skills and competencies required to excel at providing municipal services	A. Follow up quarterly with employee training goals accomplished. B. redirect training needs as appropriate.	100% completed	100%	100%	100%	100%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00050
DEPARTMENT:	Department of Finance	FTE / GF:	4.5
DIVISION:	Purchasing & Contracts Management	BUDGET / GF:	\$415,019
COST CENTER / PROGRAM:	Purchasing	G.F. GENERATED REVENUE	Admin. Fees/ Interfund reimbursement

AUTHORITY: (ordinance, state statute, federal regulation, basic municipal function, etc)
City Code 3.24 (Procurement) and 3.25 (Contracts). City Procurement Administrative Rules. City Policies 6.01.01(Environmental), 2.01.03(Contract Dev.), and 1.01.03 (Delegation of Contract Signature Authority).

STATEMENT OF PURPOSE

The Purchasing Section is responsible for purchasing in a timely professional manner supplies, materials, equipment, and services through competitive, fair and socially responsible processes in accordance with the laws for competitive bids, contract awards, professional services and Request for Proposals.

BASE PURPOSE STATEMENTS

- Ensure that the City's purchasing processes to acquire goods and services are conducted in accordance with local, state and federal procurement regulations.
- Maintain all records and information as deemed necessary to support procurement operations.
- Strive for excellence in customer service by working closely with our end users and vendors to improve the procurement support of our using departments and be good stewards of taxpayer's dollars.
- Maintenance and expansion of City's supplier database and supplier relations.
- Responsible to handle all aspects of the procurement process, including identifying and developing sources, assisting departments in developing specifications, solicitation and evaluation of bids, quotations and proposals, contract negotiations, performance of other evaluations which lead to contract awards, and ensure procurement processes are fair and equitable to the city and suppliers.
- Interact with suppliers and the business community to collect and provide information and offer assistance concerning the processes of government procurement. Verify supplier adherence to City's third-party insurance requirements for liability and risk minimization.
- Enter into cooperative purchasing with other government agencies when it is in the best interest of the City.
- Keep informed of current trends and market conditions in the field of purchasing.
- Attendance at training courses and certification from recognized national purchasing organizations provides purchasing staff with the tools, skills and professional knowledge to ensure City purchases are efficient and cost effective while meeting strict standards of ethical conduct.
- Provide departments with acquisition training and direction on proper City purchasing policies and procedures.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

- Embrace the constantly changing environment of technology in order to maximize our efficiency, productivity, and processes.
- Include and recommend environmentally preferable and energy efficient products and equipment purchases when available.

BASE PURPOSE REVENUE

While Purchasing does not receive revenue, Purchasing reduces acquisition costs, provides fair business opportunities to suppliers and extends and maximizes department budgets through competitive and efficient solicitation and contracting practices.

SIX YEAR BUSINESS PLAN GOALS

Customer Service	Measures	2011-12 Actual	Cumulative Targets				
			2012-13	2013-14	2014-15	2015-16	2016-17
Increase online services available for customers	1. Increase portal content and plan future content based on customer needs.	Changed main website to new city format	1 new feature	1 new feature	1 new feature	1 new feature	1 new feature
	2. Identify and implement website enhancement or feature by June 30		1 new feature	1 new feature	1 new feature	1 new feature	1 new feature
Financial Health	Measures	2011-12 Actual	Cumulative Targets				
			2012-13	2013-14	2014-15	2015-16	2016-17
<u>Maintain Financial Stability:</u> Ensure each Salt Lake City fund is financially secure.	1. Actual expenditures to be equal to or less than 100% of the expenditure projection.	91%	≤100%	≤100%	≤100%	≤100%	≤100%
	2. Quarterly analysis of the actual to budgeted expenditures and revenues.	100% completed	100%	100%	100%	100%	100%
Efficiency/Effectiveness	Measures	2011-12 Actual	Cumulative Targets				
			2012-13	2013-14	2014-15	2015-16	2016-17
	1. Repeat contracts in place prior to expiration of the original contract.	89%	95%	95%	95%	100%	100%
	2. Prepare Climate Action Plan & submit plan to	100% completed	100%	100%	100%	100%	100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund	COST CENTER NUMBERS:	01-00021
DEPARTMENT:	Department of Finance	FTE	5.0
DIVISION:	Treasurer	BUDGET FY 2013 Adopted	\$835,530
COST CENTER / PROGRAM:	Treasurer	GENERATED REVENUE	

AUTHORITY: Utah Code Sections 10-6-141, 10-6-142, 10-6-143, 10-6-145, 10-6-146

STATEMENT OF PURPOSE

The purpose of the Treasurer's Division is to focus on the professional management of the City's financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the benefit of the City and its citizens. Furthermore, the Treasurer's Division has committed to continuously improving the quality of customer-focused services it delivers to the public.

BASE PURPOSE STATEMENTS

To be a credible and valued resource to other divisions within the Finance Department, other City departments and other public and private agencies. Its primary responsibilities are of a fiduciary nature relating to the collection, management and disbursement of public funds.

Cash Management and Debt Management

To oversee the City's investment portfolio, cash flow analysis and control, and the structuring, issuing, managing and servicing of City debt.

Cash Management

To invest all operating cash as well as all bond proceeds and to provide safety and liquidity while maximizing yield for all invested funds.

To monitor all bank transactions and balances on a daily basis to assure that sufficient funds are available to handle all City financial transactions. To process the printing of all City checks, i.e. accounts payables for weekly City and Airport check writes, immediate pay checks, refund checks, payroll liabilities, payroll checks and refund checks.

To oversee the collection of funds City-wide including the Revenue Management System (CAMP A/R) payments (except for the Airport and Public Utilities and a few telecommunication franchise agreements), credit cards and e-checks, the lockbox operation, the online cash receipt system, ACH debits to the customer and ACH credits from the customer.

As of June 30, 2012, the City's entire investment portfolio totaled over \$662 million.

In five years from FY 2007 to FY 2012, credit card transactions have increased by 68%. See table for details.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

	FY 2007	FY 2012	Increase	Percent
Credit Card Fees	\$156,845	\$287,265	\$130,420	83%
Credit Card Transactions	91,358	153,599	62,241	68%
Dollar Volume	\$8,873,538	\$17,139,730	\$8,266,192	93%

Debt Management

The Debt Management Team consists of the City Treasurer, Deputy Treasurer and Debt Management Analyst. Together they coordinate the creation of a financing team for the purpose of issuing debt by the City. The financing team includes bond counsel, the financial advisor, underwriters, the trustee and other relevant stakeholders.

To arrange for arbitrage calculations following the issuance of debt by the City. This will need to be coordinated for each bond issue and calculations should occur annually for most issues.

To compile required continuing disclosure information for dissemination on an annual basis for most bonds issued after 1997.

To manage the accounting and budgeting of bond proceeds and costs of issuance; monthly and semiannual debt payments and related funding transfers; and monthly requests for reimbursing the City from trustee-held construction proceeds for payments the City has advanced.

To provide support to the year-end audit process of the Accounting Division as it pertains to the City's long term debt.

To review on a consistent basis Build America Bonds (BABs) to ensure that these issues satisfy tax-exempt requirements with certain modifications.

To ensure timely submission of Form 8038-CP to request subsidy payments.

Since 1999 the City has closed on 70 bond and note issues having a combined par amount of \$1,128,975,508. As of June 30, 2012, \$375 million in outstanding par amount of bonds were being managed by the Debt Management Team.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

SIX YEAR BUSINESS PLAN GOALS

Financial Health	Measures	Cumulative Targets					
		2012 Actual	2013 Target	2014 Target	2015 Target	2016 Target	2017 Target
Invest bond proceeds and provide safety and liquidity while maximizing yield for all invested funds.	Monthly weighted average rate of return on investment portfolio (W) will be equal to or greater than monthly State Treasurer's Pool rate (S).	W= 0.7284% S= 0.6941%	W ≥ S	W ≥ S	W ≥ S	W ≥ S	W ≥ S
Maintain financial stability: ensure each cost center within the Treasurer's office is financially secure.	Division year end projected expenditures to be equal to or less than annual budget measured quarterly.	≤ 100%	≤ 100%	≤ 100%	≤ 100%	≤ 100%	≤ 100%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund: 100%	COST CENTER NUMBERS:	01-00020
DEPARTMENT:	Department of Finance	FTE	3.0
DIVISION:	Treasurer	BUDGET FY 2013 Adopted	\$179,333
COST CENTER / PROGRAM:	Cashiering Resources	GF REVENUE	

AUTHORITY: Utah Code Sections 10-6-141, 10-6-142, 10-6-146.

STATEMENT OF PURPOSE

The Cashiering Resources Program involves the prompt and accurate receipting and depositing of all funds received through the cash receipt process so as to maximize opportunities to invest idle cash balances.

BASE PURPOSE STATEMENTS

To receive and process payments made by mail, internet and in person for City fees and services (i.e. water, business licenses, construction permits, parking tickets, moving violations, special assessments, etc.).

To complete daily reports indicating amount of money received and credited to City-wide accounts; reconcile cash reports against actual funds received and prepare daily deposits.

Processes lockbox payments from the mail for Parking Tickets, Business License and Special Assessments and image all checks for deposit.

To review cash handling policies and procedures for various remote locations throughout the City.

To provide City-wide technical support related to balancing and deposit procedures and a variety of other cash handling functions such as inspecting departmental cash records, including overages and shortages.

To coordinate with IMS and City-wide customers on any changes to the cash register system needed to accept new revenue sources or enhanced versions of various technological applications.

During FY 2012 over 31,000 transactions totaling \$65.7 million were processed through cash registers in the Treasurer's Office.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund	COST CENTER NUMBERS:	0100023
DEPARTMENT:	Department of Finance	FTE	1
DIVISION:	Treasurer	BUDGET FY 2013 Adopted	\$43,536
COST CENTER / PROGRAM:	Special Assessments	GENERATED REVENUE	

AUTHORITY: Utah Code Sections 10-6-145, and 11-42.

STATEMENT OF PURPOSE

The Special Assessments Program involves the proper billing, account management and collection of all special assessments, collection of delinquencies in accordance with bond resolutions, City ordinances and state statutes, and preparation of annual budgets for construction, street lighting and central business improvement special assessment areas (SAAs).

BASE PURPOSE STATEMENTS

To manage the City's entire special assessments portfolio on a daily basis, including the assessment, billing, and collection functions.

To maintain the integrity of the assessment system through periodic reviews and updates of the billing process, conversions of programs, and daily interfaces with the City's general ledger system are accurate and in balance.

To provide support to and participate as an active member of the City's Financing Team for the issuance of special assessment bonds.

To assure compliance with the Assessment Area Act as well as municipal bond indenture covenants related to special assessment bonds.

To aggressively search out and collect delinquent special assessment accounts resulting from the subdividing or combining of parcels or changes in ownership.

To provide service consistent with the needs of City property owners, title companies, financial institutions, and contract consultants.

There are approximately 5,081 active special assessment accounts. Each year approximately 3,800 new street lighting assessment accounts are billed and 3,400 are collected. During FY 2012, fifteen new curb and gutter assessment accounts were created for the North Temple Viaduct assessment area C-109014. Also in FY 2012, the Central Business Improvement Area (CBIA) had nearly 457 assessment accounts billed.

The special assessment delinquency rate for October 2000 was 33%. For 'FY 2011, this same rate was 8.1% and it averaged 12.8% for FY 2012.



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

SIX YEAR BUSINESS PLAN GOALS

Efficiency/Effectiveness	Measures	Cumulative Targets					
		2011-12 Actual	2012-13 Target	2013-2014 Target	2014-2015 Target	2015-2016 Target	2016-2017 Target
Manage the City's entire special assessments portfolio on a daily basis, including the assessing, billing, and collection functions.	Monthly delinquency rate for outstanding special assessment accounts compared to established benchmark.	12.8%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%



SALT LAKE CITY BASE PURPOSE STATEMENTS

PLANNING PERIOD: FY 2011-12 THROUGH FY 2016-17
FISCAL YEAR 2012-13

FUND:	General Fund	COST CENTER NUMBERS:	01-00025
DEPARTMENT:	Department of Finance	FTE	0
DIVISION:	Treasurer	BUDGET FY 2013 Adopted	\$143,096
COST CENTER / PROGRAM:	Parking Collection	GENERATED REVENUE	

AUTHORITY:

STATEMENT OF PURPOSE

The Parking Collection Program allows for the collection and deposit of pay station coin and assures that all needed repairs are performed and an adequate system to address security issues and capital replacement needs is in place.

BASE PURPOSE STATEMENTS

To assist in the coordination, managing, accounting and budgeting of the collection of parking revenue.

Approximately 2,094 spaces and 343 pay stations are currently in service. The top 20 pay stations with the most coin are collected twice per week by off duty police officers.

About \$400.00 worth of parking tokens are deposited into meters each month. The City receives 75¢ per token.

BASE PURPOSE REVENUE

FY 2012 parking meter revenue totaled \$1,464,364.42.

SIX YEAR BUSINESS PLAN GOALS

Financial Health	Measures	Cumulative Targets					
		2012 Actual	2013 Target	2014 Target	2015 Target	2016 Target	2017 Target
Emphasize collection of payments to the pay stations and increase utilization rate of the parking locations installed in Salt Lake City.	Utilization rate for the pay stations will be equal to or greater than the established benchmark.	24.57%	≥ 24.57	≥ 24.57%	≥ 24.57%	≥ 24.57%	≥ 24.57%