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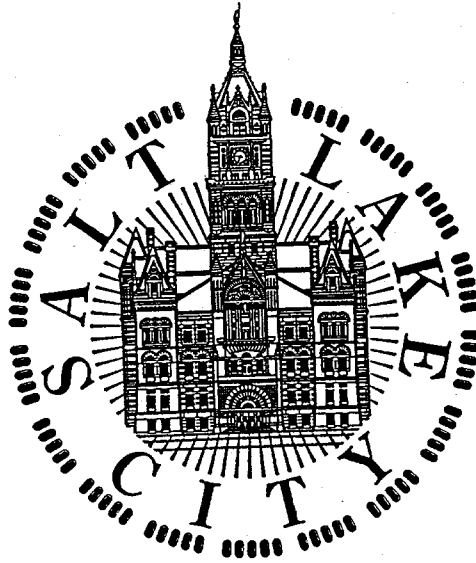
FISCAL YEAR 1991-92

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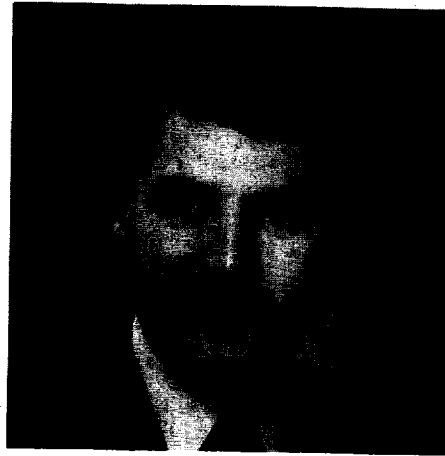
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CITY OFFICIALS

Mayor	Palmer DePaulis
Council Member, District #1	Ronald Whitehead
Council Member, District #2	L. Wayne Horrocks
Council Member, District #3	Nancy K. Pace
Council Member, District #4	Alan Hardman
Council Member, District #5	Tom Godfrey
Council Member, District #6	Roselyn Kirk
Council Member, District #7	Don Hale
Airport Director	Louis Miller
City Attorney	Roger Cutler
Community and Economic Development Director	Lee King
Finance Director	Linda Hamilton
Fire Chief	Dennis Sargent
Human Resources & Administrative Services Director	Karen Okabe
Parks Director	John Gust
Police Chief	Michael Chabries
Public Utilities Director	LeRoy Hooton
Public Works Director	Joe Anderson

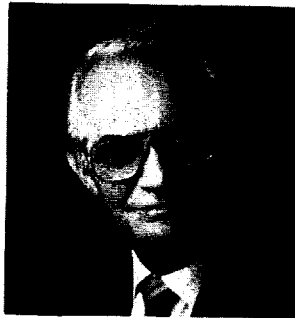




MAYOR
Palmer DePaulis



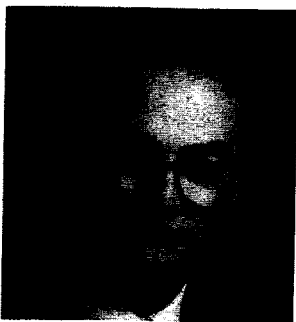
DISTRICT 1
Ronald Whitehead



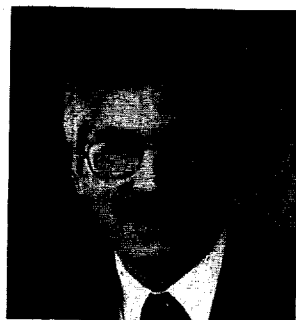
DISTRICT 2
L. Wayne Horrocks



DISTRICT 3
Nancy K. Pace



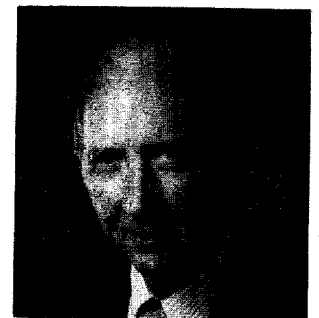
DISTRICT 4
Alan Hardman



DISTRICT 5
Tom Godfrey



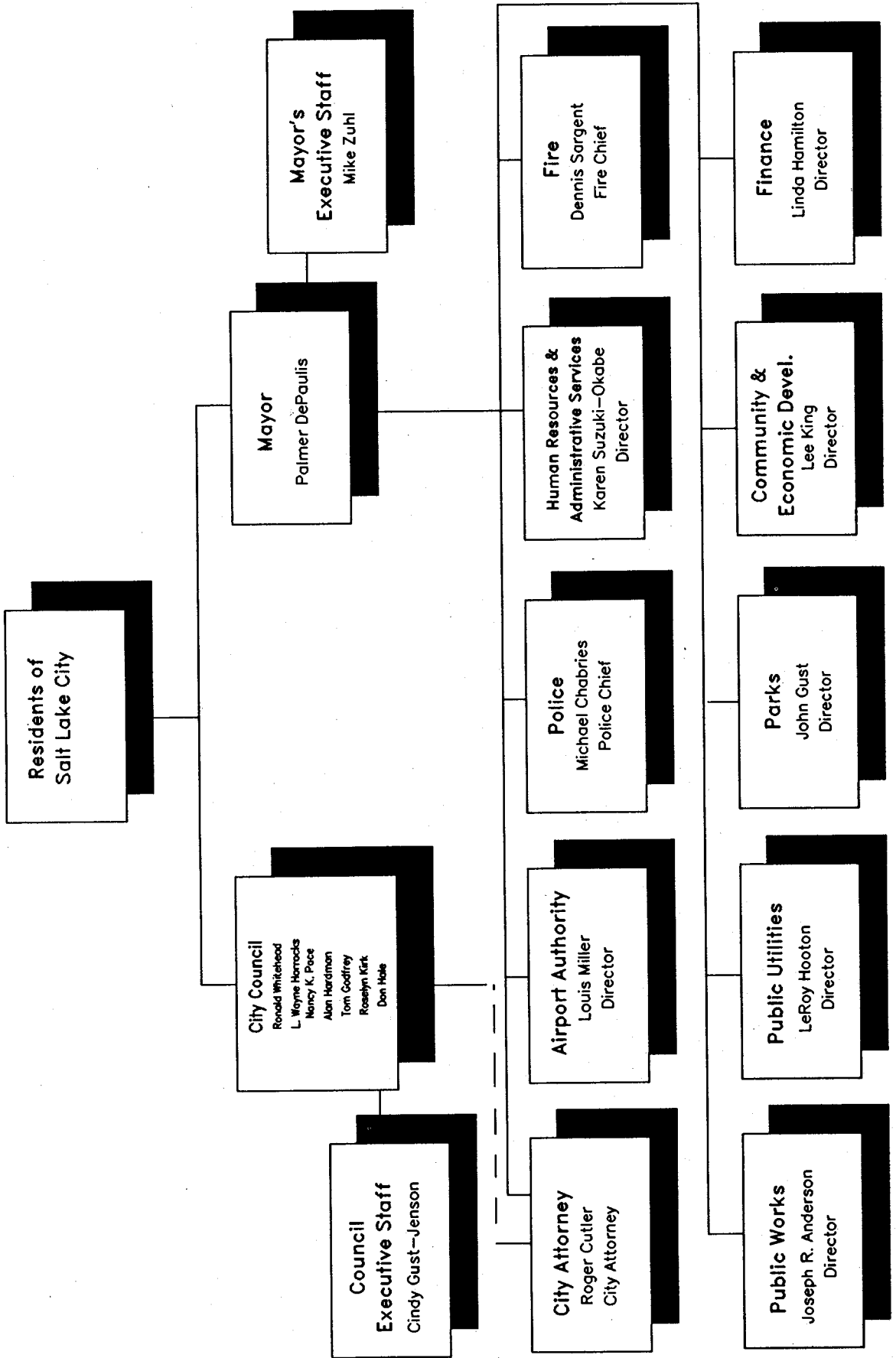
DISTRICT 6
Roselyn Kirk



DISTRICT 7
Don Hale

**SALT LAKE CITY CORPORATION
ORGANIZATIONAL STRUCTURE**

FISCAL YEAR 1991-92





HOW TO USE THIS BUDGET BOOK

This budget book is intended to provide the City Council and the public with concise and useful information about recommended service levels. It outlines the City's objectives and Operating and Capital budget for the 1991-92 fiscal year. The book also provides a detailed analysis of City revenues and policies.

The **Table of Contents** lists every section, in sequence, covered in this book and its page number. The **Index** lists the information by subject and its page numbers. This document can be divided into seven major sections:

- * Budget Highlights
- * Policies and Budget Process
- * Revenue
- * Departmental Program Policies and Budgets
- * Staffing Levels
- * Financial Schedules
- * Capital Improvements Program

The **Budget Highlights** section explains the major policy decisions included in the Fiscal Year 1991-92 budget. This section will give the reader an overview of City-wide budget policies and goals to be achieved in the upcoming fiscal year.

The **Policies and Budget Process** section provides information relating to the City-wide and major program policy decisions which have been adopted as part of the Fiscal Year 1991-92 budget. This section includes budget goals, objectives, and strategies as well as the basic policy changes which were part of the decision-making process which produced this budget. These sections also provide an explanation of the impact these policy changes will have on operations, service levels, and finances.

The **Revenue** section contains information on revenue. This section contains general information concerning the City's major revenue sources, including enabling legislation, restrictions, current assumptions, and Fiscal Year 1991-92 projections. This section is especially interesting when used in conjunction with the discussion of revenue policy found in the Budget Policies and Process section of the budget book.

The **Departmental Program Policies and Budgets** section is organized by department and includes the organizational charts, financial schedules, program descriptions, program policies, and budget highlights. The financial data is cross-classified to meet the needs of different readers. Each department's budget is summarized by expenditure categories and organizationally by division and program. The schedules section of this document further classifies departmental budgets by illustrating how the budgets of the various funds relate to departmental budgets.

The first schedule for each department is the summary schedule, which shows department-wide expenditure detail. Expenditure categories include Personal Services, Operating and Maintenance Supply, Charges/Fees/Services, and Capital Outlay. These categories are broken down further to include significant objects of expenditure.

Following the summary schedule is the Department's mission statement. Next is a three-year budget comparison showing expenditures categorized by division, indicating funding sources, and showing authorized staffing levels expressed in full-time equivalents (FTE's). One FTE represents either one full-time position or 2080 hours of part-time or hourly work. Next is a summary of policy issues, service level changes, and staffing changes.

The division budgets follow the departmental summary. Each division's recommended budget is divided into programs and the programs are described. Policy statements are also included for each program to provide an idea of current service levels. A three-year comparison of the budget and actual amounts is also included. In this schedule, the expenditures are categorized by program in the upper portion of the schedule, and the sources of funds are shown on the bottom. A staffing level comparison is also provided for each division. Finally, there is a discussion of budget highlights, which outlines any changes in the division's budget by program.

By using the division schedules in conjunction with the program descriptions and highlights information, a complete understanding of the budget for the City's various programs can be attained.

Department budget highlights which are marked with a checkmark (below) constitute major policy shifts or new policies. The majority of the issues identified with the checkmark are also discussed in the Budget Highlights section.

Staffing Levels are found in the City's Staffing Document section. This document presents staffing information by department and division for the Fiscal Year 1991-92 and Fiscal Year 1990-91 budgets. The staffing document also provides information regarding any changes between the two years. These changes are elaborated on in the departmental budget sections of the budget book.

The City's Financial Planning Information is contained in its **Financial Schedules**. Financial information is provided City-wide, by fund, and by department. The City-wide and fund schedules are found in the Schedules section. Department and division schedules are found in the departmental budget sections. The financial information contained in the different schedules is the same, just presented in different ways. An explanation of how to use the City-wide and fund schedules and the way in which the information is presented can be found in the introduction to the Schedules section.

The **Capital Improvements Program** is funded through the Capital Projects Fund. Information concerning the program, including the projects, the financing methods, and the impact, if any, to the operating budget is found in the Capital Improvements Program section of the budget book.

Additionally, an **Appendix** and **Glossary** are provided to assist the reader.

**THIS DOCUMENT WAS DEVELOPED, WRITTEN AND EDITED BY
THE SALT LAKE CITY DEPARTMENT OF FINANCE, POLICY & BUDGET DIVISION**

LINDA HAMILTON
Director of Finance

SCOTT BOND
Director of Policy & Budget

STEVE FAWCETT
Budget Manager

KERRI CHRISTENSON NAKAMURA
Policy Planner

SUSAN ROBERTS
Revenue Planner

KEVIN BERGSTROM
SHERYL GILLILAN
Senior Budget Analysts

RICHARD RUTLEDGE
TAMIE SPECIALE
Budget Analysts

LORRAINE CLARK
Administrative Secretary

RAMONA LOBATO
Administrative Secretary



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
Salt Lake City,
Utah**

**For the Fiscal Year Beginning
July 1, 1990**

Gary R. Hovsthem

President

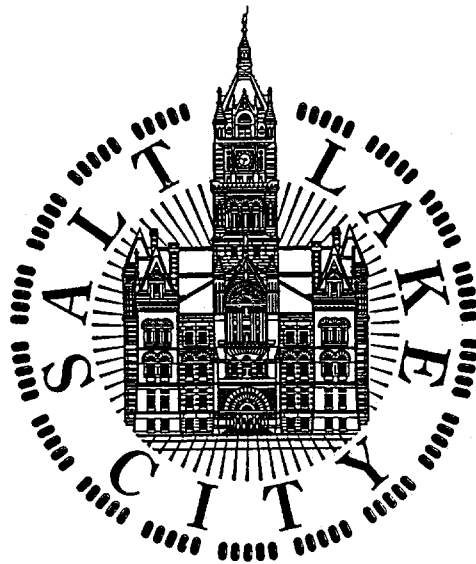
Jeffrey L. Esler

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to Salt Lake City Corporation for its annual budget for the fiscal year beginning July 1, 1990.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan and as a communication medium.

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





MAYOR'S
MESSAGE



SALT LAKE CITY CORPORATION

PALMER DEPAULIS
MAYOR

OFFICE OF THE MAYOR

CITY AND COUNTY BUILDING
451 SOUTH STATE STREET, ROOM 306
SALT LAKE CITY, UTAH 84111
TELEPHONE 535-7704

Dear Residents of Salt Lake City:

I have long held the opinion that the primary responsibility of City government is to efficiently provide the essential services upon which our citizens have come to expect and rely. On June 4, 1991, the City Council approved a \$296,212,872 Operating and Capital budget for Fiscal Year 1991-92 allowing Salt Lake City to continue to meet that responsibility. The budget includes a general fund budget of \$87,282,003, which is used to cover the costs of governmental services such as police, fire, parks, and public works. The Fiscal Year 1991-92 general fund budget is approximately 1% higher than the general fund budget adopted for Fiscal Year 1990-91.

Balancing the Fiscal Year 1991-92 budget became a difficult task since revenues are projected to be down while costs are projected to escalate. When the budget development process began, a "gap" of at least \$3.6 million between how much was needed to run the City's general fund services and how much revenue would likely be available was projected for Fiscal Year 1991-92.

The three biggest revenue producers for Salt Lake City are property, sales, and franchise taxes. Property taxes are projected to increase \$334,000 in Fiscal Year 1991-92, which is a 2.25% increase from the Fiscal Year 1990-91 budget. Sales tax is projected to increase by only 0.43%, which is largely attributable to consumer caution and the state-mandated increase in the amount of sales tax distributed on the basis of population rather than point of sale. Any gains in property and sales tax are offset by a \$938,000 decrease in franchise tax from the Fiscal Year 1990-91 budget. Franchise taxes will continue to decline because of recent rate reductions by two of the three major utility companies in the City.

Expenses will rise in Fiscal Year 1991-92 for several reasons. As in any large corporation, a major part of the increase is associated with employee costs. The increased cost of gasoline, increased postage rates, and costs associated with the municipal election next November will also contribute to the overall increase in expenses.

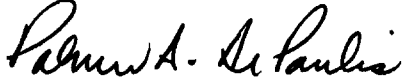
The most controversial issue during the 1991-92 budget development process was the need to determine an equitable storm drainage utility fee for property owners in Salt Lake City. Storm water collection and testing has been mandated by the Environmental Protection Agency, and Salt Lake City will need to comply with new guidelines by May 1992. Therefore Salt Lake City, like several communities throughout the country, has initiated a process of improving storm water drainage capabilities. The approved fee is \$3.00 for residential property, with a slightly higher fee for larger properties. An equitable rate formula has been developed for nonresidential and tax-exempt properties as well.

The Fiscal Year 1991-92 budget includes no service level increases. Personnel cuts have been made through attrition, and selected programs have been pared down. Paring down instead of eliminating City programs maintains the City's commitment to streamline government efforts and focus on efficiency and cost effectiveness.

For further information regarding the Fiscal Year 1991-92 budget, please refer to the Budget Highlights section of this document. Additionally, the departmental sections of the book provide a detailed examination of the quality programs provided by City government and the cost efficiencies of the programs.

Though this year's budget development was a difficult, belt tightening process, we should not let that deter us from our future planning and the goal of long-term vitality. The resurgence of the downtown area, including the construction of the new Utah Jazz arena and block 57 buildings and amenities confirm that Salt Lake City is home to a resilient, creative citizenry and a dedicated workforce. I am pleased to offer this budget which maintains the City's goals of providing quality, cost effective services to residents.

Sincerely,

A handwritten signature in cursive script that reads "Palmer A. DePaulis".

Palmer A. DePaulis
Mayor



COUNCIL
MESSAGE



SALT LAKE CITY CORPORATION

OFFICE OF THE CITY COUNCIL
CITY AND COUNTY BUILDING
451 SOUTH STATE STREET, ROOM 304
SALT LAKE CITY, UTAH 84111
TELEPHONE 535-7600

FY91-92 City Council Budget Message

Dear Residents of Salt Lake City:

The City Council adopted the fiscal year 1991-92 Operating Budget on June 5, 1991. The general fund which finances basic City services such as public works, police, fire, parks and recreation totalled \$87.3 million, a 1% increase over last year. The City was able to generate adequate funding to cover the increasing costs of providing these services without raising property taxes by realistically projecting revenues, by identifying opportunities for productivity improvements, by streamlining administrative policies and procedures, and by eliminating a significant number of full- and part-time positions.

In order to achieve additional savings, the City made only minor service level reductions - none of which will reduce basic service levels or the safety of our citizens.

In addition, various user fees such as business, animal license, and various recreation fees were increased to cover the escalating costs of doing the City's business. A \$3 per month storm drain fee was established to fund the storm drain utility which was created last year in response to new federal government environmental requirements. This fee will also help the City begin to address a large backlog of storm drainage capital improvement projects in all parts of the City.

While no crossing guard sites will be eliminated this year and coverage will be provided at some sites for year-round school students, crossing guards' benefits will be realigned to be consistent with benefits paid to other part-time city workers.

The Council was pleased to be able to fund merit raises and a 3% cost-of-living increase in 1991 for AFCSME employees in the 100 and 200 series. Snowfighter pay was also increased, along with a one-time payment of \$300 to employees who have reached the top of their wage scale. The mid-management, professional, and technical employees in the 300 series will receive a 3% cost-of-

living increase and merit increases. A one-time \$300 payment will also be given to employees who have topped out on their wage scales.

A contract with employees in the Police Association was achieved which provides for increases to bring entry-level positions up to par with salaries in surrounding jurisdictions.

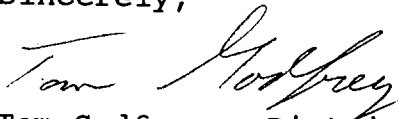
The City Council's goal is to provide the highest level of municipal services possible with the revenues available. Therefore, each year the City Council spends hundreds of hours reviewing key city programs and policies. A series of policy meetings was held with each department prior to the formal budget review process. The Council used these sessions to receive briefings on major policy issues facing the City as well as to provide feedback to the departments. The Council also participated in a prebudget retreat with the Mayor's staff and received valuable input from the SLACC committee on their budget priorities.

Each year we face increasing needs and demands for service from you - the taxpayer - and each year the major resources which we have traditionally used to fund these services - the sales tax, the franchise tax, and the property tax - are being reduced or are stretched to their limits.

Over the next few years, the State of Utah will be reducing the amount of local sales tax revenues collected at the point of sale. This action reduces Salt Lake City's sales tax revenues because the City is the center for retail sales. Mandated utility rate reductions by the Utah Public Service Commission have resulted in the loss of millions of dollars in franchise tax revenues over the last few years, because the City collects a six percent franchise fee on utility bills within the City. Finally, a stagnant real estate market prevents any natural growth in property taxes. Against this backdrop of stagnant or declining revenues, coupled with rising costs and increased demand for services, the City Council is struggling to find ways to provide and fund the services you want.

We appreciate the support and encouragement which you have so generously provided to us as we grappled with this year's tough budget decisions. We encourage you to remain involved with your City government. We will continue to need your input on the important decisions which still lie before us.

Sincerely,



Tom Godfrey, District 5
City Council Chairperson



BUDGET
HIGHLIGHTS

FISCAL YEAR 1991-92 BUDGET AT A GLANCE

TOTAL BUDGET: \$296,212,872

TOTAL GENERAL FUND BUDGET: \$87,282,003 (a 1.1% increase from FY 1990-91)

KEY ISSUES:

- * Pass no property tax increase
- * Provide 3% cost-of-living allowance for employees (The adopted budget includes funding for 2% however, the City Council approved an additional 1% with funding to be added in the first budget amendment.)
- * Fund for annual employee merit increases
- * Fund for increased pension, health and dental insurance costs
- * Modify compensation for school crossing guards
- * Transfer the residential street sweeping and leaf removal programs to the refuse collection enterprise fund
- * Eliminate a communications technician position and two vacant public safety dispatcher positions
- * Layoff no full-time employees, despite the elimination of positions
- * Increase fire service to the Airport
- * Complete of new parking structure and Terminal Two renovations at the Airport
- * Implement several housing initiatives consistent with the housing policy
- * Reduce Aviary security guard program from 10 to 6 hours nightly
- * Reduce special events overtime budget in the Police Department
- * Extend bare pavement snow removal time frame from 24 hours to 36 hours
- * Eliminate additional funding for early retirements
- * Eliminate contribution to downtown arts facilities
- * Implement drainage utility fee (\$3.00 per month per residential equivalent)
- * Charge drainage utility for some leaf removal costs and engineering services
- * Reinststitute the leaf bag program
- * Eliminate payment of water bills for charitable institutions
- * Bill refuse fund charges on a daily basis
- * Review user fee policy and adjust fees where appropriate
- * Add one-time money to governmental immunity fund to bring balance to \$1 million
- * Eliminate general fund contribution to governmental immunity
- * Restructure Tracy Aviary fees
- * Restructure Steiner Aquatic Center fees and open a concession operation
- * Implement a fee for false burglar alarm



BUDGET HIGHLIGHTS

The Fiscal Year 1991-92 general fund budget is \$87,282,003, which is a 1.1% increase over the Fiscal Year 1990-91 budget. The budget does not include a property tax increase despite the fact that the City's tax base has not kept pace with the rising costs of providing services. A property tax was avoided primarily by scrutinizing City operations for ways to cut costs. Additionally, some fees have been reviewed and adjusted. The budget reflects a continued commitment to efficiency and public service.

COST OF SERVICES INCREASES

The budget process began with a review of the current costs of City services. This review established that many costs would increase for Fiscal Year 1991-92. Some increases in costs were small, such as the higher postage rate, increased minimum wage, and the cost of the municipal election next fall. Other increases were more significant, such as pension rates, health insurance rates, and employee expectations for higher compensation.

KEY REVENUE SOURCES PROJECTED TO DECREASE

Three key revenue sources make up nearly three-fourths of all general fund resources (see graph on page 19). In Fiscal Year 1991-92, these key revenue sources are projected to increase moderately, not increase at all, or possibly decrease. The following are reasons for some of the more significant changes in revenue.

Franchise tax revenue has decreased significantly. Collections for Fiscal Year 1990-91 fell \$358,000 below the budgeted amount. This trend is projected to continue throughout Fiscal Year 1991-92. Therefore, the Fiscal Year 1991-92 budget shows a \$938,000 decrease from Fiscal Year 1990-91.

The decrease is primarily attributable to rate reductions by two of the three major utilities. Utah Power and Light has reduced rates by 16.72% since 1988, and U.S. West Communications reduced its rate base by 23% in Fiscal Year 1989-90 alone. An audit is underway to determine if the City is collecting all of the franchise tax revenue to which it is entitled.

Sales tax revenue increased by only \$95,000 over the amount budgeted in Fiscal Year 1990-91. Collections were down in Fiscal Year 1990-91, partially due to consumer caution. Additionally, state law increased the percentage of sales tax receipts that will be allocated on a population basis, which means that Salt Lake City will receive a smaller portion of the sales tax monies in Fiscal Year 1991-92 than in previous years.

Base Property tax revenue increased by \$334,000 due to modest growth in personal property and motor vehicle taxes.

Other projected changes of note include a \$270,000 decrease in building permit fees caused by a decline in construction. However, the new fee for paramedic services should increase by \$200,000 now that implementation is complete. The revenue section of this book provides a more complete listing and explanation of changes in the City's revenue.

BUDGET BALANCED CONSISTENT WITH POLICY

Due to the higher costs of providing services coupled with fewer resources, departments did not request increases for Fiscal Year 1991-92 unless the increase would generate its own revenue source, or unless the proposal related to approved increases identified at the beginning of the budget process, such as employee related increases. Additionally, departments identified ways to cut costs. These measures are consistent with the City's financial policies and the philosophy that it is prudent to live within available resources.

The City's financial policies explain the process which should be followed when revenue is inadequate.

To the extent that the City's tax base is insufficient to fund current services, the City will, first, continue to look for ways to reduce the cost of government services; second, consider reducing the level of government services; and third, consider new user fees or increases in existing fees. Should these three alternatives fail to offer a suitable solution, the City would increase the property tax rate as a last resort.

The following describes how this policy was pursued in the process of balancing the Fiscal Year 1991-92 budget.

Reducing the Cost of Government Services

Each year, City departments submit proposals for reducing the budget. Priority is given to those proposals that reduce costs but have little or no impact on the level of service. Examples of these types of reductions in the Fiscal Year 1991-92 budget are provided below.

School crossing guard costs have been reduced \$180,000 by bringing compensation and benefits in line with other part-time City employees. Crossing guards were the only part-time City employees receiving health insurance. This practice has been discontinued saving the City \$107,000. Group health insurance is available to crossing guards should they choose to pay for it on their own. Traditionally, guards were paid on a daily rate under the assumption they worked three hours per day, five days per week including school holidays. In fact, the nature of some crossings requires a guard for only one or two hours per day, and school holidays require no guard at all. Therefore, the Fiscal Year 1991-92 budget indicates that all crossing guards will be paid an hourly rate for only those hours actually worked, resulting in a savings of \$63,000.

Several **vacant positions** have been eliminated where departments determined that existing staff could handle the additional workload or where reorganizations have improved efficiency. For example, the Attorney's Office has eliminated the funding for a clerk position, and the Department of Community and Economic Development has eliminated two part-time clerk positions. The Fire Department has eliminated a communications technician and two dispatchers. Facilities Services eliminated a maintenance position. Additionally, other departments have reduced their budgets for part-time positions, overtime, and interns. No employees were laid off as a result of position reductions.

City departments often have to leave positions vacant to cover the cost of an employee who takes advantage of the **early retirement** program. Last year, \$214,000 was appropriated to help cover some of these costs and allow departments to rehire the position sooner. The Fiscal Year 1991-92 budget does not include funding for this purpose. However, a recent policy change provides more flexibility in covering the costs of early retirement, which will help offset this reduction.

Interest expense has decreased by \$243,000. Most of the decrease is attributable to lower interest rates. However, lower rates also reduce the revenue that the City receives for invested monies. Another reason for the savings is that the City will borrow slightly less money due to changes in the timing of its cash receipts.

The City's **records storage**, which was in leased space, will be moved to the Metropolitan Hall of Justice. This move will save \$15,000 annually.

Tracy Aviary security has improved markedly since last year. The Aviary has a new perimeter security fence with barbed wire and border lights. As a result, the Parks Department has reduced the security guard program from 10 to 6 hours per night without compromising the safety of the birds. This reduction will save \$12,000 annually.

Other departmental savings have been made which include decreases in miscellaneous supplies and equipment, as well as reductions in parking meter head replacements and the cost of process serving for delinquent parking tickets.

Some Services Scaled Back or Eliminated

The process of reviewing City programs for possible budget reductions has also resulted in some reductions in services. These reductions were made reluctantly after all efforts to find efficiencies were adopted. The decision to reduce service levels was based on a careful review of the policy for each service. Some of the more significant service level reductions are as follows:

Snow removal services have been reduced by \$42,000 through elimination of some part-time positions. In the past the City provided a highly responsive snow removal service. The policy was to remove snow to the bare pavement on all streets within 24 hours of a storm. With the reduction, the streets will be cleared within 36 hours.

Vehicle inspections for auto dealerships will no longer be provided. This service was used to verify serial numbers on autos that are sold. However, the City is not required to provide this service nor is the City allowed to charge a fee for the service. These inspections will now have to be provided by the State Division of Motor Vehicles or by an authorized safety inspection station.

The City has contributed \$30,000 annually toward the administrative costs of the **Olympic bid**. Fiscal Year 1991-92 was to be the last time the City made a contribution. However, the Fiscal Year 1990-91 budget was recently amended to advance this contribution, which has made a Fiscal Year 1991-92 contribution unnecessary.

The City has contributed \$335,000 for each of the past three years towards the operation of downtown **arts facilities**. With the Fiscal Year 1990-91 payment, the City fulfilled its three-year obligation. The City continues its commitment to the downtown by participating in the Salt Palace renovation through the Redevelopment Agency. No general fund money will be expended for the renovation in Fiscal Year 1991-92.

Telephone system trunk lines will be reduced on the City's telephone system. This reduction will increase the number of calls that receive a busy signal. During peak use time, 5% of both outgoing and incoming calls will not connect and will generate a busy signal. Previously only 2% were blocked. The general fund savings is \$23,000 per year.

User Fees Reviewed and Some Adjusted

User fees are one of the few revenue sources that the City is able to control and that are directly related to the cost of the service. Tax sources show little correlation to the services that they fund. Franchise tax revenue has been a particular problem in that it has been declining while the cost of providing City services has been increasing. User fees, however, have a direct correlation to the services that they fund, although they do require consistent review and adjustment.

The City's revenue policy recognizes this fact and prescribes a process for user fee management. Recently, the Division of Policy and Budget conducted a study of selected user fees and proposed a process for annual review. This process determines the cost of each service and the percentage of that cost that is offset by a fee. The study also discusses a rationale for the percentage of subsidies recommended. The recommendations have been incorporated into the Fiscal Year 1991-92 budget budget. Highlights are as follows:

- * The approved subsidy for **sports programs** is 45%, which covers all the direct costs of running the programs. These fees were previously 48% subsidized. To achieve the target subsidy, fees have been increased by an average of 6.7%.
- * **Vehicle impounds** have been subsidized 18%. There was no reason for a subsidy. Furthermore, the City's fees were below those charged by the State and other municipalities. The fees have been increased to levels sufficient to eliminate the subsidy. The increase will generate an additional \$37,000 revenue.
- * **Animal control fees** have been reviewed but will not be increased. However, efforts to improve collections should generate an additional \$50,000.

- * **Animal boarding fees** have been increased in an effort to reduce the subsidy for boarding services from 85% to 78%. The fees were below what other municipalities charge and improvements to the kenneling facilities make the increase reasonable.
- * **City Engineering's regulatory function** was subsidized by 10%. Using the rationale that fees should cover the full cost of these services, the fees have been raised to sufficiently cover the full cost.

In addition to the services and fees evaluated in the study, others were reviewed as part of the budget process. Recommended changes are as follows:

The Police Department responds to many **false alarms** generated by automated alarm systems. False alarms put a strain on resources for which owners of automated alarm systems should be responsible. Therefore, a fee will be charged to those owners who generate more than three false alarms in a month or seven in a year. This fee will not only generate \$150,000 of additional revenue, but will conserve police resources by encouraging owners of automated systems to prevent false alarms.

Street sweeping and leaf removal are programs aimed at reducing the amount of refuse taken to the landfill. Therefore, these services have been moved to the refuse fund, thus saving the general fund over \$600,000. This shift does not require a refuse fee increase in Fiscal Year 1991-92; however, an increase will be necessary in the future. The leaf removal program has a major benefit to the drainage program in that it prevents leaves from clogging the storm drain lines. Therefore the drainage program will reimburse the refuse fund for a significant portion of the services.

Governmental immunity traditionally received an annual appropriation of \$363,000. A recent settlement related to the flood of 1983 made possible a \$1 million one-time infusion to the fund. As a result, no additional money has been appropriated in Fiscal Year 1991-92. However, the Mayor and City Council recognize that the \$1 million infusion will not be adequate to make the fund self-sufficient and, unless another large infusion of one-time money is made, a funding source such as a separate property tax levy dedicated to governmental immunity will become necessary next year or the year after.

The fee for admission to the **Tracy Aviary** has been increased from \$1.25 to \$1.50 for adults and decreased from \$0.75 to \$0.50 for children. Although this change appears to be revenue neutral, more adults visit the Aviary than children; therefore, revenue will increase. Additionally, the Aviary has extended the season for which a fee is charged and eliminated free admissions on Saturday mornings. All of these changes should generate \$18,500 in additional revenue and encourage more families to visit the Aviary.

The budget also includes adjustments to the **Steiner Aquatic Center** revenue. The center will open its concession shop, which is anticipated to generate \$15,000 of revenue in excess of expenses. The annual family pass has been amended so that the fee buys a pass which is only valid during the summer season. A pass valid for the entire year costs an additional \$50. The annual pass fee for students, children, and senior citizens has not changed, and a summer pass is available at a \$25 discount. The annual pass for an individual adult has decreased by \$25, with a summer pass available at an additional \$25 discount. These changes are intended to offer the public more choices and to bring the fees more in line with the market.

Finally, the Parks Department has implemented a new **reservation fee system** for athletic and picnic facilities. This system is designed to make users more responsible for reservations and cancellations. New and increased fees could generate \$15,000 additional revenue each year.

It is important to note that no increase for water, sewer, or garbage fees is recommended in the Fiscal Year 1991-92 budget.

No Property Tax Increase

The above changes have resulted in a balanced budget for Fiscal Year 1991-92 without a property tax increase. That is not to say that taxpayers won't see changes when their tax bills arrive next fall. The State Legislature recently made some changes to the property tax structure in response to a Supreme Court decision. These changes will result in an increase in the amount paid on residential and business property and decrease the amount paid by major utilities, on motor vehicles, and on personal property. However, the County has calculated a certified tax rate from which the City does not

reap a windfall despite these legislative changes. The City does not need to conduct a "truth in taxation hearing" as the certified tax rate which was calculated by the County was adopted.

EMPLOYEE COSTS INCREASE

The salary and benefit package included in the Fiscal Year 1991-92 budget is reflective of budgetary constraints. Salary and benefit costs consume 66% of the general fund budget, which means that any adjustment is significant. The Fiscal Year 1991-92 budget includes almost \$2.2 million of additional employee related costs, which is the equivalent of a 4% increase from last year. This increase would actually be much greater except for the personnel-related reductions noted above. The major components of the increases in salaries and benefits include the following:

Recognizing the increased cost of living, the budget includes a 2% increase in base salaries. The total cost to the general fund is \$825,000.

Subsequent to adopting the Fiscal Year 1991-92 budget, the City Council has approved compensation packages which include more than what the original budget anticipated. The increase is roughly the equivalent of an additional 1% cost of living adjustment, although the police will have an adjustment to their pay scale rather than a flat 1%. Funding has been identified to cover these increases and the budget will formally be amended in September, 1991.

Merit increases are also included for eligible employees. An employee is generally eligible for a merit increase each year until that employee reaches the end of the salary scale. The amount varies between 2.75% and 5.00% per eligible employee, depending on the employee's pay unit. The merit increase is intended to recognize an employee's increased value to the City gained through experience and satisfactory performance. The cost of merit increases is \$642,000 for the general fund.

Pension rates have also increased due to some actuarial adjustments made by the State Retirement System. Recent studies asserted that the current rates were not sufficient to fund employee pensions over the long term. The increased cost does not enhance benefits but does enhance the long-term security of the fund and costs \$350,000 for general fund employees alone.

Health and dental insurance rates also increased. As with pension costs, the higher rates do not pay for enhanced benefits but simply recognize the increasing costs of health care. Nonetheless, the increased cost to the general fund is \$500,000, which is roughly the same as a one and a quarter percent salary adjustment.

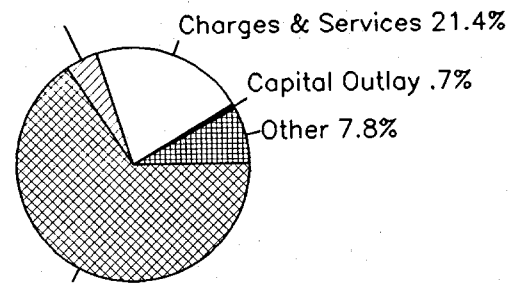
OTHER ISSUES & INITIATIVES

Although limited general fund resources restrict what the City can do in terms of new initiatives, some have been pursued with other funding.

Housing Initiatives Implemented

Several housing initiatives have been implemented consistent with the Housing Policy adopted in October 1990. The Department of Community and Economic Development continues work on the housing condition survey and on rewriting the zoning ordinance; both are two-year projects. In addition, work is being done to develop a residential rehabilitation code designed to grant flexibility in repairing and remodeling existing housing in Salt Lake City. A fit premise ordinance is also being developed and a residential demolition ordinance was recently adopted.

Operating & Maintenance Supply 4.5%



Personal Services 65.7%

The Fiscal Year 1991-92 budget includes \$1,774,000 of Community Development Block Grant (CDBG) funding for housing rehabilitation and conservation. This allocation represents 40% of the CDBG program. Additionally, the City has combined \$100,000 funding with four other public and private agencies for new construction at the Women's Shelter. The City also returns payment in lieu of taxes to the Housing Authority and returned to the Housing Authority to fund a transitional housing program.

Finally, the National Affordable Housing Act has established programs and funding which will allow the City to establish a housing trust fund. This program requires a local match and is a way for the City to obtain additional federal dollars.

Additional information relating to housing may be found in the Appendix beginning on page 247.

The Airport Expands Public Services

The Airport will complete two major initiatives in Fiscal Year 1991-92. Both projects are entirely for the benefit of local passengers. The first is the parking terrace that is scheduled for completion in the fall of 1991. This is the largest single project in the history of the airport. It will reduce congestion, service growing parking needs, and provide covered access to the terminal buildings. An expansion of Terminal Two is also scheduled for completion in 1991. This project will increase baggage claim facilities by 35% and add new restaurant space and other public services.

Storm Drainage Utility Established

In Fiscal Year 1990-91, the City established a storm drainage utility that will be funded by a separate drainage fee which was implemented on July 1, 1991. The Department of Public Utilities conducted extensive analysis and public review in developing the fee. Although this fee was not a factor in balancing the Fiscal Year 1991-92 general fund budget, it is a new addition to the water bills of City businesses, institutions, and residences. The fee for a typical residence is \$3.00 per month.

The storm drainage utility also demonstrates the City's willingness to address emerging environmental issues. The drainage fee will allow the City to meet new standards for water pollution that are set by the Environmental Protection Agency (EPA). Creating the utility allows the City to be environmentally responsible and correct problems before being forced to by the EPA. Furthermore, the fee will generate sufficient revenue to address some of the capital needs of the storm drain system that were not being adequately met when this program was part of the general fund.

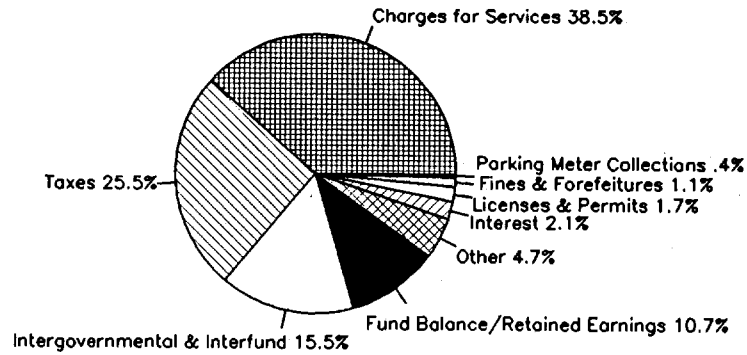
CONCLUSION

In conclusion, the Fiscal Year 1991-92 budget includes a general fund budget which is an increase of \$978,000 from the Fiscal Year 1990-91 budget. The City was able to absorb \$2.2 million of increased employee costs without a tax increase. However, programs have been closely scrutinized and costs reduced where possible. Despite these efforts, the level of service will decrease in some programs. New initiatives are being pursued where funding was not required from the general fund. The budget reflects the City's philosophy of efficiency and public service.

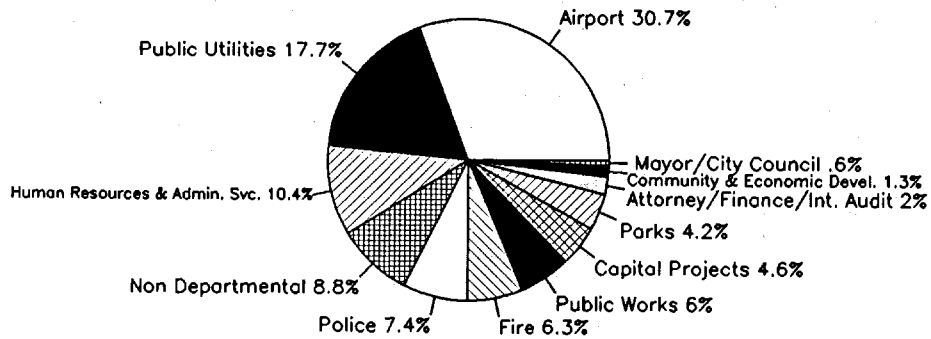


ALL FUNDS

Resources \$296,212,872

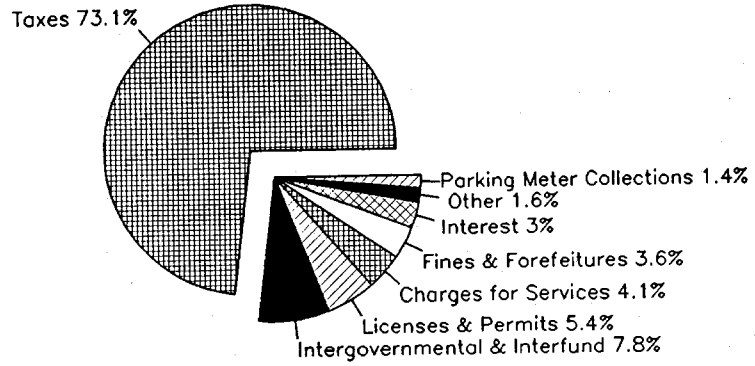


Uses \$296,212,872

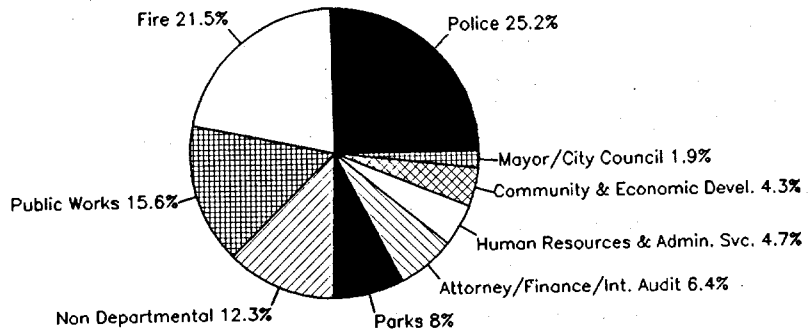


GENERAL FUND

Resources \$87,282,003



Uses \$87,282,003







POLICIES
AND
BUDGET PROCESS

POLICIES AND BUDGET PROCESS

Policy plays a key role in the budget process. Policy discussions are held from a city-wide perspective as well as at the program level immediately prior to and during the development of the budget. This section outlines the City's financial policies and how they relate to the budget process. The departmental sections of this book include discussions of program policies and the role they played in the decision-making process.

FINANCIAL POLICIES

REVENUE POLICIES

In February, 1990, the Mayor and City Council agreed to the following revenue policies as general guidelines to follow in developing the City's budget. The policies relating to user fees will be fully implemented when studies of the individual fees are complete. For information on user fees considered in this year's budget, please refer to the Budget Highlights section.

GENERAL PRINCIPLES

1. The City will project its annual revenue through an analytical process and will adopt its annual budget using conservative estimates.
2. The City will minimize the use of one-time revenue to fund programs incurring ongoing costs.
3. Once taxes and fees are assessed, the City will aggressively collect all revenue due.
4. The City will pursue abatement programs and other ways to reduce the effect of taxes and fees on those least able to pay.
5. To the extent that the City's tax base is insufficient to fund current services, the City will, first, continue to look for ways to reduce the cost of government services; second, consider reducing the level of government services; and third, consider new user fees or increases in existing fees. Should these three alternatives fail to offer a suitable solution, the City will increase the property tax rate as a last resort.

USER FEES

6. The City will review the annual budget for those programs that can be reasonably funded by user fees. This review will result in a policy that defines cost and specifies a percentage of that cost to be offset by a fee and establishes a rationale for the percentage. When establishing these percentages the City will consider:
 - a. Rates charged by other public and private providers.
 - b. Costs required to change the rate.
 - c. The ability of the users to pay.
 - d. Other policy considerations. (For example, sometimes it is necessary to set a fine at a higher price than is needed to cover full costs in order for the fine to serve as a deterrent.)
7. The City will adjust user fee rates annually based on an analysis of the criteria established in policy six above. The City will pursue frequent small increases as opposed to infrequent large ones.

LONG-TERM STRATEGIES

8. The City will consider initiatives consistent with the following four objectives:

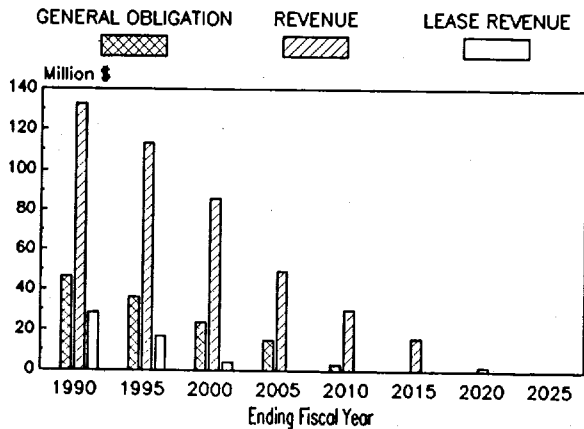
- a. Find alternatives which address service demands created by the City's large daytime population;
- b. Find alternatives which allocate an equitable portion of service costs to tax-exempt institutions;
- c. Find alternatives to formulas that use residential population to distribute key revenues such as sales tax and gasoline tax; and
- d. Pursue opportunities for citizen volunteerism and public/private partnerships.

DEBT POLICIES

The City's debt policy is defined by state statute and the goal of maintaining the City's AAA bond rating. The City's practice is to adhere to the following guidelines:

1. State law limits general obligation bonded debt used for general purposes to 4% of the reasonable fair cash value of the City's taxable property.
2. State law also limits general obligation bonded debt for water and sewer purposes to 4% of the reasonable fair cash value of property plus any unused portion of the amount available for general purposes.
3. The City combines a pay-as-you-go strategy with long-term financing to keep the debt burden sufficiently low to merit a AAA bond rating and to provide sufficient available debt capacity in an emergency.
4. The City limits debt to projects that cannot be reasonably funded in a single year and to terms that are consistent with the useful life of the project being undertaken.
5. The City seeks the least costly financing available. All debt commitments are reviewed centrally by the City Treasurer who looks for opportunities to combine issues or for alternative methods that will achieve the lowest possible interest rates and issuance costs.

AGING OF CURRENT DEBT OBLIGATIONS



The City currently has \$45.3 million of outstanding general obligation debt, which is well below the \$286 million statutory limit. The City currently does not use general obligation debt for water and sewer purposes.

The graph to the left illustrates how the debt will age in future years, and the following table outlines the City's current debt obligations.

OUTSTANDING DEBT as of June 30, 1991

Type	Outstanding Debt
General Obligation Bonds	\$45,370,000
Revenue Bonds	129,525,000
Lease Revenue Bonds	27,305,000
Special Assessment Bonds	6,132,000

BUDGET DEVELOPMENT PROCESS

Development of the City's budget is accomplished through four separate but interrelated processes. Two of the processes -- policy review and budget development -- are administered by the Finance Department's Policy and Budget Division. The other two -- Community Development Block Grant funding and Capital Improvements Program -- are administered by the Community and Economic Development Department's Capital Planning and Programming Division.

The four processes result in a proposed combined operating and capital budget for the fiscal year beginning each July 1 and ending each June 30. Each year the Mayor's recommended budget is forwarded to the City Council for review and final adoption. Policy review and budget development are described below, and the CDBG and CIP processes and policies are described in the Capital Improvements section beginning on page 233. The Calendar on page 33 provides a graphic representation of the stages of the four processes.

POLICY REVIEW FOR THE MAYOR'S RECOMMENDED BUDGET

There are two facets to policy review when developing the Mayor's recommended budget. The first involves policy discussion prior to development of budget figures. The second ties the budget amount directly to program policy.

Beginning in September, departments prepare policy issues to discuss with the Mayor and the City Council. The departments present their major issues to the Mayor and then to the City Council in a hearing format which allows for discussion of the issues and possible alternatives. The policy hearings provide a forum to discuss upcoming budget issues on the policy merits before each issue becomes encumbered with budgetary constraints. The hearings also give the City Council a chance to preview issues that would likely be advanced with the Mayor's Budget.

Additionally, the Council and Mayor hold a joint budget retreat each year in mid-February to preview revenue projections, anticipated expenditures, the capital budget, labor negotiations, and other policy issues. The policies discussed during the retreat are City-wide rather than department or program specific.

In January of each year, the departments update their "Program Policy Statements," which reflect service delivery in quantitative terms. These policy statements are then used as the starting point in developing the departments' budget requests. An example of a policy adjustment which occurred during the Fiscal Year 1991-92 budget process was the decision to increase the time to have snow cleared from all City streets following a snow storm from 24 hours to 36 hours. The policy adjustment will result in a cost savings without heavily impacting the level of service provided by the City.

These policy statements are used by budget analysts and the Mayor to assess departmental budget requests in finalizing the Mayor's recommended budget. Pertinent policy statements are incorporated into the program descriptions and budget highlights in an effort to fully brief the City Council and the public on what they can expect for a specific dollar expenditure.

MAYOR'S RECOMMENDED BUDGET DEVELOPMENT

Departments begin preparation of their budget requests in November when the Division of Policy and Budget develops base employee salary and benefit budgets. In December, meetings are held with each department to review the base salary data and train department representatives in preparing departmental budget requests from the base report to reflect staffing needs for the coming year. Each department is given a computer generated report of their personal services budget.

Each year the Mayor holds a cabinet retreat to brief department heads on the overall budget prospects for the upcoming fiscal year. Departments then begin preparing their nonpersonal services budget requests.

Following the retreat held in December of 1990, the Division of Policy and Budget distributed the Mayor's Guidelines for for Fiscal Year 1991-92 budget preparation which, generally, were as follows:

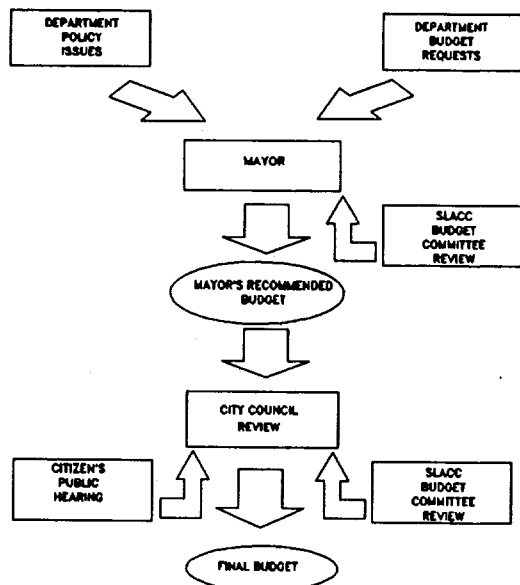
- Departments were held to a base budget which was roughly equal to the Fiscal Year 1990-91 budget as amended by the City Council.
- Departments were not to request increases unless they could be 100% offset with new revenue.
- Departments were asked to submit potential decreases of 5% based on increased efficiency or reduced levels of service as defined by program policy statements.
- Departments were to assume that employees would receive merit increases.

In January each department receives a report showing its prior fiscal year actual expenditures, current fiscal year budget, and current fiscal year actual expenditures through December. This is the starting point in developing new fiscal year budget requests.

In February, departments submit their fiscal year budget requests to their budget analyst in the Division of Policy and Budget.

BUDGET REVIEW

The City's budget review process involves two steps. The first is the administration's process which involves review of budget priorities by the Mayor and the Mayor's Budget Committee. The second step is the City Council's process which involves adjustment of the Mayor's recommended budget to legislative priorities. Below is a flow chart representing the stages of Salt Lake City's budget review process.



ADMINISTRATIVE

Beginning in February, the Mayor holds budget hearings with each department to review their budget requests. Following review of specific requests, the Mayor's Budget Committee, comprised of the Mayor, his Deputy Chief of Staff, the Finance Director, the Controller, the City Treasurer and the Director and staff of the Division of Policy and Budget, meet to prioritize requests City-wide and develop a balanced Mayor's Recommended Budget.

The Budget Committee uses the Mayor's policy directives, departmental information, budget analysts' recommendations, and recommendations from the Salt Lake Association of Community Councils' Budget Committee to develop the Mayor's Recommended Budget.

This year the Mayor presented a balanced budget to the City Council on April 30. The Mayor is required by Utah State Statute to present a balanced budget to the Council on or before the date of the first City Council meeting in May.

LEGISLATIVE

Beginning in April, the City Council holds budget review meetings with each department and fund. The Council begins with the proprietary funds -- enterprise and internal service -- prior to submission of the Mayor's official recommended budget. The Council specifically reviews current service levels and any recommended increases or decreases. The Council's budget analyst is charged with the task of helping the City Council identify budget issues and possible adjustments in the Mayor's Recommended Budget.

The City Council conducts a public hearing, as required by State statute, prior to adoption of the budget. If the Council chooses to maintain the current certified tax rate, final adoption occurs prior to June 22. If the Council decides to include a property tax increase in their final budget package, preliminary adoption occurs prior to June 22, with final adoption occurring by August 17, following an additional public hearing on the tax increase itself.

In addition to the program and City-wide policies established through the budget itself, the City Council also adopts a series of "Legislative Intentions." These intentions, although not legally binding, reflect the Council's expectations on specific policy issues to be pursued during the coming fiscal year. The Fiscal Year 1990-91 Intentions, with the Administration's responses, can be found beginning on page 7.

PUBLIC PARTICIPATION

Public participation plays a key role in the City's budget process. Representatives from the Salt Lake Association of Community Councils (SLACC) form a budget committee which advises the Mayor and Council on budget policy issues. The committee's recommendations for the Fiscal Year 1991-92 budget can be found beginning on page 27.

This year, the committee scrutinized the issues in three ways. First, the committee scheduled a series of meetings at which City staff provided information and answered questions regarding each budget issue. Second, committee members interacted with the public and community councils in their neighborhoods to facilitate the flow of information between city government and the public. Third, the committee sponsored a budget workshop. The workshop had two basic purposes: 1) to provide a forum for citizens to meet informally with department managers and exchange information; and 2) to offer committee members a balanced view of the budget process. The Policy and Budget staff prepared a workbook for participants which offered information on the City's budget condition and encouraged participants to make value judgements that would balance the budget. The workshop format has been a valuable tool to the committee for developing good recommendations. It has also been well received by City department managers as a good community relations tool.

In addition to receiving information from the SLACC Budget Committee, each year the City Council holds a public hearing concerning the budget. In May of each year, the Council receives citizen comments concerning the entire budget package as proposed by the Mayor.

BUDGET ADMINISTRATION

Salt Lake City administers its budgets in accordance with the Utah State Fiscal Procedures Act. The provisions of the Act were incorporated into a series of Procedural Orders included in the City's Policies and Procedures Manual. These Procedural Orders (numbers 3.02.200 through 3.02.203) instruct departments in the procedures for making amendments and the controls used by the Finance Department to ensure compliance with state law and sound financial practices.

Expenditure of adopted budgets is controlled through the City's computerized Financial Information and Control System (FICS). This system verifies availability of funds whenever a department requests a voucher payment or submits a purchase order. The system verifies at the appropriation, division, and major expenditure category level (e.g., personal services, operating and maintenance, charges for services, capital outlay). If an expenditure is charged against a category which does not have adequate remaining funds, the expenditure is rejected by the computer and the department is notified of the deficiency. The department may then propose a budget revision and shift funds to correct the deficiency.

These shifts are allowed through amendment of departmental and fund budgets throughout the fiscal year. If an amendment is requested which will increase the total budget of a fund or will shift budgeted amounts between funds or departments, state law requires that a public hearing be held to allow the City Council to receive comments on the requested changes. The Council then amends the budget or rejects the request by majority vote. From time to time money will be shifted within a fund or department budget. These shifts do not affect the total budget and therefore require neither a public hearing nor City Council approval. The approval of the department head and the Director of Finance is sufficient to complete this type of adjustment.



SLACC/CITY BUDGET ADVISORY COMMITTEE 1991 RECOMMENDATIONS

Terry Eccleston, Vice Chair	District 1	North Redwood
Craig Standing, Chair	District 2	West Salt Lake
Carlos Jimenez	District 3	Avenues
Mary Aird	District 3	Capitol Hill
Wyllis Dorman-Li	District 4	Central City
Dennis Burns	District 4	East Central
Robin Carbaugh	District 5	Yalecrest
John Page	District 5	South Central
Jorge Arce-Larreta	District 6	East Bench
Rolayne Fairclough	District 6	East Bench
Dale Chalmers	District 7	Sugar House
Steve Lester	District 7	Sugar House
Mary Callaghan	At-Large	Sugar House

The Salt Lake Association of Community Councils (SLACC) Budget Advisory Committee is charged with the responsibility of providing citizen input into the Budget process. The Committee objectively reviews materials and talks with departments about items which the committee feels need critical attention. The following are SLACC recommendations for the Fiscal Year 1991-92 budget.

YOUTH AND GANG:

- Make a more concerted effort with all agencies (churches, schools, government, nonprofit organizations) to deal with youth.

Salt Lake City, through the Parks and Recreation Department and the Police Department, has been working to develop programs for the young people in our community. Additionally, a Youth Volunteer Council has been created which enables youth from all high schools in the City to become involved in the community. Salt Lake City will continue to work with agencies to provide programs to meet the needs of the city's youth.

- Approach churches, schools, and county to open facilities at night at no cost for youth recreation programs. Provide supervision for the programs.

The Salt Lake City Parks and Recreation Department offers a wide variety of programs, several at no or low cost, for the residents of the city. A great deal of open time is currently provided by the Salt Lake City School District at school facilities, although the costs for providing open time are high. Additionally, the Parks and Recreation Department has been advised that Salt Lake County keeps indoor facilities open at night and the County also provides a wide variety of no-fee programs. While churches are making a major contribution to the youth of the city by providing youth activities and sporting events, it is difficult to get churches involved in public programs because churches traditionally use their facilities to program activities for their congregations. Salt Lake City will continue to work with each of these public interest groups. The City is unable to provide supervisory support for these new recreational partnerships without a budget increase.

- Develop a program whereby the Police Department and Fire Department employees can participate as role models in youth recreation programs. Incorporate this activity into their on-duty time with the city.

The Police Department has implemented programs similar to those suggested. Through the Drug Abuse Resistance Education (D.A.R.E.) program presented in all elementary schools, officers work as role models, developing student self-esteem and teaching drug prevention techniques. Also, the Patrol Division adopted Jackson Elementary School. Officers serve as role models while tutoring classes. Outside of the schools, the Police Department assigned

Sergeant Gil Montoya to the Centro Civico Activity Center to work with children from the west side, as well as from the Salt Lake Community Shelter and Resource Center.

In addition to these programs, the Police Department is in the first year of implementing its Community Oriented Policing program, which will likely involve further participation in youth programs.

The shift requirements of the Fire Department make it difficult for the Department to participate as role models in youth recreation programs without a disruption in fire service. However, fire personnel are very involved in fire prevention education with the children in the community. Additionally, fire stations are open for scheduled public tours.

- Encourage and support the community schools to offer classes for youth (besides sports) at low or no cost.

The Parks and Recreation Department periodically meets with community school program planners. Salt Lake City supports community school programs and will continue to encourage community school support of low cost youth programs.

- Approach the Legislature to require schools to donate building time to youth programs, forming a partnership with the City.

Donation of school building time for youth programs is currently taking place through the community school program. While community school programs use many school facilities at night, Salt Lake City will continue to encourage community school program planners to develop appropriate youth programs.

- Encourage the County Recreation Centers to return to the original purpose of providing recreation programs for youth from low-income families.

The Parks and Recreation Department meets with Salt Lake County representatives often to coordinate programs at County centers located within the jurisdictional limits of the City. Salt Lake City will continue to encourage Salt Lake County to direct the focus of their community youth programs to low-income youth.

- Develop a partnership with the Chamber of Commerce to encourage businesses' sponsorship of recreation centers.

The Parks and Recreation Department has worked with the Chamber of Commerce in the past to develop sponsorship of recreational activities. Salt Lake City will continue to work with the Chamber of Commerce to draw on the expertise of the business community.

HOUSING:

- Develop major programs to revitalize and redevelop target areas of inner city housing, focusing on two- or three-block areas. Include in the plan, demolition of nonviable housing and construction of middle income housing.

Boarded houses are a major problem in Salt Lake City. Recognizing this fact, the Salt Lake Community Development Corporation (CDC), Salt Lake Redevelopment Agency (RDA) and the staff of Community and Economic Development have identified three neighborhoods to target for a neighborhood revitalization demonstration project. The first year's goal is for the CDC to purchase four or five boarded houses which the RDA will rehabilitate and local lending institutions will process for mortgage transactions. The CDC will then find a qualified buyer to purchase the house using below-market rate loans. This demonstration program is more comprehensive than the traditional Urban Homesteading project because it will also

focus on site improvements -- e.g., sidewalk repairs, driveway repairs, and possible landscaping enhancements. The goal of this program is to revitalize a block rather than scattered sites.

- Form a task force of appropriate city departments to focus on these block target areas.

All appropriate City departments will monitor the neighborhood revitalization program.

- Encourage the appropriate taxing authorities to provide tax incentives for renovation of run-down housing.

Salt Lake City supports tax incentives to encourage property owners to renovate deteriorated homes. Some tax incentives are already in place in the form of low income tax credits through the Utah Housing Finance Agency. Other options specifically available to the City are property tax rebates or waiver of building permit fees. Unfortunately, both options would negatively impact the City's revenue to such an extent that an alternative revenue source would need to be identified. No acceptable alternatives have been identified to date.

- Support the completion of the rewrite of the zoning ordinance. Investigate the Seattle Public Benefit Ratio plan in the rewrite.

The rewriting of the zoning ordinance is in progress. The Seattle Public Benefit Ratio Plan is a subjective process for evaluating development proposals which the City does not currently plan to include in the new zoning ordinance. However, the City will consider including the Ratio Plan as part of a separate development policy and process.

- Implement a "Preservation Code" within the Uniform Building Code to support the rehabilitation of historic and older homes.

Salt Lake City's Housing Policy requires a Preservation Code which is currently in the draft stage. A first draft should be ready for review by the Housing Advisory and Appeals Board by August, 1991.

SALT PALACE:

- Do not provide additional funding, beyond RDA funds, for renovation of the Salt Palace. Funding should be provided by patrons and businesses benefiting from Salt Palace activities.

Salt Lake City has not committed any General Fund monies to Salt Palace renovation in the Fiscal Year 1991-92 budget.

- Encourage Salt Lake County to turn the Salt Palace into an Enterprise Fund.

Salt Lake County has recently hired a private contractor to manage the Salt Palace facility. Salt Lake City continues to encourage Salt Lake County to operate the Salt Palace as efficiently as possible.

ECONOMIC MASTERPLAN:

- Economic developers, including RDA, Olympic Committee, the City Community & Economic Development Department, et al, need to work together for the betterment of Salt Lake City and the Wasatch Front.

Salt Lake City participates as a member of the Utah Economic Development Corporation (UEDC). Salt Lake City will continue to work with all entities to achieve economic development for the Wasatch Front.

STORM WATER MANAGEMENT PROGRAM:

- Promote the coordination of storm water testing and cleanup with other cities and counties now. Do the job cooperatively.

Salt Lake City Public Utilities is currently in the process of meeting and negotiating with Salt Lake County to define storm water testing and cleanup services each entity will provide to avoid duplication and ensure cooperation. When this process is complete the City will enter into a formal agreement with Salt Lake County regarding storm water testing and cleanup. Other cities were not approached at this time because they are not under the same compliance deadline as Salt Lake City and Salt Lake County. However, many cities have approached Salt Lake City and expressed interest in discussing storm water management issues in the future.

- Create a task force for this cooperative effort to coordinate the dollars spent on the storm water project.

An official task force was not created to coordinate efforts with Salt Lake County, however, the Salt Lake City Storm Water Advisory Committee did research interlocal cooperation possibilities while formulating recommendations regarding storm water management.

- Create an advisory committee to review revenue and expenses of the storm water enterprise fund.

The Storm Water Advisory Committee has been created. The Committee's recommendations played a key role in the final policies which were adopted by the City Council.

- Provide an abatement program for low-income residents.

An abatement process was included in the final Storm Water Enterprise Fund program. The process is identical to the abatement process for the water, sewer, and refuse programs.

RECYCLING:

- Purchase only recyclable and recycled items which incur no additional costs.

The Mayor's Recycling Committee is in the process of developing an official recycling policy for Salt Lake City. Additionally, the committee has been encouraging the City to purchase recycled and recyclable items. To the extent possible, several City departments have voluntarily adopted such policies. The City will continue to improve recycling efforts through programs such as "Office Paper for Trees."

- Provide incentives to recycling businesses to locate in Salt Lake City, creating the demand for recycling.

This recommendation will be forwarded to the Recycling Committee for discussion.

- Increase landfill dump fee to provide seed money for recycling programs.

The landfill fee was increased by \$1.75 on January 1, 1991. Fifty cents of the increase this fiscal year will fund equipment which will turn trees into organic mulch. This money will continue to be dedicated to recycling activities in the future.

REVENUE:

- Explore ways to charge user fees to nonprofit organizations.

All property owners will be assessed the new storm water drainage fee. Therefore, in part, the fee addresses the recommendation that nonprofit organizations pay for services provided to them by the City. The City will continue to explore similar options.

- Charge a user fee for parking stalls to commercial and nonprofit organizations.

An important City objective is to attract new development to the downtown area where parking is at a premium. A parking user fee is a disincentive for businesses which may be considering locating downtown. The City does not believe that the amount of revenue raised from a parking user fee would sufficiently offset the ill will incurred from businesses and patrons.

- Provide a check-off space in the City's utilities bills for residents to check if they want, for example, to donate money to a City program such as the urban forestry program.

This recommendation will be forwarded to the Public Utilities Department for consideration.

- Hire a mediator to work with developers and residents to facilitate economic development.

Salt Lake City is committed to working with developers and residents to facilitate economic development. The community planners in the Planning Division serve in a mediator role to some extent. Community planners regularly attend community-based meetings and are available to consult with residents and developers regarding projects. Budget constraints currently prohibit hiring a new employee to function strictly as a mediator for developers and residents.

- Increase building permit fees.

The City's long-term strategy is to encourage responsible development. Raising building permit fees would be a burden for both professional developers and residents. If there were not such a large negative revenue impact, the City would be more interested in lowering fees than raising them in order to spur development.

- Increase parking fines and moving violation fines.

In 1986, Salt Lake City increased parking violation fines in conjunction with the decriminalization of parking tickets. While the option of increasing the fines can be researched, it must be emphasized that the purpose of the parking fines is to achieve compliance with parking regulations, not to generate revenue. The current levels of parking violation fines are believed to be an adequate deterrent. Moving violation fines are determined by the State Legislature.

- Lobby legislation to raise the ceiling on franchise taxes.

Salt Lake City will discuss this recommendation during the development of the legislative agenda for 1992.

- Review options on possibility of charging long-distance carriers a franchise tax.

Current state law allows for a franchise tax to be charged on local service carriers only. A change in state legislation is required before the City can review the possibility of assessing a franchise tax to long-distance carriers.

- Increase fines for violations of water shed area.

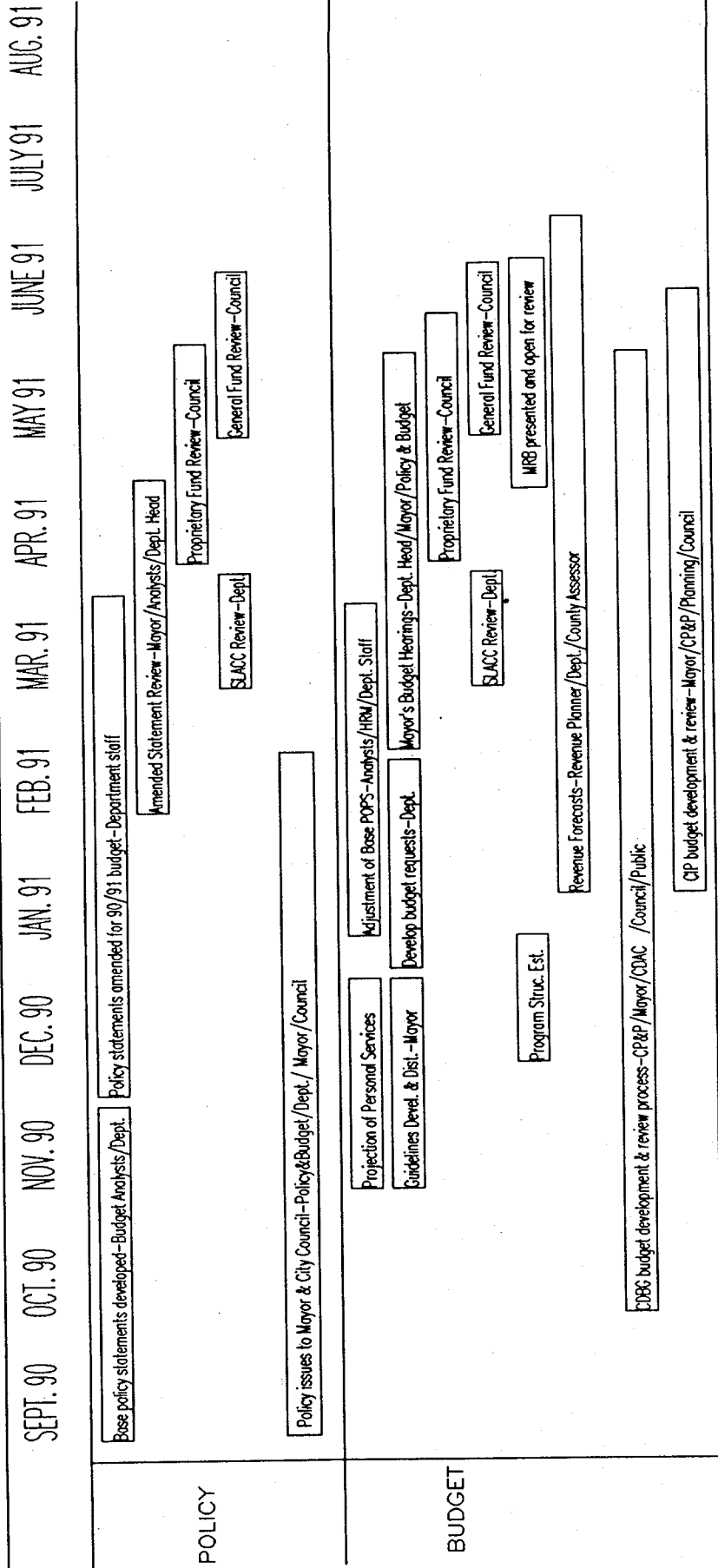
Salt Lake County has jurisdictional responsibility for enforcing violations in watershed areas. The fines, therefore, are a passthrough from Salt Lake City to Salt Lake County to pay for enforcement activities. If fines were increased, the City would not realize any increase in our revenue base.

- Investigate ways to charge enterprise funds for City land use.

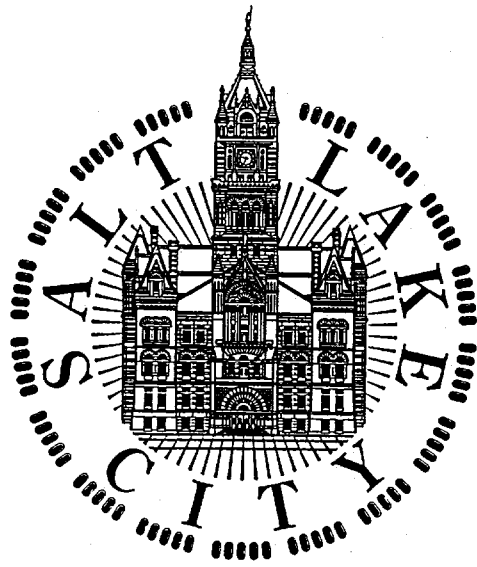
Such charges are being examined. Currently the water, sewer, and refuse collection enterprise funds pay the City a payment in lieu of taxation fee, rather than being charged for the use of City land.

SALT LAKE CITY BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 1991-92



- MRB - Mayor's Recommended Budget
- POPS - Projection of Personal Services
- CP&P - Capital Planning & Programming
- CDAC - Community Development Advisory Committee



A STATUS REPORT ON LEGISLATIVE INTENTS

4th QUARTER FISCAL YEAR 1990-91

It is the intent of the Council that the Administration consider charging higher fees for nonresidents for City recreation programs, including golf and the Steiner Aquatic Center.

The Parks and Recreation Department has recommended that the City not implement higher fees for golf, swimming, and recreation programs for nonresidents. Although this concept has both advantages and disadvantages, it is believed that the disadvantage of being the only municipality on the Wasatch Front with a nonresident fee outweighs any advantage. In a survey of recreation departments throughout the state, it was determined that Park City is the only municipality which supports a nonresident fee for recreational activities. Due to Park City's status as a resort town which boasts an enormous nonresident and tourist daily population, it is hard to compare the program in Park City with a similar program in Salt Lake City. Additionally, Park City is not geographically located near competing communities, whereas Salt Lake City must compete with surrounding cities and Salt Lake County to attract patrons to recreational facilities. Finally, it would be a difficult and awkward challenge to implement higher fees for those who have close ties to the City, but do not live within its limits. Salt Lake City cannot afford to alienate people who have supported our golf and recreation programs.

It is the intent of the Council that the Administration provide a written update to the Council on a quarterly basis regarding the status of the Mountain Dell Golf Course construction and maintenance timetable, preparatory to the opening of the second eighteen holes.

All 36 holes are now open to play. The driving range remains unfinished, however it will be completed by City crews either in late fall or next spring, as time and funding permit.

It is the intent of the Council that the Administration continue to implement the hazardous materials inspection program in the Fire Department, and provide a semiannual update to the Council on the status of the program, including revenue generated and the revenue anticipated in the coming months.

The Fire Department reported in their March 21 meeting with the Council on this issue. As discussed in that meeting, revenue has increased from \$6,000 in 1988 to \$20,000 in 1990. The Fire Department projects further growth to \$27,000 in 1991. The Administration will keep the Council updated on further developments.

It is the intent of the Council that the Administration provide a six-month update on the Steiner Aquatic Center revenues and expenditure by January 15, 1991.

The six-month update will be forwarded to the City Council in August, 1991.

It is the intent of the Council to support the Administration's development of a new fee structure to recover costs incurred in meeting the new EPA drainage permit program requirements. The Council requests that at least two options, both to include an abatement program for low income individuals, be provided for Council review and discussion prior to the 1991-92 budget review process.

Discussions were held with the City Council regarding the drainage fee prior to adoption of the budget. The Fiscal Year 1991-92 adopted budget includes a \$3 per month drainage fee. The approved program also includes an abatement process for low-income individuals. Please refer to page 16 of this document for additional information on the fee.

It is the intent of the Council that the Administration review the possibility of establishing a volunteer or police cadet program such as the County's Deputy Reserve program to augment the City's full-time Police efforts in nonconfrontational situations.

The Police Department has an active reserve program which has been operational since July, 1991.

It is the intent of the Council to request the Administration to monitor the new charges for paramedic ambulance services to determine if an abatement program is needed for low income and uninsurable individuals.

The new charge for paramedic ambulance services was approved by the state EMS commission as a charge to the ambulance company for services provided by Salt Lake City. The charge is made to the ambulance company, not the patient. The ambulance company is then responsible for recouping their costs. The ambulance companies will treat this fee as any other cost of doing business. An abatement program for low-income individuals or uninsurable individuals is not appropriate because the charge is not made to individuals.

It is the intent of the Council to support the Administration's plans to review the City's participation in the Metro Narcotics force. The Administration is requested to provide to the Council information on the funding and participation of other municipalities, prior to the expenditure of any City funds beyond the level budgeted in Fiscal Year 1989-90.

To date, there has been no change in the support level of other valley agencies to the Metro Narcotics force. Salt Lake City's level of support remains at the level budgeted in Fiscal Year 1989-90.

It is the intent of the Council to work with the Administration to jointly establish a task force to review the salary levels of City elected officials with any changes recommended to go into effect in Fiscal Year 1992-93.

F. Ted Herbert, Department of Public Administration at the University of Utah, completed his research and a comprehensive report which outlines a recommended process for reviewing elected officials salaries. The results of Mr. Herbert's report are currently being reviewed by the Administration.

It is the intent of the Council that the Administration review the hours of the Fleet Management Division impound lot and make an effort to accommodate citizens, either before 8 a.m. or after 5 p.m., while still maintaining an eight-hour day.

Fleet Management reviewed the Impound Lot operating hours in order to better accommodate the public. They decided to set the Impound Lot hours from 8:00 a.m. to 6:00 p.m. The impound desk hours at the Police Department (where fines are paid prior to the release of vehicles) are 8:00 a.m. to 5:00 p.m., leaving the public one hour after the close of the impound desk to retrieve their vehicles. Fleet has been able to make this change within their current budget.

It is the intent of the Council to encourage the Administration to physically house the Independent Internal audit office outside of the Finance Department area.

The Administration agrees that the internal audit office should be housed outside of the Finance Department area in order to reinforce the office's independence. The Administration is currently reviewing the possibility of Internal Audit, the Redevelopment Agency, and Support Services leasing part of the first floor of the City & County Building from Salt Lake County.

FINAL SUMMARY

Legislative Intent Statements

Adopted by the City Council

Fiscal Year 1991-92

It is the intent of the Council that the Administration provide a quarterly report on the status of the resolution of issues relating to the Council's 1990 Management Audit of the Consolidated Police and Fire Dispatch Unit.

It is the intent of the Council to support the Administration's efforts to explore alternative fees for single parent families or small families within the Steiner Aquatic Center fee structure.

It is the intent of the Council to support the Administration's efforts to explore methods by which to reduce the City's subsidy of the Sugarhouse Park Authority.

It is the intent of the Council that the Administration provide a report to the Council using the new automated work order system which displays the information recommended by the January 1989 Management Audit of the Department of Parks and Recreation by Hughes, Heiss and Associates by November 1, 1991.

It is the intent of the Council that the Administration continue to pursue study and implementation of the enhanced golf reservation system. Prior to implementation the Council requests a briefing regarding cost/benefit options.

It is the intent of the Council that for those streets (including State and Federal) which do not meet the City's current drainage design criteria, the Administration continue to study the feasibility (costs/benefits) of charging them for storm water drainage services and that the fees collected for these streets be dedicated to right-of-way drainage improvements in Fiscal Year 1992-93.

It is the intent of the Council to encourage the Administration to appoint a representative of the Legislative branch to serve on the task force to examine fire service consolidation issues with the County.

It is the intent of the City Council to encourage the Administration to continue to review the policy issue of using a quantifiable standard relating to the assignment of crossing guards and provide to the Council a written report by December 2, 1991.

It is the intent of the Council to support the Administration's efforts to consolidate the City's animal control services with the County. The Administration is requested to provide a written report to the Council regarding its efforts in this area. It is the Council's understanding that funds for the Director position will not be expended until the report is provided.

It is the intent of the Council to support the Administration's review of additional charges to the Airport Enterprise Fund to recover the full cost of the additional Fire services which have been provided to the Airport. The Administration is requested to forward copies of this study to the Council by December 2, 1991.

It is the intent of the Council to support the Administration's plans to reevaluate User Fees annually. The Council encourages the Administration to include a final report in or with the Mayor's Recommended Budget each year.

It is the intent of the Council that the Administration continue to increase the focus on community education and training in fire prevention techniques. The Administration is requested to provide a written report to the Council regarding its efforts in this area.

It is the intent of the Council to support the investigation of the feasibility of expanding the current Parks and Recreation automated work order system to capture similar information on the operations and maintenance costs associated with each of the golf courses.

It is the intent of the Council to request that the Administration study the potential costs and benefits of a pilot program to implement the "flying squad" concept of delivering fire services.

It is the intent of the Council to request the Administration to review the possibility of using volunteers in the school crossing guard program.



REVENUE

REVENUES

This section includes a general discussion of each of the City's major revenue sources. The discussion of each source includes an eleven-year performance history, a presentation of enabling legislation and parameters, and general information concerning projection basis.

FORECASTING METHODOLOGY

Salt Lake City revenue forecasts are compiled using econometric, time-series, regression, and simulation models. Where possible and appropriate, forecasts also attempt to incorporate the combined judgement of budgeting staff within the Division of Policy and Budget and the various revenue-generating agencies of City government. In addition to modeling efforts, year-to-date cumulative revenue collections are monitored monthly and comparisons are made between the current year revenue collections and those of previous years.

"Institutional" factors can also play a role in determining the timing and magnitude of revenue collections (e.g., delayed property tax notices, license renewals, federal and state budget cuts). Even the weather can have an impact on City revenues. In the final analysis, the judgement of those making revenue forecasts must ultimately determine a set of estimates from a range of possible outcomes generated by various modeling approaches. In doing so, optimistically, the errors of the equation or estimate will be offset by errors in others to produce estimates within a tolerable margin of error.

ECONOMICS

Salt Lake City continues to lose population with no change in this trend expected in the coming fiscal year. While continued growth in the City's nonagricultural average monthly wage and taxable direct sales indicate growth in tax collections in the first half of Fiscal Year 1991-92, the City's continued loss of population and slow job growth give mixed signals for Salt Lake City's economic health.

There are many uncontrollable factors that may affect Salt Lake City revenues both in the present and the future. As with other metropolitan areas, the world and national economies play an increasing role in economic activity in Salt Lake City. Likewise, legislation and administrative rule changes made at the state level could adversely affect revenue in Salt Lake City.

Salt Lake City Corporation
General Fund Revenue by Source
Years Ending June 30, 1980 Through 1992

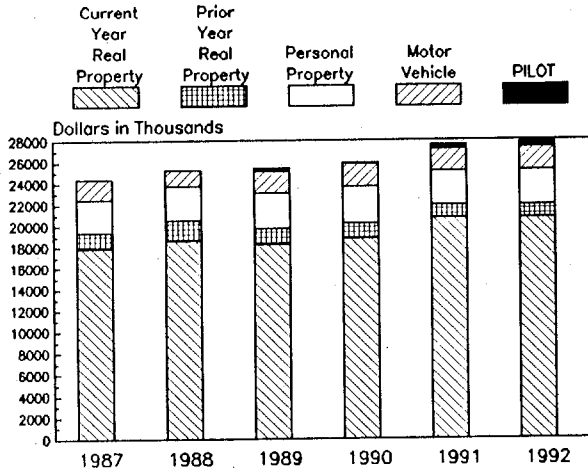
Fiscal Year	Property Tax	Sales Tax	Franchise Tax	Licenses & Permits	Fines & Forfeitures	Interest Income	Inter-Governmental	Interfund Reimbursements	Parking Meter	Charges For Services	Misc. Revenue	Total Revenue*	Percent Change
1980	11,191,509	13,293,313	11,338,445	1,754,575	2,184,538	3,520,625	12,984,276	2,553,147	416,705	719,913	443,061	60,400,107	
1981	11,254,629	14,888,857	11,032,173	2,226,015	1,950,978	1,937,308	12,568,795	2,855,022	421,531	909,221	337,822	60,382,351	-0.03%
1982	12,744,305	15,915,708	11,104,274	2,145,210	2,324,208	3,271,390	6,015,217	2,968,776	643,983	762,596	347,159	58,242,826	-3.54%
1983	14,100,912	16,713,964	10,841,694	2,752,405	2,730,005	2,856,907	5,738,258	2,916,882	937,466	1,135,025	142,462	60,865,980	4.50%
1984	18,407,983	17,484,562	12,869,055	3,261,880	1,226,219	2,451,949	6,281,746	2,809,699	1,010,260	1,006,581	512,892	67,322,826	10.61%
1985	18,508,225	18,937,784	14,066,247	3,584,116	1,498,739	3,249,285	6,563,488	2,972,298	1,012,459	1,123,124	501,589	72,017,354	6.97%
1986	21,796,007	19,107,205	13,466,062	3,531,096	1,333,480	3,220,280	6,969,550	2,983,717	994,782	1,419,282	603,578	75,425,039	4.73%
1987	24,429,367	19,482,405	14,832,734	3,709,251	2,726,249	2,889,410	2,446,080	3,406,119	1,015,925	1,110,125	657,089	76,704,754	1.70%
1988	25,260,946	19,233,930	14,909,149	4,072,376	3,145,404	2,714,081	2,415,272	3,606,993	1,281,631	1,688,965	77,378	78,406,125	2.22%
1989	25,435,056	20,628,437	14,600,307	4,106,651	3,024,336	3,000,410	1,810,160	3,527,701	1,237,677	2,219,911	196,190	79,786,836	1.76%
1990	25,920,201	21,772,348	13,237,937	4,700,519	3,198,361	2,895,526	2,022,945	3,896,416	1,276,671	1,880,651	224,865	81,026,440	1.55%
1991(E)	28,185,546	22,263,950	13,653,379	4,911,631	3,255,952	2,729,744	2,165,699	4,369,397	1,271,566	2,845,563	409,743	86,062,170	6.21%
1992(F)	28,223,457	22,310,747	13,188,093	4,748,946	3,151,435	2,575,000	2,196,000	4,585,266	1,228,000	3,555,114	113,310	85,875,368	-0.22%
AVG %	28.16%	25.68%	17.95%	4.83%	3.37%	3.96%	7.45%	4.61%	1.35%	2.16%	0.48%		

* Does not include bond proceeds or transfers.

GENERAL FUND

PROPERTY TAX

Property tax revenue is Salt Lake City's principal source of general fund revenue, providing 32 percent of projected revenues in Fiscal Year 1991-92. Property tax revenues are projected to grow by 1.3 percent in Fiscal Year 1991-92.



THE PROPERTY TAX SYSTEM

Salt Lake City's property taxing authority is granted under Utah law, section 59-2 of the Utah Tax Code, which also regulates the tax base, rate, and assessment procedures. Administration of the property tax program is done by the county.

With the exception of household furnishings, inventories and property owned by certain exempted individuals and organizations, property taxes are imposed on all real and tangible property located within the City.

All property is assessed at 100 percent of its fair market value, however, in the calculation of taxable value, the fair market value of residential property is reduced by 29.75 percent, representing a residential exemption. In addition, the fair market value of all property is reduced by 5 percent as an allowance for intangible costs, such as closing costs, incurred in the purchase of properties.

Currently the State Tax Code does not set limits on property tax rates for municipalities. However, it does require local governments planning to increase the property tax rate above the certified rate to hold a truth in taxation hearing regarding the proposed increase.

CHANGES IN THE PROPERTY TAX

Due to the recent AMAX decision, the legislature passed House Bill 397 changing the method for calculating taxable value and setting a statewide uniform fee on motor vehicles. However, the uniform fee on motor vehicles will not go into effect until January 1992.

PROPERTY TAX CALCULATIONS		
	OLD METHOD	NEW METHOD
RESIDENTIAL		

Market Value	100,000	100,000
Statutory Reduction	20%	5%
	80,000	95,000
Residential Reduction	25%	29.75%
Taxable Value	60,000	66,738
Tax Rate	0.004696	0.004191
Taxes Charged (Salt Lake City)	281.76	279.70
BUSINESS		

Market Value	100,000	100,000
Statutory Reduction	20%	5%
Taxable Value	80,000	95,000
Tax Rate	0.004696	0.004191
Taxes Charged	375.68	398.15
CENTRALLY ASSESSED		

Market Value	100,000	100,000
Statutory Reduction	0%	5%
Taxable Value	100,000	95,000
Tax Rate	0.004696	0.004191
Taxes Charged	469.60	398.15

In theory, this bill is revenue neutral. Any potential increase in property tax revenue due to an increase in taxable value will be offset by a decrease in the certified tax rate.

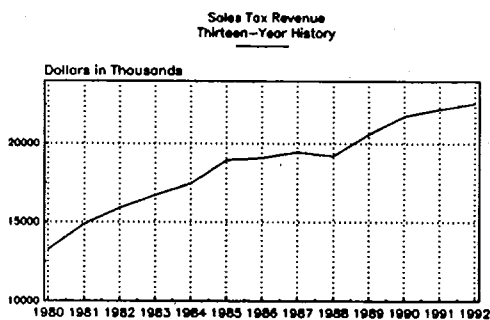
Because of the new method used for calculating taxable value, the property tax burden will shift from centrally assessed property, which includes airlines, bus and car companies, gas distributors, pipe lines, power companies, railroads, telephone, water and mining companies, to small business and the home owner. The table at left provides an example of property taxes calculated under both the old and new method and illustrates this shift in tax burden.

With the lower certified tax rate, the owner of a \$100,000 home will pay approximately \$2 less in property taxes, the business owner will pay approximately \$22 more in property taxes and centrally assessed property will pay approximately \$71 less in property taxes. These changes in taxes charged will not require a truth in taxation hearing. A truth in taxation hearing would only be necessary if Salt Lake City planned to adopt a rate higher than the certified tax rate.

SALES TAX

Sales tax revenue is Salt Lake City's second largest source of general fund revenue, providing 26 percent of projected revenues in Fiscal Year 1991-92.

After sluggish growth in the mid 1980's, trends in sales tax revenues in the late 1980's through Fiscal Year 1991 reflected the general strength of the City's economy. Growth in sales tax revenues is now expected to flatten out slightly due to state legislation limiting Salt Lake City's ability to generate revenue from this source and a questionable national economy.



THE SALES TAX SYSTEM, BASE & RATE

Salt Lake City's sales taxing authority is granted under Utah law, section 59-12 of the Utah Tax Code, which also regulates the tax base, rate and distribution of revenues. The Utah State Tax Commission collects, distributes and administers sales tax revenues.

Sales tax is charged on all final sales, leases, and rentals of tangible property; services on tangible personal property; as well as admission charges for amusement, entertainment, or recreation and charges made by restaurants for furnished meals. Charges for utilities and hotel, motel and trailer court accommodations are also taxable. Under current law, the sale of food is taxable, however, the sale of prescription drugs, insulin and syringes, oxygen and stoma supplies are exempted from sales tax.

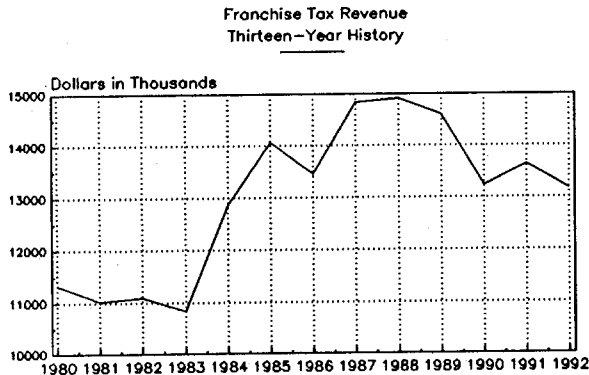
Salt Lake City's current sales tax rate is 0.984375 percent. Of this amount, 60 percent is distributed to the City and 40 percent is deposited into a local option pool. The funds in the local option pool are then distributed to all municipalities according to their percentage of the State's population as stated in the most recent census or census estimate.

Within the distribution formula, the ratio of point of sales and population distribution will change yearly, reaching the final ratio of 50/50 by Fiscal Year 1993-94. Future impacts of these changes will depend on whether the City continues to lose population and the strength of the general economy.

FRANCHISE TAX

Franchise tax revenue is Salt Lake City's third largest source of general fund revenue, providing 15 percent of projected general fund revenues in Fiscal Year 1991-92.

Over the past several years franchise tax revenues have declined as a result of continued rate reductions by two of the three major utilities in Salt Lake City. U.S. West Communications reduced their base rate by 23 percent in Fiscal Year 1989-90, and Utah Power & Light has reduced their rates by 16.72 percent since 1988, including a 5.16 percent reduction in Fiscal Year 1989-90. These trends are expected to continue in Fiscal Year 1991-92, causing slower growth in franchise tax revenue. The large dip in revenues received in 1990 reflected on the chart at the left was caused by a court-ordered rebate to consumers from Utah Power & Light.



In addition, while the new property tax law will not significantly alter Salt Lake City's property tax revenues, a great deal of discussion has taken place with regards to its impact on franchise tax revenues.

Since centrally assessed property includes the major utility companies, these companies will have significant savings in the amount of property taxes charged. Any passthrough of these savings to the customer through rate decreases would adversely affect the City's franchise tax revenue.

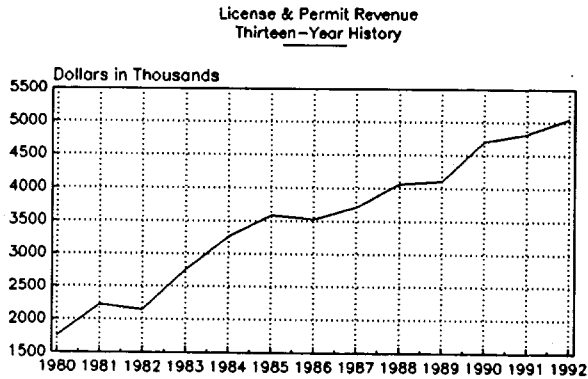
THE FRANCHISE TAX SYSTEM

Salt Lake City's franchise taxing authority is granted under section 5.04.170 of the Salt Lake City Code. Public utilities supplying telephone, gas or electric energy service are charged an annual license tax equal to 4 percent of the gross revenue derived from the sale and use of the services. In addition, a franchise fee of 2 percent of gross revenue is charged. Cable television providers are charged a fee of 5 percent of the gross revenue derived from the sale and use of their services.

In Fiscal Year 1986-87, under section 17.16.070 of the Salt Lake City Code, the City instituted a franchise fee of 6 percent of gross revenue on the Public Utilities Department for water and sewer services. The City's objective in enacting this ordinance was to fairly and equally charge for the department's use of the City's streets the same cumulative charges the City imposed against other utility companies.

LICENSES & PERMITS

License and permit revenues are Salt Lake City's fourth largest source of general fund revenue, providing 5 percent of projected general fund revenues in Fiscal Year 1991-92. License and permit revenues reflect a slowing of the City's construction and business activities and are projected to decrease slightly in Fiscal Year 1991-92.



LICENSE & PERMIT FEE SYSTEMS

License and permit fees are set and administered through various City ordinances, policies and administrative procedures. Revenues are generated from business license fees, business regulatory fees, and building permit fees.

New businesses pay \$35.00 for a license the first year of operation and \$70.00 per year thereafter. Those businesses receiving less than \$20,000 per year in gross revenue can claim a \$25.00 exemption per year on the business license fee. In addition, a fee of \$6.00 per FTE is charged on yearly renewals. The

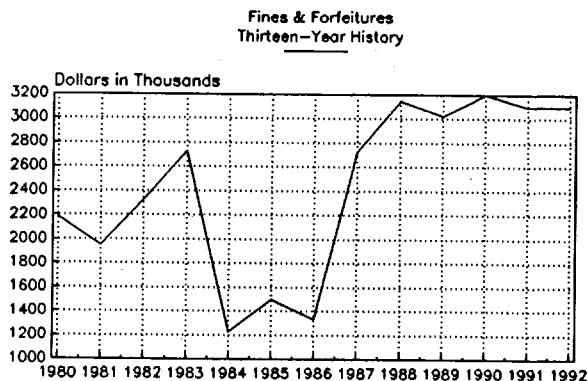
maximum amount to be paid for a business license is \$2,400 per year.

In addition to the business license fee, business regulatory fees are charged based on the type of business and the amount of regulation required under the Salt Lake City Code.

Building permit fees are based on valuation and the Uniform Building Code.

FINES & FORFEITURES

Fines and forfeitures revenue represents 3.5 percent of projected general fund revenues in Fiscal Year 1991-92. In past years, fines and forfeitures revenue shows a steady growth. In Fiscal Year 1991-92, growth in revenues from fines and forfeitures will slow slightly.



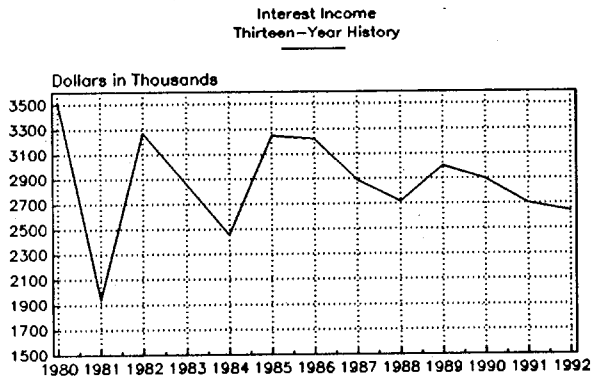
FINES & FORFEITURES SYSTEM

Ordinances, policies and administrative procedures governing fines and forfeitures revenue are set forth in section 9.28 and Title 12 of the Salt Lake City Code and various sections of the Utah Administrative Code.

Fines and forfeitures include: Noise pollution violation fines, charges for the collection of garnishments, automobile moving and other violation fines, parking ticket violation fines, and legal defender fees reimbursement.

INTEREST INCOME

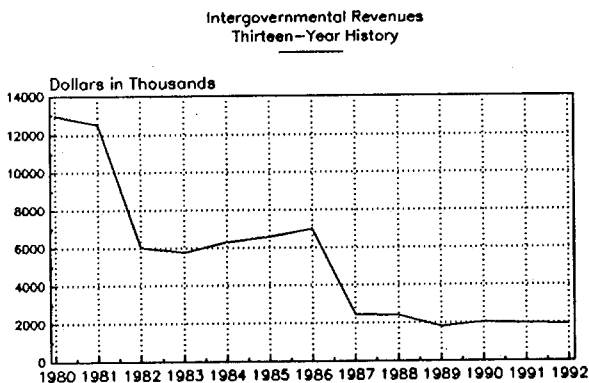
Interest income accounts for 3 percent of projected general fund revenues in Fiscal Year 1991-92. Interest revenues are dependent on economic activity, national and local interest rates, cash flows, and bonding activities. Fiscal Year 1991-92 interest income revenue is projected to fall slightly from the previous fiscal year, following the general trend of national interest rates.



Authority and guidelines for the investment of City funds are found in Executive Order 3.08.200 of the Salt Lake City Policies and Procedures Manual and the Utah State Money Management Act of 1974. Depositories, investment instruments and the ratio of balances invested are regulated under these rules.

INTERGOVERNMENTAL REVENUES

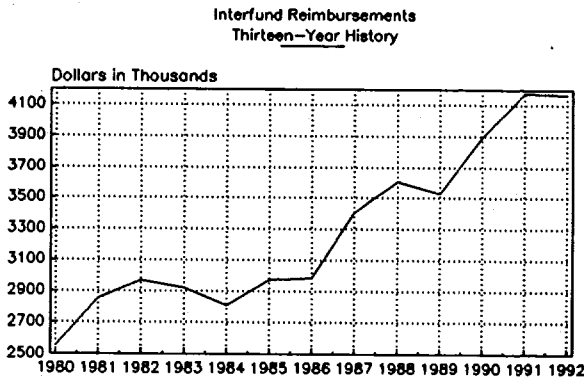
In the early 1980's intergovernmental revenues comprised as much as 21 percent of general fund revenues. With the termination of general revenue sharing in 1986, intergovernmental revenues have decreased as a percentage of revenue, accounting for only 2 percent of projected general fund revenues in Fiscal Year 1991-92. A slight increase in intergovernmental revenues is forecast for Fiscal Year 1991-92.



CLASS C ROAD FUNDS

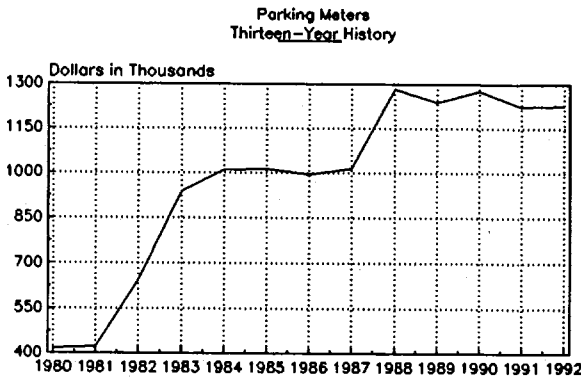
Class C road funds are generated by the State through motor and special fuel taxes and various user and registration fees. Revenues are distributed to municipalities based on a formula of 54 percent population, 32 percent road miles, and 12 percent land area.

INTERFUND REIMBURSEMENTS



Interfund reimbursements account for almost 5 percent of projected general fund revenues in Fiscal Year 1991-92. Revenue sources in this category are charges for services provided by one general fund department or agency to other non-general fund departments or agencies of the City. Interfund reimbursements are projected to increase slightly in Fiscal Year 1991-92 due to the increased cost of providing services to the enterprise funds.

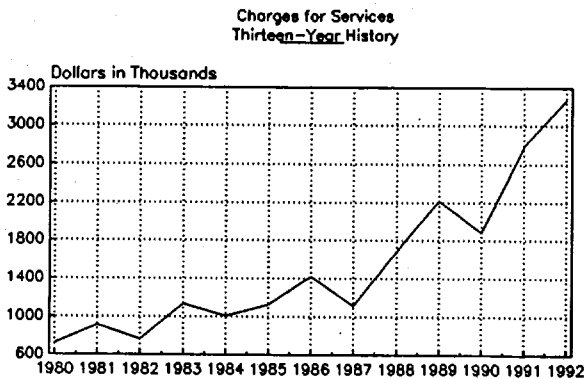
PARKING METERS



Parking meter revenues represent 1 percent of projected general fund revenues in Fiscal Year 1991-92. This is one of the City's most stable sources of revenue and is estimated using time series data.

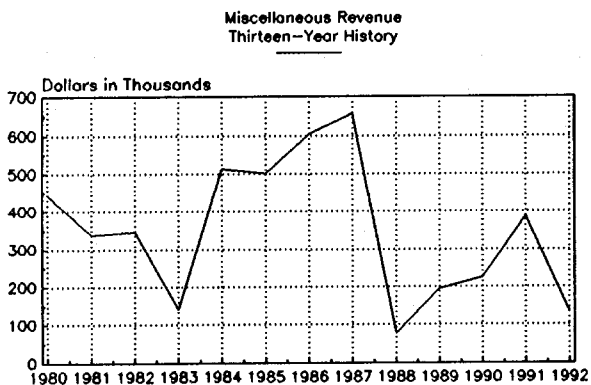
Over the last five years parking meter revenues have remained fairly constant, fluctuating slightly with the utilization rate of parking meters in the central business district. This trend is not expected to change during Fiscal Year 1991-92.

CHARGES FOR SERVICES



Charges for services account for 4 percent of projected general fund revenues in Fiscal Year 1991-92. Revenue sources in this category include: Cemetery fees, animal control fees, some public safety fees, engineering fees, and recreational facilities fees and charges. Growth in this category of revenues, including a substantial growth in revenues from the Paramedic Fee and increases in several fees charged, is projected in Fiscal Year 1991-92.

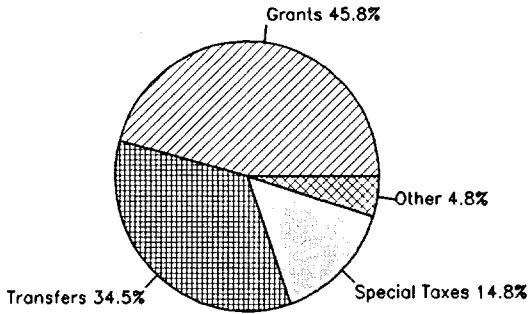
MISCELLANEOUS REVENUE



Miscellaneous revenues account for less than one-half of one percent of general fund revenues. This revenue source is primarily comprised of impound evidence receipts and monies from the sale of property and surplus goods. The decrease in Fiscal Year 1991-92 is due to the loss of one-time money from last year's purchase of assets by the Public Utilities Department.

CAPITAL PROJECTS FUND

Capital Project by Funding Source

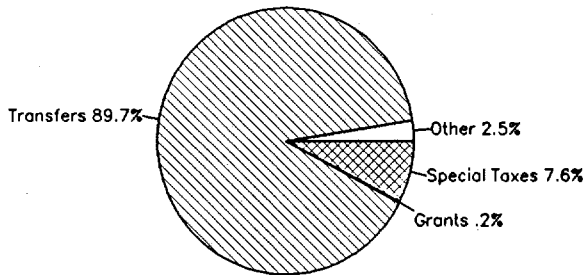


The City's Capital Projects Fund is used to account for improvements requiring more than one year to complete. The budget for the capital projects fund is prepared by project and does not lapse at year end.

Sources of revenue include: transfers from the general fund, grants, special taxes, other revenues, and prior year funds. In Fiscal Year 1991-92, revenues available for the capital projects fund increased by 55% from the previous year due to increases in grants and special assessment taxes.

SPECIAL REVENUE FUNDS

Special Revenue Funds by Source

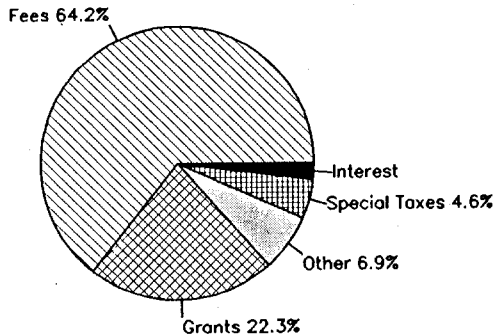


Special revenue funds are funded through certain property taxes, grants, and other special revenues restricted, by law, for specific purposes. Included in this class of funds are: Central Business Improvement Fund, Community Development Operating Fund, Weed Abatement Fund, Demolition Fund, Grants Operating Fund, Street Lighting Fund, and E-911 Dispatch Fund.

Revenues for funds under this classification show an increase of 6% in fiscal year 1991-92. This increase is due to increases in grant monies.

ENTERPRISE FUNDS

Enterprise Funds by Source

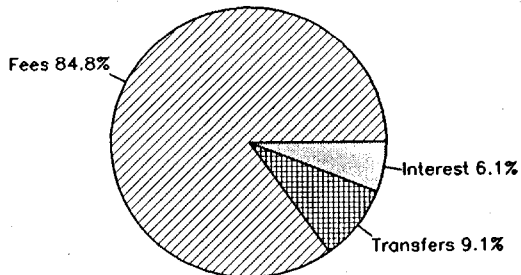


Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. Funds included in this category are: Water Utility Fund, Sewer Utility Fund, Airport Authority Fund, Golf Course Fund, and Refuse Collection Fund.

The major revenue sources of enterprise funds are user fees and charges, bond proceeds, and grant monies. In Fiscal Year 1991-92, enterprise fund revenues are projected to decrease by 16%. This decrease results from the discontinuation of bond proceeds in the Airport Enterprise Fund.

INTERNAL SERVICE FUNDS

Internal Service Funds by Source

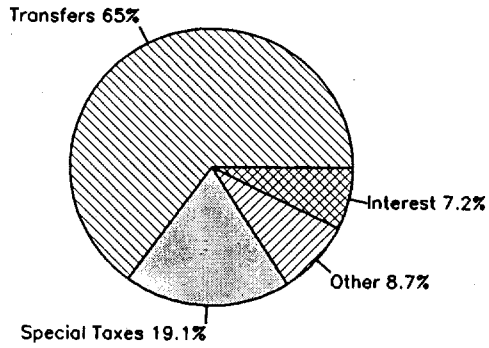


Internal service funds are used to account for the financing of services provided by one department or agency to other departments or agencies of the City. Included in internal service funds are: Fleet Management Fund, Information Management Fund, Risk Management Fund, Government Immunity Fund, and Municipal Building Authority Fund.

Internal service fund revenues are projected to decrease by less than 1% from the previous fiscal year.

DEBT SERVICE FUNDS

Debt Service Funds by Source



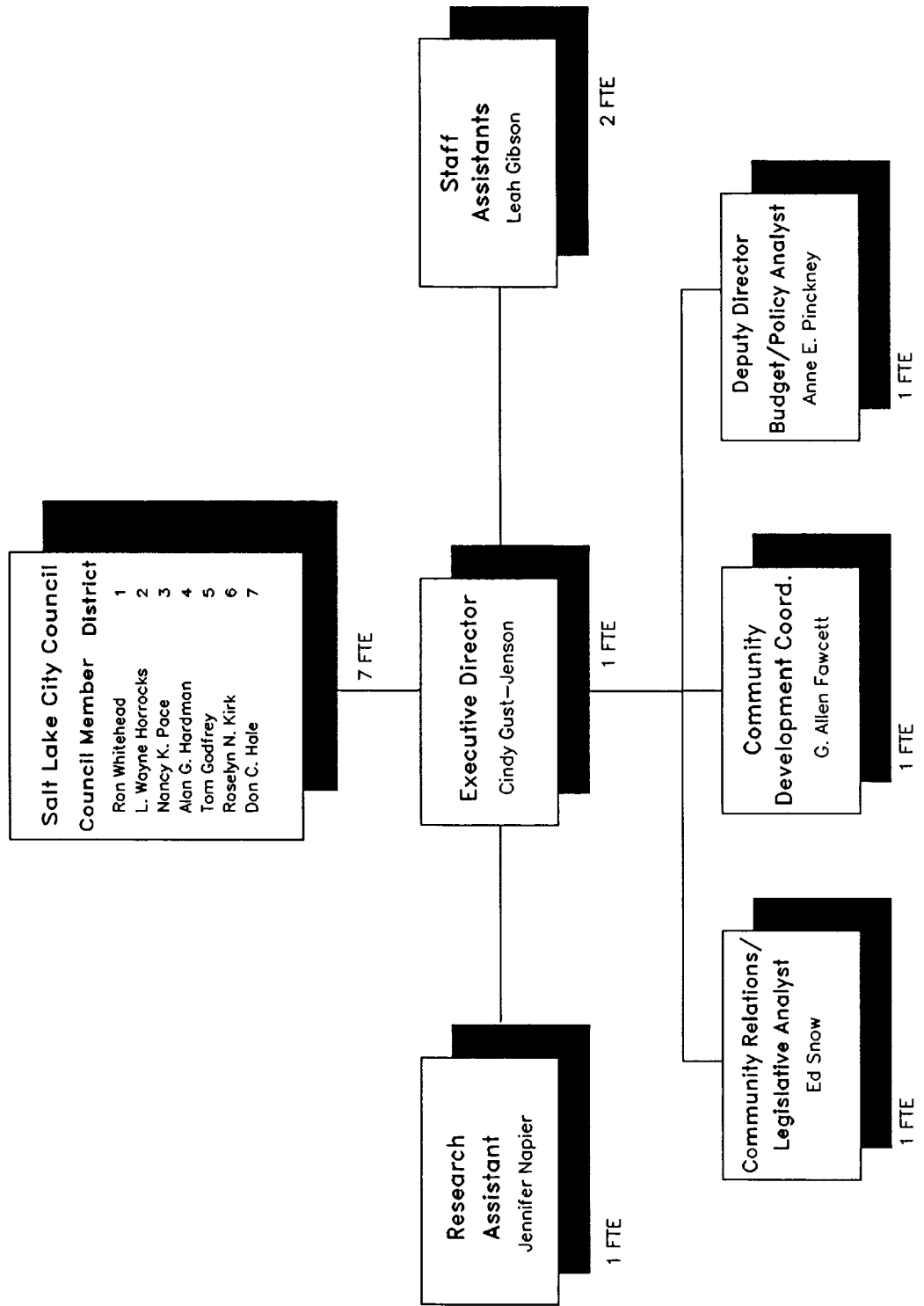
Debt service funds are used to account for bond proceeds and expenses associated with servicing debt repayments. The Building Restoration Fund and Special Improvement District Fund comprise the category of debt service fund.

Revenues in the Building Restoration Fund are projected to increase by 5% due to increased revenue from special taxes.



CITY COUNCIL

SALT LAKE CITY COUNCIL ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92

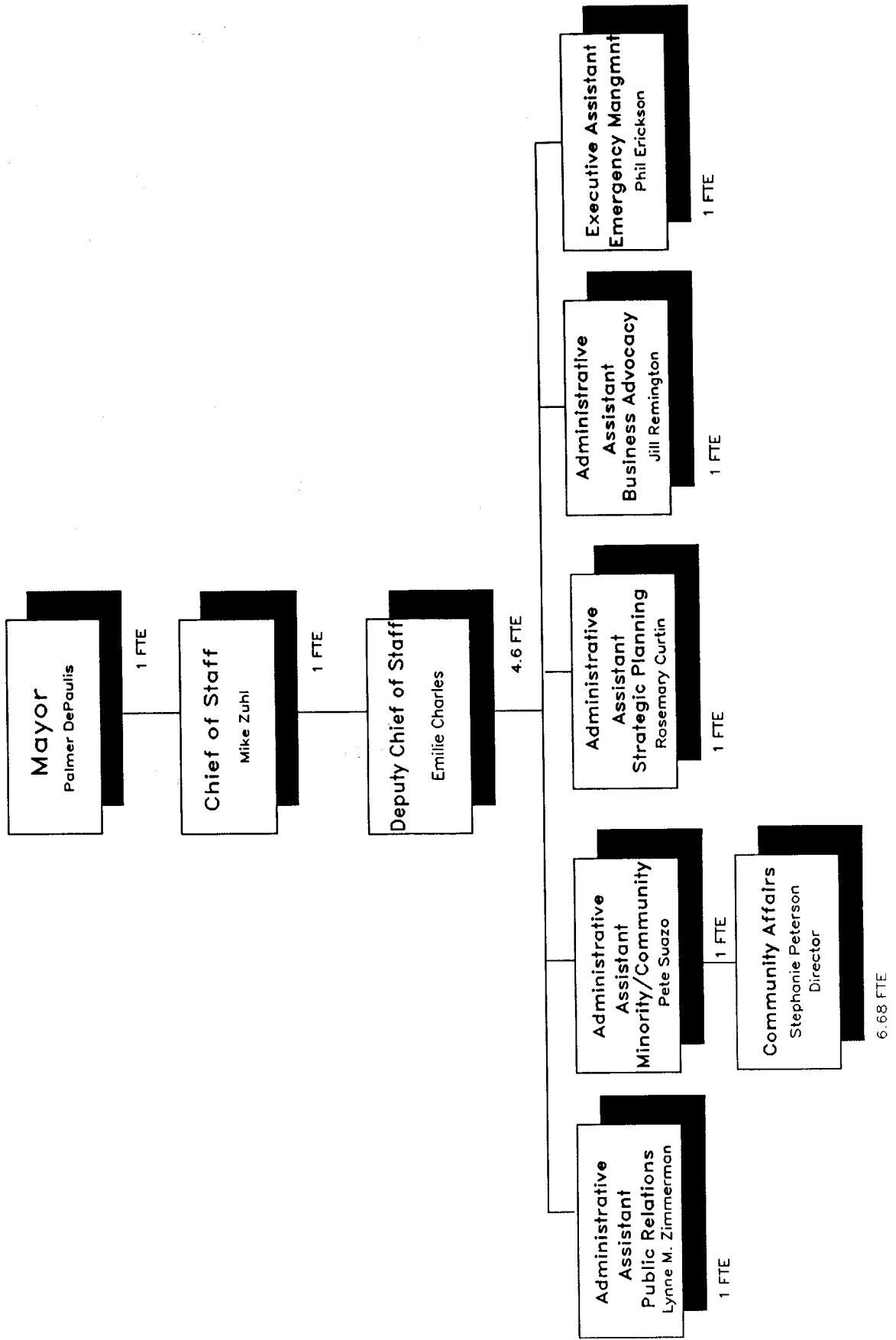




MAYOR

OFFICE OF THE MAYOR ORGANIZATIONAL STRUCTURE

FISCAL YEAR 1991-92

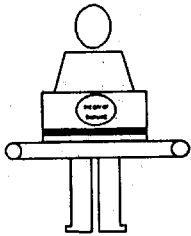


ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

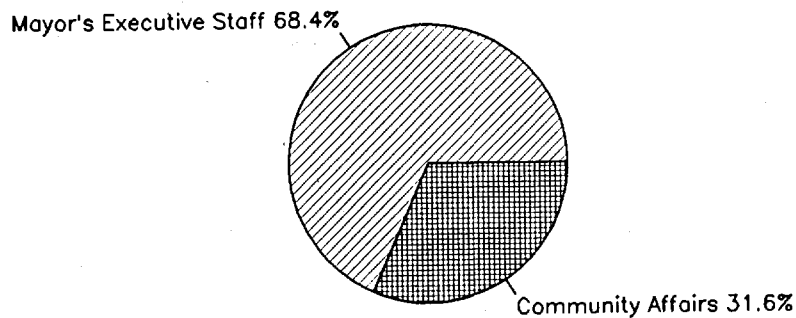
MAYOR

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Mayor's Recommended Budget 1991-92
Expenses					
Salaries and Wages	\$536,098	\$627,202	\$327,829	\$628,013	\$646,020
Benefits	120,209	140,523	59,436	119,457	151,436
Total Personal Services	656,307	767,725	387,265	747,470	797,456
Operating and Maint. Supply	18,506	25,129	8,601	24,708	25,912
Charges/Services/Fees:					
Travel/Training	16,708	29,773	8,488	28,738	28,738
Utilities	2,734	3,590	1,734	3,960	3,588
Professional and Other Contractual Services	72,872	26,130	8,151	23,150	31,637
Buildings, Equipment, and Janitorial Maintenance	3,408	4,299	1,919	4,094	3,799
Rentals/Leases	25,406	37,474	11,009	23,785	22,802
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	51,891	70,747	35,302	67,081	74,391
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	7,109	7,404	7,404	7,404	12,986
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-3,427	-1,500	-1,377	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	14,934	12,636	6,247	12,938	12,536
Total Charges/Fees/Services	191,635	190,553	78,877	171,150	190,477
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	1,799	1,866	1,070	2,936	3,366
Total Capital Outlay	1,799	1,866	1,070	2,936	3,366
Total Operating Expenses	868,247	985,273	475,813	946,264	1,017,211
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL BUDGET	\$868,247	\$985,273	\$475,813	\$946,264	\$1,017,211

The purpose of the **MAYOR'S OFFICE** is to lead City departments in serving the residents of Salt Lake City. The office has two divisions – Executive Staff and Community Affairs.



	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Mayor's Executive Staff	\$587,463	\$665,873	\$695,871	\$29,998	4.51%
Community Affairs	280,784	319,400	321,340	1,940	0.61%
Total	\$868,247	\$985,273	\$1,017,211	\$31,938	3.24%
Funding Sources:					
General Fund	\$868,247	\$985,273	\$1,017,211	\$31,938	3.24%
Total	\$868,247	\$985,273	\$1,017,211	\$31,938	3.24%
 Authorized Positions	 17.28	 18.28	 18.28	 0.00	 0.00%



MAYOR'S EXECUTIVE STAFF DIVISION

Description of Program

The **Executive Staff** program includes the Mayor and his administrative assistants. The Mayor's statutory duties include:

- * Review and approve or veto all ordinances and tax levies adopted by the City Council.
- * Enforce laws and ordinances of Salt Lake City.
- * Execute all policies officially adopted by the City Council.
- * Control all departments within City government.
- * Appoint all statutory officers.
- * Execute all agreements on the City's behalf.

The Executive Staff maintains a constructive relationship with the press; works with state, federal, and other municipal governments to further Salt Lake City interests; and advocates on behalf of local businesses to enhance economic development. The Executive Staff also facilitates special projects such as Salt Lake City's Olympic bid and the Salt Lake City Tomorrow Program to ensure Salt Lake City has a stable future. Some of the Executive Staff's program policies are listed below.

- * Oversee the policy functions of City government through weekly Policy Action Committee meetings, monthly cabinet meetings, and semiannual department head meetings.
- * Coordinate and implement Phase II of the Salt Lake City Tomorrow plan.
- * Educate state residents and elected officials about the City's financial needs and condition.
- * Assure that City Council Members' concerns regarding the Administration are handled promptly and efficiently.
- * Maintain an open and constructive relationship with the media by meeting daily with members of the press, holding monthly press conferences, and responding to press inquiries within 2 hours.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	% Change
Expenditures:					
Municipal Management	\$587,180	\$665,873	\$695,871	\$29,998	4.51%
City-County Bldg. Rest.	283	-	-	-	-
Total	\$587,463	\$665,873	\$695,871	\$29,998	4.51%
Funding Sources:					
General Fund	\$587,463	\$665,873	\$695,871	\$29,998	4.51%
Total	\$587,463	\$665,873	\$695,871	\$29,998	4.51%
Authorized Positions	10.60	11.60	11.60	0.00	0.00%

Budget Highlights

The Mayor's Executive Staff budget increased by \$30,000 due to city-wide salary and benefit adjustments.

COMMUNITY AFFAIRS DIVISION

Description of Programs

The purpose of the Community Affairs division is to involve and support individuals, groups, and City departments and to promote effective interaction among them for the betterment of the community. Community Affairs has two programs. The **Community Services** program organizes volunteers, conducts an annual city-wide neighborhood conference, and provides administrative support to community groups and the Salt Lake Association of Community Councils (SLACC) in order to strengthen and support Salt Lake City neighborhoods. Some of this program's policy statements are listed below.

- * Organize quarterly meetings between the community council chairs, SLACC officers, and the Mayor to discuss issues concerning neighborhoods.
- * Act as liaison to the Mayor's Handicapped Concerns Committee and administer the Handicapped Parking Enforcement Program.
- * Recruit and supervise volunteers for the annual "Paint Your Heart Out" activity, for the "Women Helping Women" clothing collection and distribution, and for other volunteer activities.
- * Train neighborhood residents in effective leadership and organizational skills by sponsoring four leadership workshops.
- * Create and distribute bimonthly newsletters and monthly community calendars.
- * Administer the Neighborhood Self-Help Grant program.

The **Citizen Action Center** program acts as the main liaison between residents and City departments. Some of their major program policies are listed below.

- * Answer requests for information within 2 days.
- * Manage the computerized Request For Service (RFS) system which assists City personnel in tracking and resolving problems with City services.
- * Respond to all constituent mail within one week.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	% Change
Expenditures:					
Citizen Action Center	\$102,469	\$132,904	\$123,614	\$-9,290	-6.99%
Community Services	178,315	186,496	197,726	11,230	6.02%
Total	\$280,784	\$319,400	\$321,340	\$1,940	0.61%
Funding Sources:					
General Fund	\$280,784	\$319,400	\$321,340	\$1,940	0.61%
Private Contributions	-	-	-	-	-
Total	\$280,784	\$319,400	\$321,340	\$1,940	0.61%
 Authorized Positions	 6.68	 6.68	 6.68	 0.00	 0.00%

Budget Highlights

The **Community Services** budget increased by \$3,000 due to the shift of all Community Affairs telephone charges to this program and \$10,000 due to salary and benefit adjustments. Offsetting this increase is a transfer of data processing costs (\$2,000) to the Citizen Action Center budget.

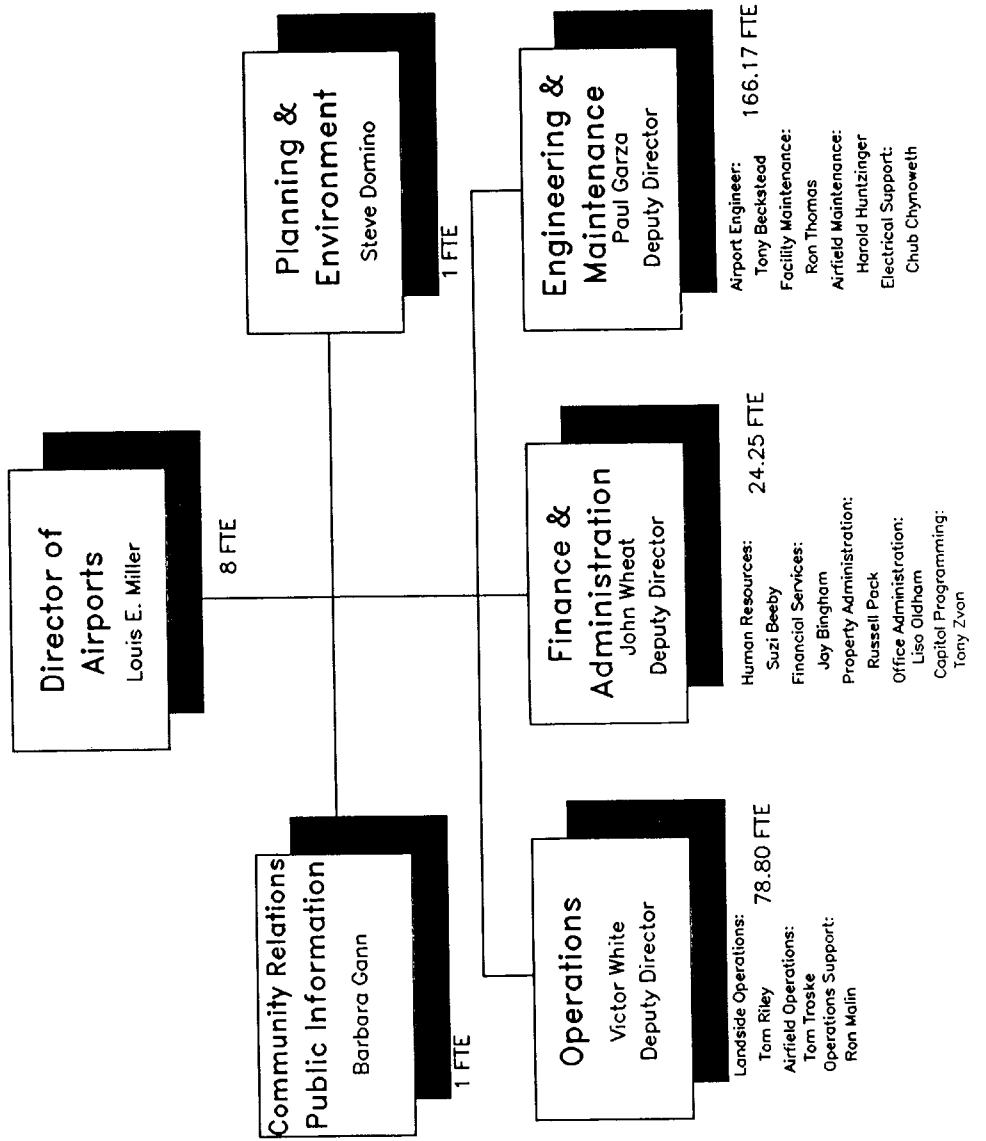
The **Citizen Action Center** budget decreased by \$13,000 due to changing the Citizen Participation Coordinator position to a Citizen Action Center Assistant and by \$5,000 due to shifting all telephone costs into the Community Services program. Offsetting these decreases are salary and benefit adjustments, a \$6,000 increase in data processing services, and a \$2,000 increase in microcomputer maintenance contracts as all computer costs were shifted to the Citizen Action Center program.





AIRPORT

SALT LAKE AIRPORT AUTHORITY ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92



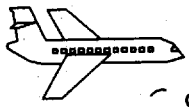
ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

AIRPORT

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries and Wages	\$6,368,887	\$7,277,700	\$3,566,039	\$7,216,100	\$8,090,600
Benefits	1,609,402	1,810,700	892,243	1,833,700	2,195,400
Contingency	-	-	-	-	118,700
Total Personal Services	7,978,289	9,088,400	4,458,282	9,049,800	10,404,700
Operating and Maint. Supply	1,252,212	1,312,800	606,756	1,308,300	1,599,800
Charges/Services/Fees:					
Travel/Training	85,620	91,000	50,564	88,000	107,000
Utilities	1,878,071	2,491,400	1,059,747	2,298,300	2,870,200
Professional and Other	-	-	-	-	-
Contractual Services	558,434	494,900	233,109	510,600	496,900
Buildings, Equipment, and	-	-	-	-	-
Janitorial Maintenance	1,120,241	1,310,000	674,015	1,317,900	1,700,000
Shuttel Service	618,320	1,375,000	754,496	1,410,000	900,000
Airline Rebates	2,392,076	2,400,000	1,319,659	2,573,500	2,650,700
Interfund Charges:					
Data Processing Services	160,690	171,000	82,485	174,000	182,800
Risk Management Premiums	375,545	312,000	60,000	310,000	350,000
Fire Department	1,228,720	1,274,300	637,163	1,271,000	1,385,500
Police Department	111,376	116,000	58,621	112,300	113,600
General Fund Administrative	-	-	-	-	-
Service Fee	627,190	628,000	325,770	641,500	663,900
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	859,040	1,202,800	489,328	1,173,400	1,643,800
Total Charges/Fees/Services	10,015,323	11,866,400	5,744,957	11,880,500	13,064,400
Capital Equipment	1,087,680	1,480,500	983,460	1,473,700	1,400,100
Total Capital Outlay	1,087,680	1,480,500	983,460	1,473,700	1,400,100
Total Operating Expenses	20,333,504	23,748,100	11,793,455	23,712,300	26,469,000
Other Uses					
Capital Improvements	31,879,076	66,046,100	23,970,651	48,395,200	53,834,200
Bonding/Debt/Interest Charges	8,164,740	8,195,400	3,826,253	8,404,300	10,685,300
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	40,043,816	74,241,500	27,796,904	56,799,500	64,519,500
TOTAL BUDGET	\$60,377,320	\$97,989,600	\$39,590,359	\$80,511,800	\$90,988,500

The purpose of the **SALT LAKE CITY AIRPORT AUTHORITY** is to provide the facilities and organization necessary to operate the Salt Lake City International Airport, Airport II, and Tooele Valley Airport. The entire department operates as an enterprise fund and has four divisions.

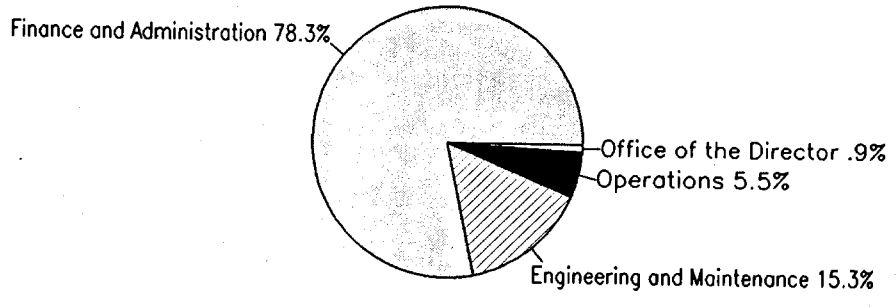
There are eight overriding goals and objectives that have been developed by the Airport Authority to meet this purpose. They are as follows:

- 
- o Meet the facility demands of an expanding base of airport users and maintain the most technologically advanced aviation facility possible.
 - o Provide ease, accessibility, and accommodation services to the travelling public.
 - o Emphasize the importance of air travel with respect to a strong economic environment.
 - o Enhance economic development throughout the region and promote Salt Lake City as an attractive location for commercial development.
- o Assume a leadership role in demonstrating successful collaboration between public and private sector initiatives.
 - o Focus on the critical role of the airport as a regional mass transportation center of people and jobs.
 - o Balance the interests of environmental concerns with the needs of the travelling public.
 - o Develop financing strategies to minimize borrowing costs while maintaining flexibility to meet growth requirements.

Some of Airport's program policies are as follows:

- * Provide janitorial services, utilities, and preventive maintenance for 650,000 square feet of terminal facilities.
- * Maintain 20 million square feet of road and airfield pavement and 12,700 employee and public parking stalls.
- * Maintain 50 acres of landscaped area.
- * Maintain Airport Authority operating expenses at or below \$4.28 per enplaned passenger.
- * Conduct 460 tours of the airport facilities for 13,000 individuals.
- * Maintain 48 aircraft gates and 13 commuter airline parking positions providing 480 scheduled commercial airline operations daily.
- * Provide support for a major hub having 68 nonstop destinations to and from Salt Lake City.
- * Provide support for the airport's direct employment of 8,000 jobs that has a \$589 million annual economic impact.
- * Provide and maintain facilities that process an annual 12 million passengers, 116,500 tons of air cargo and air mail, and 296,000 aircraft operations and 40,000 daily facility users.
- * Provide on-site Aircraft Rescue Fire Fighting Services and paramedics.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Director	\$325,862	\$683,500	\$777,400	\$93,900	13.74%
Finance & Administration	45,611,481	80,460,600	71,255,400	-9,205,200	-11.44%
Engineering & Maintenance	10,673,487	12,310,400	13,939,100	1,628,700	13.23%
Operations	3,766,490	4,535,100	5,016,600	481,500	10.62%
Total	\$60,377,320	\$97,989,600	\$90,988,500	\$-7,001,100	-7.14%
Funding Sources:					
Airport Revenues	\$60,377,320	\$97,989,600	\$90,988,500	\$-7,001,100	-7.14%
Total	\$60,377,320	\$97,989,600	\$90,988,500	\$-7,001,100	-7.14%
Authorized Positions	243.67	265.17	279.22	14.05	5.30%



Policy Issues:

None.

Service Level Increases:

None.

Revenue Enhancements:

None.

Service Level Decreases:

None.

Staffing Level Changes: 14.05

- 1.00 Training Coordinator
- 1.00 Maintenance Electrician III
- 1.00 General Maintenance Worker IV
- 3.00 Airfield Maintenance Equipment Operator III
- 1.00 Telecommunications Technician
- 1.00 Electronic Instrument Specialist
- 4.00 Airport Operations Officer
- 2.05 Net part-time changes

AIRPORT OFFICE OF DIRECTOR

Description of Program

The **Office of Director** includes the Director of Airports, a public relations officer, a community relations and public information director, a public information coordinator, public information officers, an administrative secretary, an airport planning manager and a noise/environmental specialist. Responsibilities include departmental administration, legislative relations, public and media relations, planning, environmental issues, and coordination with airlines, concessionaires, and other major airport tenants on matters of policy and lease negotiations.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director	\$325,862	\$683,500	\$777,400	\$93,900	13.74%
Total	\$325,862	\$683,500	\$777,400	\$93,900	13.74%
Funding Sources:					
Airport Revenues	\$325,862	\$683,500	\$777,400	\$93,900	13.74%
Total	\$325,862	\$683,500	\$777,400	\$93,900	13.74%
Authorized Positions	5.51	6.51	10.00	3.49	53.61%

Budget Highlights

The **Office of Director** budget increased \$53,700 for 3.49 FTE part-time Tour Coordinators. They will conduct tours, greet VIP's, assist with medical problems, provide presentations at public schools, and provide general assistance in the concourses and terminal fronts. These employees are needed because of the increasing public information campaign. This budget also increased \$33,000 to expand the Airport's public relations effort. Salary and benefit adjustments make up the remaining increase.

FINANCE AND ADMINISTRATION DIVISION

Description of Programs

This division has two programs. The **Finance and Administration** program has many functions. Financial Services is responsible for accounting and budget preparation and coordination of the Airport Authority's annual audit. Human Resources oversees employee relations, training, safety, personnel services and organizational development. Office Administration responsibilities include computer systems administration, records management and secretarial support. Capital Programming is responsible for federal grant administration and capital improvements programming. Property Administration oversees lease management, land acquisition, insurance, contract administration, statistics and property development.

The **Capital Improvements** program regulates the Airport Authority's capital projects, and includes costs associated with construction projects and architectural and engineering consultant fees.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Finance & Administration	\$13,732,390	\$14,414,500	\$17,421,200	\$3,006,700	20.86%
Capital Improvements	31,879,091	66,046,100	53,834,200	\$-12,211,900	-18.49%
Total	\$45,611,481	\$80,460,600	\$71,255,400	\$-9,205,200	-11.44%
Funding Sources:					
Airport Revenues	\$45,611,481	\$80,460,600	\$71,255,400	\$-9,205,200	-11.44%
Total	\$45,611,481	\$80,460,600	\$71,255,400	\$-9,205,200	-11.44%
Authorized Positions	22.50	23.00	24.25	1.25	5.43%

Budget Highlights

The **Finance and Administration** Division budget increased \$33,000 by the addition of a Training Coordinator. This position will be responsible for the tracking, arranging, coordinating and training functions for all of the Airport divisions. This is necessary because of increased responsibilities and liabilities associated with the technical aspect of both operations and maintenance positions as well as other activities. This program will also increase \$119,000 in salary contingency since the Airport has to estimate salary and benefit adjustments early in the process. The "125 program" implemented by the City which exempts health insurance costs from income resulted in a FICA savings.

This program will decrease \$475,000 in the cost of providing shuttle service for the short-term parking lot when the new parking lot is opened shortly after the start of the fiscal year. This decrease will be offset by increases in the following areas: \$350,000 in level IV security costs; \$250,000 in airline rebates; \$40,000 in administrative service costs to the General Fund; \$40,000 in increased insurance costs; and \$2,500,000 in the cost of bond principal and interest.

ENGINEERING AND MAINTENANCE DIVISION

Description of Programs

This division has two programs. The **Engineering** program has many functions. Facility Engineering is responsible for facility design and consultant coordination, tenant project administration, construction inspection, and project management. Pavement Engineering oversees civil engineering and pavement design, consultant coordination and construction inspection, and surveying and project management.

The **Maintenance** program is responsible for all facility maintenance including preventive, corrective, and structural maintenance of airport-owned facilities. Also included in this function are janitorial services, sign fabrication, building equipment operation, and environmental control systems monitoring. Airfield Maintenance

oversees road maintenance, snow removal, emergency response, fleet maintenance, landscaping, and all runway, taxiway, and airfield needs. Electrical Support responsibilities include electrical maintenance services, electrical construction and consultant review, and all electrical inspection services.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Engineering	\$1,317,982	\$1,516,900	\$1,606,800	\$89,900	5.93%
Maintenance	9,355,505	10,793,500	12,332,300	1,538,800	14.26%
Total	\$10,673,487	\$12,310,400	\$13,939,100	\$1,628,700	13.23%
Funding Sources:					
Airport Revenues	\$10,673,487	\$12,310,400	\$13,939,100	\$1,628,700	13.23%
Total	\$10,673,487	\$12,310,400	\$13,939,100	\$1,628,700	13.23%
Authorized Positions	153.96	162.86	166.17	3.31	2.03%

Budget Highlights

The **Engineering** program budget increased for salary and benefit adjustments.

The **Maintenance** budget increased \$33,000 for an additional Maintenance Electrician III, \$31,000 for an additional General Maintenance Worker IV, and \$87,000 for 3 additional Airfield Maintenance Equipment Operators. These positions are needed because of the new parking structure, the addition of the Tooele Valley Airport, and the increased amount of landscaped area along the elevated roadways and 3700 West.

When the Airport prepared their budget they estimated gas and oil increases of \$71,000. Paint and painting supplies increased \$115,000. There are two reasons why this expense is increasing. The first is that last year the policy decision was made to paint the airfields twice a year rather than once. This will double the current cost. The second reason for the increase is because the contract to paint the airfield with the Air National Guard has been changed and will include a cash rental payment for their use of airport facilities rather than an in-kind donation of the painting service, as in the past.

Electrical, road and runway, ground and janitorial supplies increased \$75,000 because of the new parking structure, the addition of the Tooele Valley Airport, and the Terminal Two expansion. The addition of these new facilities will also increase the cost of electrical power and natural gas by \$350,000. The cost of water is expected to increase \$60,000 for three reasons. The first is that the amount of landscaped area has increased which will require additional water to maintain. The second is the conversion from canal water to City water to preserve the life of landscape projects. The third is the addition of waste water treatment facilities for the treatment of glycol runoff. Janitorial services are also recommended to increase \$390,000 because of the new facilities. Increases to salaries and benefits make up the remaining increase to this program.

OPERATIONS

Description of Program

The **Operations** program is responsible for three functions. The Operations Support section operates the Airport Authority telephone system, provides dispatch services for each division, coordinates emergency services and security, and operates and maintains the Airport radio system.

Airfield Operations coordinates all crash/fire/rescue services, ensures compliance with Federal Aviation Regulations, coordinates airfield construction and snow removal, ensures compliance with noise abatement procedures, and assures minimum operating standards are met.

Landside Operations provides general law enforcement, public safety, parking and traffic enforcement, and ground transportation coordination.

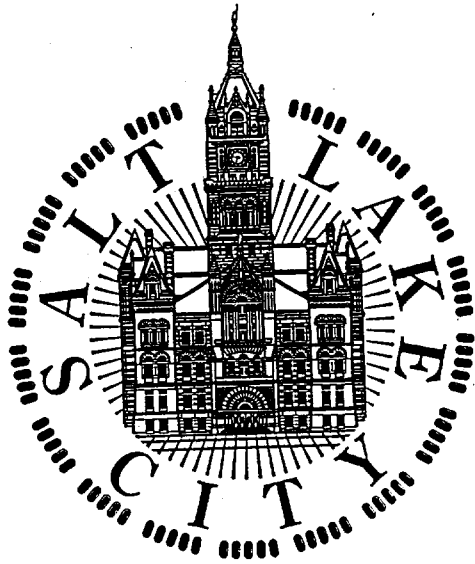
	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Operations	\$3,766,490	\$4,535,100	\$5,016,600	\$481,500	10.62%
Total	\$3,766,490	\$4,535,100	\$5,016,600	\$481,500	10.62%
Funding Sources:					
Airport Revenues	\$3,766,490	\$4,535,100	\$5,016,600	\$481,500	10.62%
Total	\$3,766,490	\$4,535,100	\$5,016,600	\$481,500	10.62%
Authorized Positions	61.70	72.80	78.80	6.00	8.24%

Budget Highlights

The **Operations** budget increased \$122,400 to add four Airport Operations Officers. The new parking structure will necessitate the creation of two additional operation posts. These posts will be involved in monitoring and enforcing the use of lanes in front of the structure. They will also monitor the activities inside of the parking structure. In addition, they will deal with traffic accidents, vehicles thefts and burglaries, and medical problems. They will also assist motorists, regulate traffic disputes, respond to passenger complaints, and monitor parking violations. Each post will be opened 16 hours a day which necessitates hiring four officers.

A Telecommunications Technician has been added at a cost of \$30,000. This position is budgeted for, but is contingent upon Delta Airlines joining the airport's shared tenant telephone system. When this occurs, an additional employee will be needed to ensure service levels are maintained to the other customers. In addition, an Electronic Instrument Specialist has been added at a cost of \$30,000. This new position is required to meet maintenance demands due to the Airport's new computerized access security system, which includes card readers and gates and systems hardware.

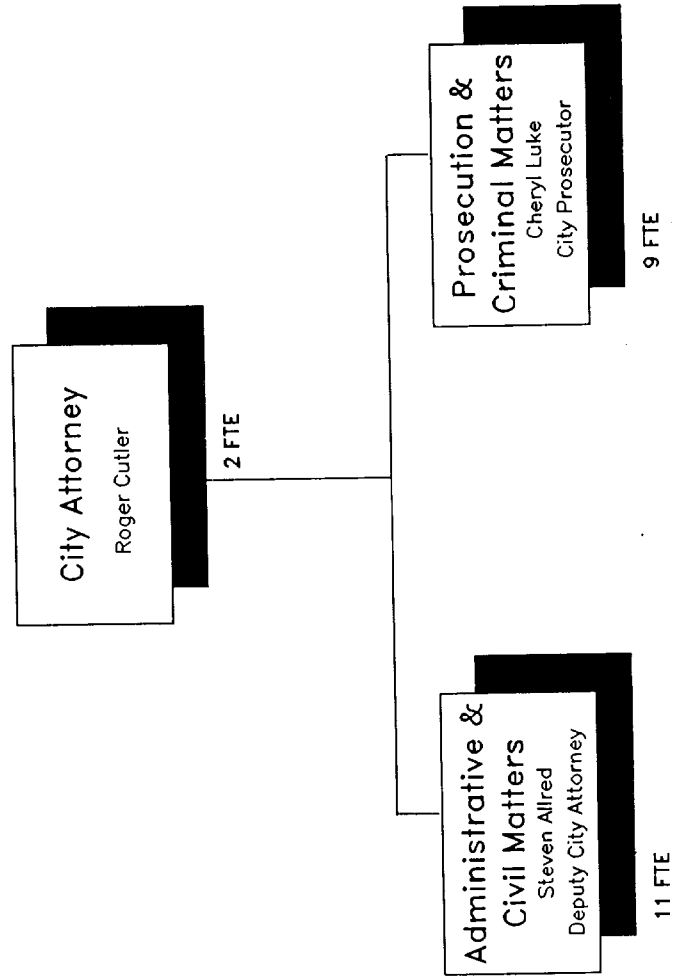
The Airport Authority has agreed to pay the complete salary of one Fire Department Battalion Chief, and an additional fire prevention specialist for their Crash/Fire/Rescue services. In addition to this, the Airport Authority will need to pay the cost of any salary adjustments to the existing fire personnel located at the airport. This is expected to cost approximately \$115,000. Salary and benefit adjustments make up the remaining increase in this program.





ATTORNEY

CITY ATTORNEY'S OFFICE
ORGANIZATIONAL STRUCTURE
FISCAL YEAR 1991-92

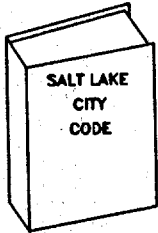


ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

ATTORNEY

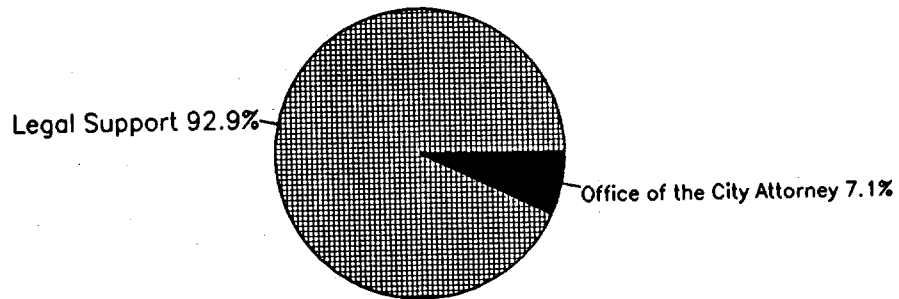
	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Adopted Budget 1991-92
Expenses					
Salaries and Wages	\$703,272	\$762,651	\$374,892	\$711,403	\$797,038
Benefits	155,480	177,046	80,485	159,299	185,238
Total Personal Services	858,752	939,697	455,377	870,702	982,276
Operating and Maint. Supply	29,501	37,606	15,816	37,606	32,137
Charges/Services/Fees:					
Travel/Training	12,758	17,000	4,931	17,000	17,000
Utilities	1,523	1,918	849	1,918	2,027
Professional and Other Contractual Services	168,903	204,000	77,775	202,500	188,500
Buildings, Equipment, and Janitorial Maintenance	4,044	6,250	2,111	6,250	6,250
Rentals/Leases	20,681	19,882	9,437	19,632	19,778
Insurance Claims/Damages	320,803	250,000	212,259	212,259	250,000
Interfund Charges:					
Data Processing Services	28,865	34,938	17,218	24,854	38,580
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	9,510	8,712	8,712	8,712	4,486
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	7,390	12,186	4,500	12,186	12,188
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	65,274	27,100	14,957	29,569	27,100
Total Charges/Fees/Services	639,751	581,986	352,749	534,880	565,909
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	55,392	21,138	-1,629	15,535	20,735
Total Capital Outlay	55,392	21,138	-1,629	15,535	20,735
Total Operating Expenses	1,583,396	1,580,427	822,313	1,458,723	1,601,057
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL BUDGET	\$1,583,396	\$1,580,427	\$822,313	\$1,458,723	\$1,601,057

The purpose of the ATTORNEY'S OFFICE is to provide legal assistance to the Salt Lake City Council and Administration, and to protect the legal interests of Salt Lake City Corporation. The department has two divisions. Some of the Office's major accomplishments for Fiscal Year 1990-91 were:



- * Completed negotiations and prepared agreements for the acquisition of the Tooele Airport.
- * Resolved several complicated and sensitive employment related matters with results favorable to the City.
- * Recovered \$1,300,000 from insurance companies for costs associated with the flood of 1983.
- * Augmented legal services to the Police Department.
- * Drafted and reviewed numerous documents and issues relating to the City's bid for the Winter Olympics.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of City Attorney	\$104,999	\$105,456	\$113,815	\$8,359	7.93%
Legal Support	1,478,397	1,474,971	1,487,242	12,271	0.83%
Total	\$1,583,396	\$1,580,427	\$1,601,057	20,630	1.31%
Funding Sources:					
General Fund	\$1,115,086	\$1,157,957	\$1,186,091	\$28,134	2.43%
Government Immunity	468,310	422,470	414,966	-7,504	-1.78%
Total	\$1,583,396	\$1,580,427	\$1,601,057	\$20,630	1.31%
Authorized Positions	21.00	21.00	22.00	1.00	4.76%



Policy Issues:

None.

Service Level Increases:

None.

Revenue Enhancements:

None.

Service Level Decreases: \$39,660

\$14,000	Process service
4,500	Miscellaneous supplies
21,100	Funding for vacant Clerk III position

OFFICE OF THE CITY ATTORNEY

Program Description

The **Office of City Attorney** includes the City Attorney and an administrative secretary. The City Attorney is responsible for both management and line service functions. As a manager the City Attorney directs the activities of the Legal Support Staff, and as a practitioner the City Attorney tries cases, provides legal advice to the Administration, and attends City Council meetings.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
	-----	-----	-----	-----	-----
Expenditures:					
Office of City Attorney	\$104,999	\$105,456	\$113,815	\$8,359	7.93%
Total	\$104,999	\$105,456	\$113,815	\$8,359	7.93%
Funding Sources:					
General Fund	\$104,999	\$105,456	\$113,815	\$8,359	7.93%
Total	\$104,999	\$105,456	\$113,815	\$8,359	7.93%
 Authorized Positions	 1.70	 1.55	 1.70	 0.15	 9.68%

Budget Highlights

There are no significant changes in the **Office of City Attorney** budget.

LEGAL SUPPORT DIVISION

Program Descriptions and Policies

This division has two programs. The **Civil Legal Support** program provides legal representation to the legislative and administrative branches of City government. Activities include preparing contracts and ordinances, providing sound legal advice and support, representing the City in all civil litigation and appellate cases (including any liability suits). This program's budget also includes the Governmental Immunity Fund, established to defend the City against civil liability, and, if necessary, to pay resulting liability claims. Some of their program policies are as follows:

- * Reply within two working days to routine inquiries by the City Council or Administration on proposed legislation and agreements, and complete initial document drafts within 10 days of request.
- * Draft formal opinions and complex legal documents upon request from the Council and Administration within 20 days of request.
- * Approve or deny claims against the City expeditiously and professionally, notifying claimants of decisions within 30 days (except in complex cases, claimants will be notified within 90 days).

The **City Prosecutor's Office** prosecutes violations of City ordinances, with emphasis on driving under the influence (DUI) charges, life/safety code violations, and significant vice violations which negatively impact community values (e.g. prostitution and obscenity). Some of their program policies are as follows:

- * Conduct training for enforcement agencies of the City.
- * Screen claims for citizens two afternoons per week.
- * Submit one application for a government grant in the criminal justice area.
- * Maintain at least an 80% conviction rate on DUI cases.
- * Maintain a working caseload of 50-60 code enforcement cases per month.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Civil Legal Support	\$973,497	\$952,129	\$992,052	\$39,923	4.19%
Prosecution	504,900	522,842	495,190	-27,652	-5.29%
Total	\$1,478,397	\$1,474,971	\$1,487,242	\$12,271	0.83%
Funding Sources:					
General Fund	\$1,010,087	\$1,052,501	\$1,072,276	\$19,775	1.88%
Government Immunity	468,310	422,470	414,966	-7,504	-1.78%
Total	\$1,478,397	\$1,474,971	\$1,487,242	\$12,271	0.83%
Authorized Positions	19.30	19.45	20.30	0.85	4.37%

Budget Highlights

The **Civil Legal Support** budget increased primarily because of the addition of one attorney to work with the Police Department; funding for this position was transferred from the Police Department to the Attorney's Office. This program's budget is also increasing because of salary and benefit adjustments.

Offsetting these increases is reduced funding for a vacant Clerk III position (\$21,200), as well as \$4,500 in miscellaneous supply money, and \$1,000 in process service fees. These reductions will not significantly affect this program's ability to operate.

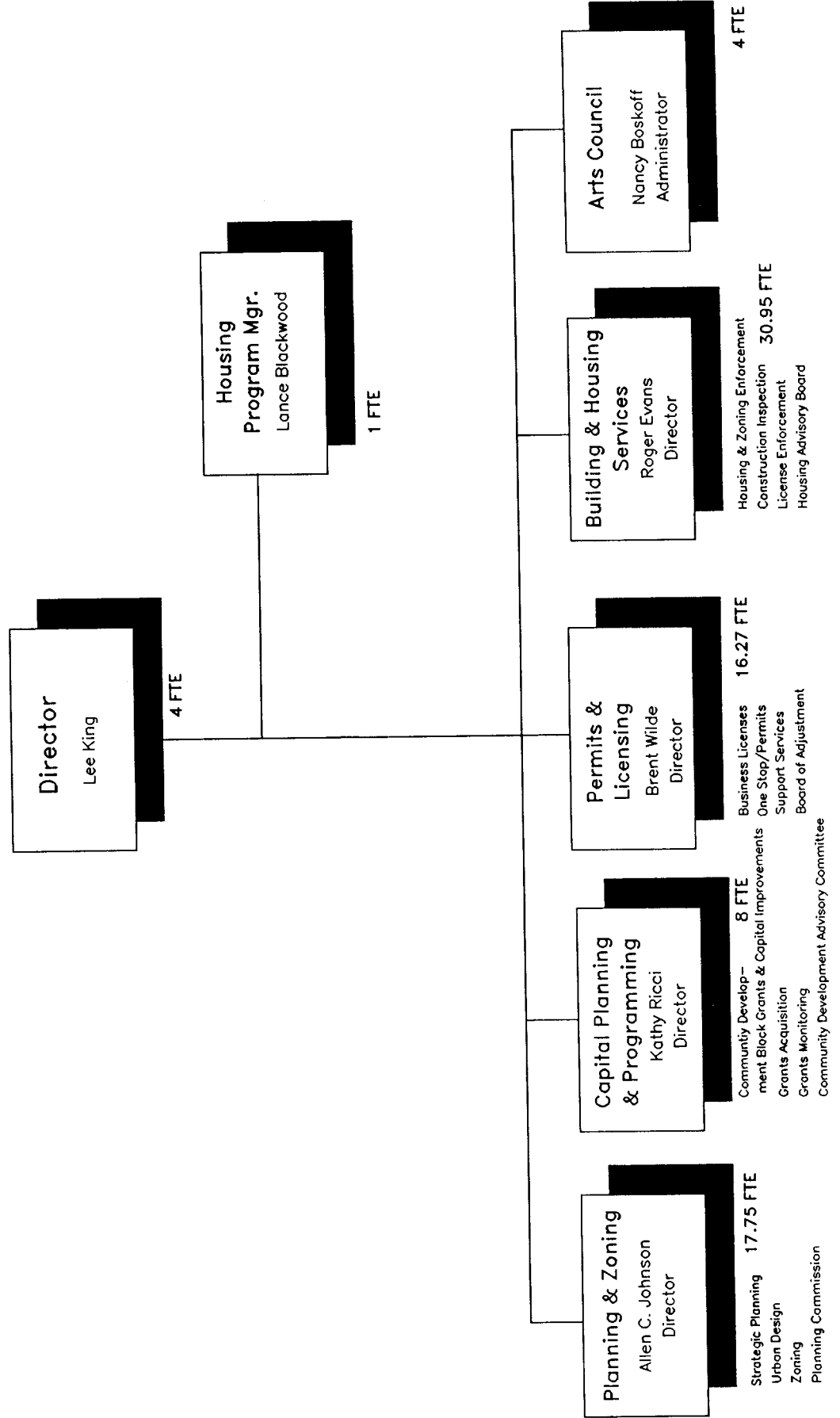
The **Prosecution** budget decreased because some higher paid prosecutors left the City and were replaced by prosecutors at a lower pay level. There is also a decrease of \$13,000 in process service fees. This particular reduction will have no discernible impact on the program.





COMMUNITY
AND
ECONOMIC
DEVELOPMENT

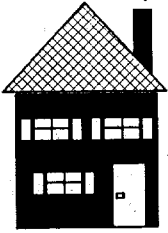
COMMUNITY AND ECONOMIC DEVELOPMENT ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92



ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

COMMUNITY & ECONOMIC DEVELOPMENT

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Adopted Budget 1991-92
Expenses					
Salaries and Wages	\$2,287,713	\$2,288,827	\$1,157,757	\$2,233,953	\$2,461,336
Benefits	537,167	558,248	280,831	573,329	650,814
Total Personal Services	2,824,880	2,847,075	1,438,588	2,807,282	3,112,150
Operating and Maint. Supply	84,521	110,510	32,619	108,919	121,906
Charges/Services/Fees:					
Travel/Training	35,797	35,401	14,283	39,334	41,150
Utilities	3,463	4,500	1,216	12,591	7,905
Professional and Other Contractual Services	86,392	115,378	14,909	129,605	52,021
Buildings, Equipment, and Janitorial Maintenance	8,020	20,410	6,252	14,861	12,800
Rentals/Leases	80,411	78,652	38,439	77,888	73,114
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	207,086	191,857	96,494	179,419	211,724
Fleet Maintenance Services	32,062	31,317	15,845	9,732	43,549
Risk Management Premiums	47,380	38,073	38,073	38,073	36,497
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	41,225	36,736	12,745	31,984	38,115
Total Charges/Fees/Services	541,836	552,324	238,256	533,487	516,875
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	31,067	33,111	17,936	33,111	33,111
Total Capital Outlay	31,067	33,111	17,936	33,111	33,111
Total Operating Expenses	3,482,304	3,543,020	1,727,399	3,482,799	3,784,042
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL BUDGET	\$3,482,304	\$3,543,020	\$1,727,399	\$3,482,799	\$3,784,042

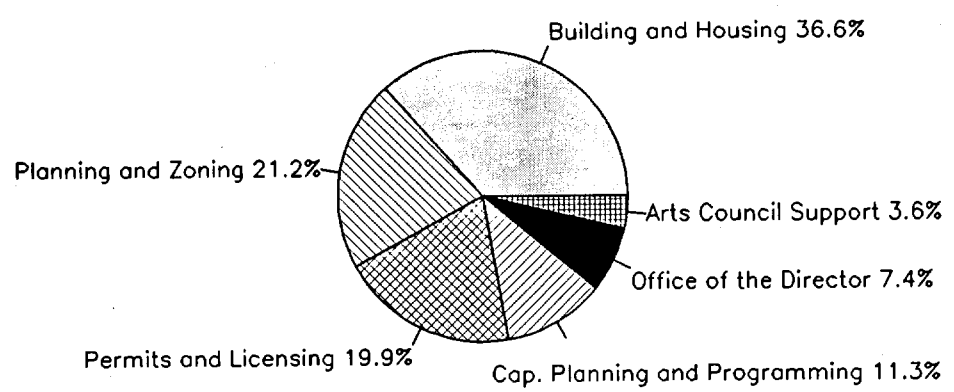


The purpose of the **COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT** is to provide planning and development strategies and programs which will encourage community stability, orderly and desirable growth, redevelopment or rehabilitation of blighted or declining areas, and timely construction of City's infrastructure. The Department also ensures safe, compatible, and attractive neighborhood conditions through enforcement of City development codes. The department has six divisions.

The Department accomplished the following as part of its overall program for the budget year 1990-91:

- * Executed a \$4.1 million Community Development Block Grant Program.
- * Completed community master plans for East Downtown, 1300 East University District, and Ensign Downs Development.
- * Completed a beer/liquor fee study resulting in a more comprehensive ordinance and fee schedule.
- * Increased business license collections by \$130,000 through additional enforcement efforts and new business applications.
- * Submitted applications and received funding for the Urban Homestead, Renter Rehabilitation and McKinney/Homeless programs, and assisted in the applications for Youth Conservation Corps and Youth Sports Clubs to combat drugs.
- * Successfully produced the Living Traditions Festival in its new location at the City and County Building with an estimated attendance of 20,000.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Director	\$127,357	\$200,391	\$279,343	\$78,952	39.40%
Planning & Zoning	723,603	787,471	802,457	14,986	1.90%
Building & Housing	1,269,976	1,311,223	1,386,034	74,811	5.71%
Cap. Planning & Programming	500,999	439,155	426,916	-12,239	-2.79%
Arts Council Support	202,906	125,417	137,870	12,453	9.93%
Permits & Licensing	657,463	679,363	751,422	72,059	10.61%
Total	\$3,482,304	\$3,543,020	\$3,784,042	\$241,022	6.80%
Funding Sources:					
General Fund	\$3,482,304	\$3,543,020	\$3,784,042	\$241,022	6.80%
Total	\$3,482,304	\$3,543,020	\$3,784,042	\$241,022	6.80%
Authorized Positions	82.70	83.58	81.97	-1.61	-1.93%



Policy Issues:

Fund the Environmental Planner & Capital Planning Director with CDBG money.
Fund and implement the Federal Affordable Housing Act

Service Level Increases:

None.

Staffing Level Changes: -1.61

Some planning interns and data entry clerk positions were eliminated, resulting in a decrease to the department's staffing level of 1.61 FTEs. Although the staffing level did not change in terms of FTEs, this department also combined two part-time building inspector positions to fund one full-time business license enforcement officer.

Revenue Enhancements:

None.

Service Level Decreases: \$72,558

Part time positions were eliminated for some planning interns and data entry clerks. In addition, the environmental planner and Capital Planning Director's salaries will be funded with Community Development Block Grant money.

COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR

Program Description

The **Office of Director** includes the director of Community and Economic Development, administrative officer, and office coordinator. The program directs, administers, and provides support to effectively implement the department's programs.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director	\$127,357	\$200,391	\$279,343	\$78,952	39.40%
Total	\$127,357	\$200,391	\$279,343	\$78,952	39.40%
Funding Sources:					
General Fund	\$127,357	\$200,391	\$279,343	\$78,952	39.40%
Total	\$127,357	\$200,391	\$279,343	\$78,952	39.40%
Authorized Positions	3.00	3.00	4.00	1.00	33.33%

Budget Highlights

The **Office of Director** budget increased for two primary reasons. First, the Fiscal Year 1990-91 budget did not include the director's salary because the Mayor's Chief of Staff was serving as the acting director. Since that time, a director for this department was hired and the salary is included in this budget. The second reason this budget increased is because a secretary was transferred to this program from Capital Planning and Programming.

PLANNING DIVISION

Program Description and Policies

This division has one program. The **Long Range Planning/Urban Design** program administers zoning ordinances, develops public planning policy through the preparation and adoption of master plans, performs federally mandated environmental reviews, and provides professional advice to the Planning Commission, Historic Landmark Committee, Board of Adjustment, Urban Forestry Board, City Administration and City Council. The program also compiles and provides land use, demographic and economic information to help guide City growth decisions. Some of their program policies are as follows:

- * Review and approve requests for subdivision approvals within 60 days.
- * Review and approve conditional use requests within 60 days of completed staff report.
- * By September 30, 1991, submit a draft of the Downtown Master Plan to the public and begin to hold informal hearings.
- * Sponsor or cosponsor one workshop on implementing preservation policies.
- * Analyze and recommend two additional Historic Districts.
- * Complete five phases of the Zoning Ordinance Rewrite contract.
- * Respond to written and oral inquiries from developers, neighborhood groups, property owners, et al, within one week, concerning the implementation of the City's long-range planning policies.
- * Process environmental assessments for CDBG and Redevelopment Agency rehabilitation projects and City-sponsored capital improvements within 30 days.
- * Process economic development information requests for demographic, economic, housing, and business profiles within two weeks of request.
- * Submit eight master plans for adoption by the Council and Planning Commission by September 30, 1991.
- * Complete drafts of five master plans by December 31, 1991.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
L. Range Plan./Urb. Design	\$723,603	\$787,471	\$802,457	\$14,986	1.90%
Total	\$723,603	\$787,471	\$802,457	\$14,986	1.90%
Funding Sources:					
General Fund	\$723,603	\$787,471	\$802,457	\$14,986	1.90%
Total	\$723,603	\$787,471	\$802,457	\$14,986	1.90%
Authorized Positions	17.70	18.70	17.75	-0.95	-5.08%

Budget Highlights

The **Long Range Planning/Urban Design** budget increased primarily because of salary and benefit adjustments and an \$11,000 rise in data processing costs. Offsetting this increase, however, is a reduction of \$65,000 that was used for the City's portion to rewrite the zoning ordinance. This budget also eliminates \$7,800 in planning intern funding which will require that some research projects be slowed somewhat. The planning interns have traditionally provided research assistance to the full-time planners, and have processed petitions to vacate alleys. A small decrease to this program (\$3,600) is due to the transfer of part-time money to the Business Licensing program.

BUILDING AND HOUSING DIVISION

Program Descriptions and Policies

This division has three programs. The **Construction Compliance** program ensures quality of building structures through preplanning with design professionals, conducting building plan reviews and construction inspections, and coordinating with other governmental agencies involved in the development and regulation process. Some of their program policies are as follows:

- * Perform inspections within 24 hours of initial request to ensure compliance with construction codes adopted by the City (approximately 28,000 requests annually).
- * Review all construction drawings within five days after the date of submittal (approximately 1,700 drawings annually).
- * Respond immediately or within the same working day to requests from the public and other governmental departments on technical matters covering codes or ordinances that the City has adopted (approximately 25,000 requests annually).

The **Housing Preservation/Zoning** program promotes neighborhood vitality by resolving housing complaints and zoning violations, and controlling hazardous conditions. The program also improves housing within Community Development (CD) target areas, conducts inspections for other agencies, hears appeals and administers City housing policy. The program has eight housing & zoning inspectors who are assigned to the City's seven Council Districts, with District 2 having two inspectors because of the high number of open cases. Some of their program policies are as follows:

- * Inspect dwelling units for compliance with the Uniform Housing Code within seven working days of a request from the public or a complaint through the Request for Service system.
- * Respond to complaints and Board of Adjustment cases involving violation of the City's zoning ordinance within 30 working days of request.
- * Review paint applications for low income eligibility, issue supply orders, make inspections, and notify eligible applicants within five working days.

- * Prevent vandalism and unlawful entry into abandoned structures by boarding and securing buildings within 30 days of a complaint or notification to owner.
- * Conduct the City Housing Condition Survey by September, 1991, to ensure adequate information is maintained on the City's housing stock.
- * Complete the Comprehensive Housing Affordability Strategy (CHAS) by October 31, 1991, in order to be eligible for HOME/HOPE housing programs.

The **Code Enforcement** program ensures quality of life in Salt Lake City by enforcing zoning ordinances, sign regulations, and weed abatement ordinances, monitoring Board of Adjustment variances, and conducting business license inspections. Some of their program policies are as follows:

- * Inspect apartment units that are required to be licensed by the City once every four years to ensure minimum housing standards (approximately 2,515 inspections annually).
- * Perform business license inspections within 30 days from date of application to ensure that minimum codes are met and that proper fees have been assessed (approximately 3,500 inspections annually).
- * Inspect all signs being installed within one week of permit issuance or 24 hours of a request by applicant (approximately 400 inspections annually).
- * Require weeds to be removed from vacant lots (approximately 750) within 10 days of notice to owner, or remove weeds with City crews and place a lien on the property (approximately 100 lots).

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Construction Compliance	\$644,715	\$664,222	\$730,357	\$66,135	9.96%
Housing Preserv./Zoning	507,038	519,523	531,413	11,890	2.29%
Code Enforcement	118,223	127,478	124,264	-3,214	-2.52%
Total	\$1,269,976	\$1,311,223	\$1,386,034	\$74,811	5.71%
Funding Sources:					
General Fund	\$1,269,976	\$1,311,223	\$1,386,034	\$74,811	5.71%
Total	\$1,269,976	\$1,311,223	\$1,386,034	\$74,811	5.71%
Authorized Positions	30.00	31.88	30.95	-0.93	-2.92%

Budget Highlights

The **Construction Compliance** budget increased primarily because of salary and benefit adjustments. In addition, fleet costs for this program increased \$12,000.

The **Housing Preservation/Zoning** budget increased almost entirely because of salary and benefit adjustments. Offsetting this increase is the elimination of \$17,700 for part-time data entry clerks. The result of this elimination will be somewhat slower processing time between input of cases and final action; the same service level can be maintained in the long term.

Although not reflected in terms of a changing budget, this program includes the addition of a full-time business license enforcement position paid for with current part-time funding.

The **Code Enforcement** budget did not change significantly.

CAPITAL PLANNING AND PROGRAMMING DIVISION

Program Description and Policies

The **Capital/Grants Planning and Programming** division develops, plans, implements and monitors the City's \$4,200,000 Community Development Block Grant (CDBG) program and other federal programs. In addition, the program searches for additional revenue, engages in specific problem resolution, and provides program administration for all funds received. The program also develops, plans, coordinates, and monitors the City's Capital Improvement Program (CIP), and administers special projects. Some of their program policies are as follows:

- * Prepare contracts, monitor budgets as disbursements are requested, and review and process payments for approximately 15 Municipal Affairs contracts per year.
- * Assess neighborhood conditions to determine CDBG target areas.
- * Conduct public review process, make staff recommendations, and submit applications to Housing and Urban Development for approximately 30 CDBG projects.
- * Prepare Capital Improvement plan and budget, including a four-year projected plan.
- * Apply for, receive, and monitor miscellaneous grants.
- * Complete a comprehensive three-year community development plan in order to be eligible for future CDBG funds.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Cap./Grants Plan. & Prog.	\$500,999	\$439,155	\$426,916	\$-12,239	-2.79%
Total	\$500,999	\$439,155	\$426,916	\$-12,239	-2.79%
Funding Sources:					
General Fund	\$500,999	\$439,155	\$426,916	\$-12,239	-2.79%
Total	\$500,999	\$439,155	\$426,916	\$-12,239	-2.79%
Authorized Positions	10.00	10.00	9.00	-1.00	-10.00%

Budget Highlights

The **Capital/Grants Planning and Programming** general fund budget decreased overall because one secretary was transferred from this program to the Office of Director. Partially offsetting this decrease are salary and benefit adjustments.

ARTS COUNCIL SUPPORT DIVISION

Program Description and Policies

The **Arts Council** staff promotes, supports and develops the arts in Salt Lake City and enables public accessibility and awareness of the arts. The program provides staff support for the Salt Lake Arts Council. Some of their program policies are as follows:

- * Administer and produce 60 Brown Bag noontime concerts and 10 Twilight concerts during June, July, and August (three of the concerts to be broadcast on KUED Channel 7).
- * Organize the Living Traditions Festival in May.
- * Arrange eight visual arts exhibits and nine literary readings at the Art Barn.
- * Produce and distribute a quarterly newsletter/calendar (2,500 circulation).
- * Administer the City's Percent-for-Art program.
- * Administer 10 art and technical assistance workshops at the Art Barn.
- * Solicit nominations and administer the Urban Design Awards.
- * Administer approximately 45 grants to nonprofit arts organizations through the City's Arts Grants program.
- * Establish a Community Affairs program to promote Arts Council programs and raise the awareness level of the arts in general.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Local Business Advocacy	\$80,698	\$ -	\$ -	\$ -	-
Arts Council Support	122,208	125,417	137,870	12,453	9.93%
Total	\$202,906	\$125,417	\$137,870	\$12,453	9.93%
Funding Sources:					
General Fund	\$202,906	\$125,417	\$137,870	\$12,453	9.93%
Total	\$202,906	\$125,417	\$137,870	\$12,453	9.93%
Authorized Positions	6.00	4.00	4.00	-	-

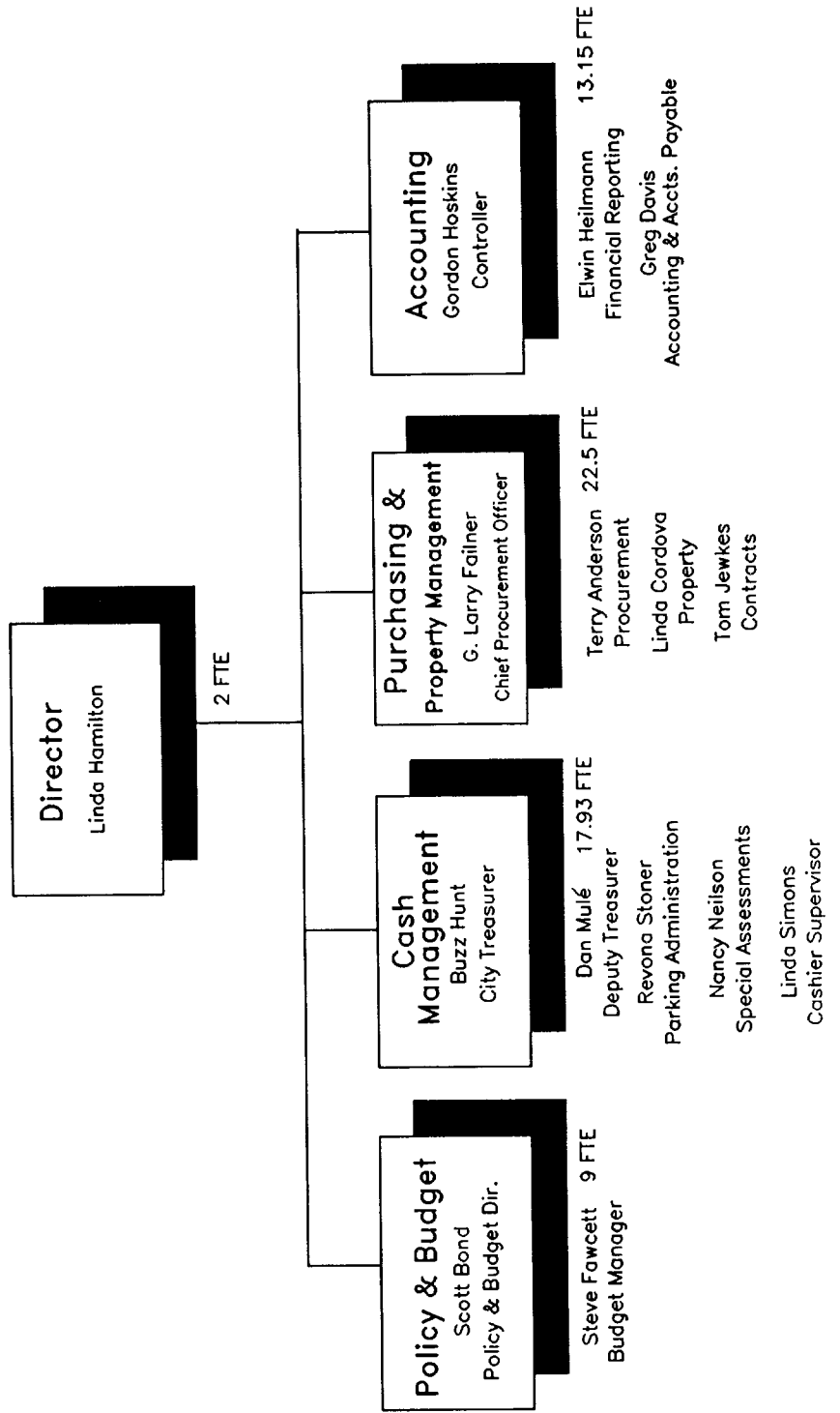
Budget Highlights

The **Arts Council Support** budget increased because of salary and benefit adjustments and the reclassification of two employees.



FINANCE

FINANCE ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92



PERMITS AND LICENSING DIVISION

Program Descriptions and Policies

This division has three programs. The **Permits and Zoning** program provides a convenient central location for accurate, timely review and processing of all permits and requests for development in Salt Lake City. This program is responsible for the administration and implementation of the zoning and business licensing ordinances including coordinating the review, approval, and processing of all permits and business licenses, and providing zoning review and approval for all building permits, sign permits, and home occupation licenses. Some of their program policies are as follows:

- * Process over-the-counter requests for electrical, plumbing, mechanical, and building permits within one hour. (Approximately 10,000 permits are issued annually.)
- * Process requests for sign permits, boiler licenses, and demolition permits within one day.
- * Review and approve, within five days, development proposals presented at One-Stop Counter committee meetings held four times a week.

The **Board of Adjustment** program administers, provides staff support for, and gives technical advice to the Board of Adjustment for processing variance requests, administrative appeals, conditional uses, and other board cases. Some of their program policies are as follows:

- * Process variance requests, administrative appeals, and special exception/conditional use requests within 60 days.
- * Process zoning administrator cases within two weeks.

The **Licensing** program ensures that approximately 12,000 private businesses within City limits are properly registered and licensed. Some of their program policies are as follows:

- * Process new business license applications within 30 days of receipt (approximately 1,500 applications annually).
- * Mail business license renewal forms by December, 1991, and process returned renewal applications and payments within 30 days of receipt of complete application.
- * Process beer license renewals within 30 days of receiving the completed application.
- * Mail quarterly Innkeepers Tax Assessment notices and process payments within 15 days of receipt.
- * Mail denial letters to unqualified business applicants and process appropriate fee refunds within five days.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Permits & Zoning	\$383,000	\$394,976	\$443,871	\$48,895	12.38%
Business Licensing	181,035	192,968	210,940	17,972	9.31%
Bd. of Adjustment	93,428	91,419	96,611	5,192	5.68%
Total	\$657,463	\$679,363	\$751,422	\$72,059	10.61%
Funding Sources:					
General Fund	\$657,463	\$679,363	\$751,422	\$72,059	10.61%
Total	\$657,463	\$679,363	\$751,422	\$72,059	10.61%
Authorized Positions	16.00	16.00	16.27	16.00	1.69%

Budget Highlights

The **Permits & Zoning** budget increased because of salary and benefit adjustments and an increase in telephone lease expenses.

The **Business Licensing** budget increased because of salary and benefit adjustments and the addition of a part-time clerk funded by a transfer from the Planning and Zoning Division.

There are no significant changes in the **Board of Adjustment** budget.

ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

FINANCE

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries and Wages	\$1,763,293	\$1,782,031	\$877,140	\$1,775,790	\$1,859,471
Benefits	398,126	406,367	206,199	390,212	464,071
Total Personal Services	2,161,419	2,188,398	1,083,339	2,166,002	2,323,542
Operating and Maint. Supply	167,762	146,310	35,161	150,705	120,585
Charges/Services/Fees:					
Travel/Training	14,803	23,047	3,956	19,480	20,482
Utilities	2,668	2,105	940	1,925	2,114
Professional and Other Contractual Services	174,540	188,670	60,908	167,651	149,739
Buildings, Equipment, and Janitorial Maintenance	8,946	14,025	6,568	12,495	13,234
Rentals/Leases	60,603	58,647	28,301	63,706	53,352
Insurance Claims/Damages	2,572	-	-	-	-
Interfund Charges:					
Data Processing Services	1,411,617	1,451,468	725,752	1,449,057	1,488,339
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	47,139	35,508	35,508	35,508	35,540
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-40,082	-	-9,663	-18,500	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	15,795	12,205	5,833	11,358	12,399
Total Charges/Fees/Services	1,698,601	1,785,675	858,103	1,742,680	1,775,199
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	62,999	4,800	-	4,800	4,800
Total Capital Outlay	62,999	4,800	0	4,800	4,800
Total Operating Expenses	4,090,781	4,125,183	1,976,603	4,064,187	4,224,126
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	52,750	13,500	15,897	32,000	13,500
Transfers Out	-	-	-	-	-
Total Other Uses	52,750	13,500	15,897	32,000	13,500
TOTAL BUDGET	\$4,143,531	\$4,138,683	\$1,992,500	\$4,096,187	\$4,237,626

The **FINANCE DEPARTMENT** ensures that City financial resources are controlled, invested and disbursed effectively, efficiently, and appropriately. The Department accomplishes this goal by ensuring that the City has policies and procedures in place that establish controls consistent with policy direction provided by the Mayor and City Council and with applicable laws, statutes, ordinances, regulations, and generally accepted financial standards. The Department also monitors adherence to policies and procedures by all City departments.

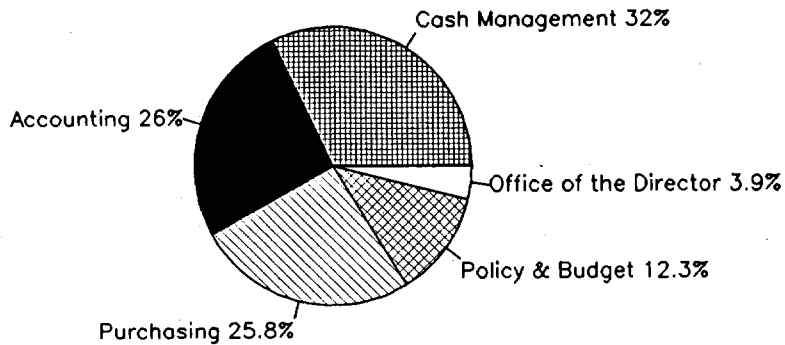


Additionally, the Department provides timely and understandable financial information and advice to the Mayor and City Council and provides efficient processing of vouchers, requisitions, travel vouchers, payroll, and contracts, thereby enabling departments to transact their daily business in a timely manner. The Department is also responsible for preparing and monitoring the City's budget, collecting and receipting revenues, managing the City's investments, and administering the City's real and personal property.

The Finance Department accomplished the following in Fiscal Year 1990-91:

- * Completed a major overhaul of the Mayor's budget process with a new emphasis on communication with departments.
- * Revamped the process by which enterprise and internal service funds are charged administrative service fees for services provided by General Fund departments.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Office of Director	\$175,782	\$156,390	\$164,506	\$8,116	5.19%
Internal Auditing	168,628	0	-	-	-
Cash Management	1,368,794	1,379,157	1,357,418	-21,739	-1.58%
Accounting	1,031,677	1,056,969	1,102,043	45,074	4.26%
Policy & Budget	474,183	491,816	520,697	28,881	5.87%
Purchasing	924,481	1,054,351	1,092,962	38,611	3.66%
Total	\$4,143,545	\$4,138,683	\$4,237,626	\$98,943	2.39%
Funding Sources:					
Finance Service Fees	\$52,347	\$53,134	\$199,026	\$145,892	274.57%
General Fund	4,091,198	4,085,549	4,038,600	-46,949	-1.15%
Total	\$4,143,545	\$4,138,683	\$4,237,626	\$98,943	2.39%
Authorized Positions	64.58	64.58	64.6	0.02	0.03%



Policy Issues:

An effort to formulate and implement ongoing user fee studies is being pursued. Calculating direct and indirect costs associated with a particular service, as well as monitoring fees of other municipalities, will serve as the basis to determine appropriate fees and/or if programs should be subsidized by the City.

Service Level Increases:

None

Staffing Level Changes:

None

Revenue Enhancements:

None

Service Level Decreases: \$85,900

\$2,000	Supplies
4,300	Overtime
2,600	Tuition Reimbursement
32,000	Meter Head Replacement
40,000	Process Service
5,000	Attorney Overtime

FINANCE OFFICE OF DIRECTOR

Program Description & Policies

The **Office of Director** includes the Director of the Finance Department and an administrative secretary. The purpose of this office is to oversee departmental operations and interface with the Mayor and City Council. Highlights of the Director's policies are listed below.

- * Keep the Mayor, City Council, and department directors informed of financial policy and practices, budget and revenue projections, and the financial condition of the City, and make recommendations as necessary.
- * Ensure that the City's financial controls are adequate to conserve the resources of the City; are consistent with applicable laws, statutes, and regulations; and are in accordance with generally accepted financial standards.
- * Provide management oversight for the divisions of Accounting, Purchasing and Real Property Management, Policy and Budget, and the Treasurer's Office.
- * Maintain the City's excellent financial standing with creditors and rating agencies.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director	\$175,782	\$156,390	\$164,506	\$8,116	5.19%
Total	\$175,782	\$156,390	\$164,506	\$8,116	5.19%
Funding Sources:					
General Fund	\$175,782	\$156,390	\$164,506	\$8,116	5.19%
Total	\$175,782	\$156,390	\$164,506	\$8,116	5.19%
Authorized Positions	2.00	2.00	2.00	0.00	0.00%

Budget Highlights

The budget of the **Office of Director** increased by \$8,116 due to adjustments in salaries and benefits and increases for internal service fund services.

CITY TREASURER

Program Descriptions & Policies

The City Treasurer's Office is accountable for interpreting, administering, and formulating policy for revenue collection, cash management, and debt management. This division consists of two programs.

The **Cash Management** program is responsible for cash receipts, cash balance management, and special assessments. Policy highlights include the following:

- * Balance and review daily bank deposits.
- * Deposit cash balances in interest-bearing accounts or investments.
- * Manage all City checking accounts and banking services.
- * Manage short-term and long-term debt financing needs (which average approximately five debt issuances each year).
- * Ensure effective debt service management by making, on a timely basis, all semiannual bond payments on the City's existing general obligation, revenue and lease revenue bond debt (currently 20 payments each year), and all annual payments on the City's special assessment bond and tax anticipation note debt (currently 37 payments each year).
- * Ensure proper preparation and mailing of assessment notices, and receipt of payments and processing of returned checks (approximately 8,000 to 10,000 notices served per year).
- * Provide technical assistance to title companies, financial organizations, and property owners upon request.
- * Provide technical assistance to Public Works and Public Utilities during the creation and assessment of special improvement districts.

The **Parking Collections** program is divided into two units, Ticket Collection and Meter Collection. Policy highlights include:

- * Assure collection of revenue for the approximately 250,000 parking tickets issued each year.

- * Assure efficient adjudication of parking violations by conducting approximately 26,000 administrative hearings each year, managing the service, by constables, of approximately 20,000 court case papers annually and preparing, filing and appearing for 600 to 900 court cases in the Circuit Court each week.
- * Collect and deposit parking meter revenue Monday through Friday from the City's approximately 2,500 parking meters.
- * Coordinate, as needed, with the Transportation Division of Public Works to monitor meter repair activity.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Cash Management	\$514,112	\$477,748	\$503,231	\$25,483	5.33%
Parking Collection	854,682	901,409	854,187	-47,222	-5.24%
Total	\$1,368,794	\$1,379,157	\$1,357,418	\$-21,739	-1.58%
Funding Sources:					
General Fund	\$1,368,794	\$1,379,157	\$1,357,418	\$-21,739	-1.58%
Total	\$1,368,794	\$1,379,157	\$1,357,418	\$-21,739	-1.58%
Authorized Positions	17.93	17.93	18.01	0.08	0.45%

Budget Highlights

The **Parking Collection** budget shows a net decrease of approximately \$47,000. The budgets for process service and attorney overtime were reduced by \$40,000 and \$5,000, respectively. These budgetary reductions are not anticipated to result in reduced services. The budget for personnel costs, data processing, telephone equipment, and postage expenses increased by approximately \$29,000.

The meter head replacement program was cut by \$32,000. This reduction virtually eliminates the current capital replacement program; however, there is a limited supply of meter heads to replace broken heads during Fiscal Year 1991-92.

The **Cash Management** program's budget increased by \$7,698 due to higher personnel, data processing, postage, and telephone equipment costs. The Cash Management program received \$1,200 of the Finance Department's total capital outlay replacement budget to purchase an electronic letter opener to expedite processing of parking tickets and payments.

ACCOUNTING DIVISION

Program Description & Policies

The **Accounting** program is responsible for three financial functions: payroll, financial transactions, and financial reports. Highlights of the Accounting Division's policies are:

- * Ensure that all City employees are compensated on a biweekly basis.
- * Make all payroll deductions and disbursements to the appropriate agencies.
- * Ensure voucher and travel requests are processed within 48 hours of receipt.

- * Ensure interdepartmental billings, journal entries, and budget revisions are processed within eight days after the end of the prior month.
- * Ensure preparation of approximately 600 accounts payable checks per week.
- * Ensure contract payments within 48 hours of receipt of voucher request or contract payment request.
- * Audit golf course revenues within 45 days of receipt of revenue.
- * Provide City decision makers with complete, timely, and accurate financial information through preparation of the Comprehensive Annual Financial Report and quarterly reports.
- * Provide assistance to the external auditors as requested.
- * Complete quarterly billing for general fund administrative services to enterprise and internal service funds.
- * Request reimbursement for eligible CDBG grant expenditures from the federal government.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Accounting	\$1,031,677	\$1,056,969	\$1,102,043	\$45,074	4.26%
Total	\$1,031,677	\$1,056,969	\$1,102,043	\$45,074	4.26%
Funding Sources:					
General Fund	\$1,031,677	\$1,056,969	\$1,102,043	\$45,074	4.26%
Total	\$1,031,677	\$1,056,969	\$1,102,043	\$45,074	4.26%
Authorized Positions	13.15	13.15	13.09	-0.06	-0.46%

Budget Highlights

The **Accounting** Division's budget increased by \$45,074 primarily due to adjustments in salaries and benefits of approximately \$20,000. All other increases are attributed to postage and data processing services with a \$2,000 offset in the supplies budget. Of the Department's total \$4,800 capital replacement budget, \$3,000 was placed in the Accounting Division's budget to upgrade computer equipment.

POLICY AND BUDGET DIVISION

Program Description & Policies

The **Policy and Budget** program identifies and recommends allocation of City resources in a manner that meets the City's goals and policy objectives. The Division also exerts appropriate control over City resources and pursues budgeting, revenue, and administrative policies that are reasonable, equitable, and efficient. Highlights of the divisions major policies are:

- * Maintain and update the City's policies and procedures manual and research and analyze new policies which have been approved by the Mayor – an annual average of six new policies per year.
- * Build data bases and models for revenue forecasting, formulate revenue policy, and furnish economic and demographic studies useful in accomplishing City objectives.
- * Facilitate the City budget process by assisting departments in developing policy statements, maintaining data bases of budget and personal service data, and studying and monitoring the efficiency of budget spending in each department.
- * Serve as a resource to departments in budget preparation and monitoring budget revisions.
- * Prepare the Mayor's Recommended Budget book and the final adopted budget book.

- * Communicate information to the public, Salt Lake Association of Community Councils (SLACC) budget committee, and other agencies as needed.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Policy & Budget	\$474,183	\$491,816	\$520,697	\$28,881	5.87%
Total	\$474,183	\$491,816	\$520,697	\$28,881	5.87%
Funding Sources:					
General Fund	\$474,183	\$491,816	\$520,697	\$28,881	5.87%
Total	\$474,183	\$491,816	\$520,697	\$28,881	5.87%
Authorized Positions	9.00	9.00	9.00	0.00	0.00%

Budget Highlights

The budget for **Policy and Budget** increased by \$28,881 due to City-wide salary and benefit adjustments and increases in computer service and maintenance contracts. These increases were partially offset by a \$5,120 reduction in overtime and tuition reimbursement.

PURCHASING AND PROPERTY MANAGEMENT DIVISION

Program Descriptions & Policies

The Purchasing and Property Management Division oversees City-wide procurement, contractual services, and administration of real and personal property. This division has two programs.

The **Procurement** program assures bid processing according to City policy and provides timely procurement of commodities and services including storage and distribution of office supplies. The Contractual Services unit within Procurement serves as a resource to City departments by centralizing City contractual agreements. Policy highlights are:

- * Perform centralized procurement activities for all City departments, ensuring that bid procedures or actions to procure required commodities or services have been initiated within 4 days following receipt of the written request.
- * Inventory and distribute miscellaneous office supplies for use by City departments.
- * Turn over office supply inventory approximately every three months, while maintaining an adequate supply to meet routine and emergency operating requirements of City departments.
- * Prepare specifications and develop City contracts, encumber funds prior to execution of the agreement, and maintain the Computerized Agreement Monitoring (CAMP) Program enabling departments to track payments.
- * Ensure that all original documents related to contractual agreements, bids, proposals, requisitions and other related forms are received, filed, microfilmed, and disposed of in accordance with State Statute and the City Records Retention Policy.

The **Property Management** program administers real property acquisition, inventory management, and disposition of City real and personal property. Program policies include:

- * Ensure that all real property transactions are properly documented and are conducted in compliance with City ordinance, policy, and procedure.
- * Ensure that each City department conducts an annual physical inventory of all City property assigned to their department and that a report of their findings is received on or before June 30 of each year.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Procurement	\$697,194	\$780,850	\$806,775	\$25,925	3.32%
Property Management	227,287	273,501	286,187	12,686	4.64%
Total	\$924,481	\$1,054,351	\$1,092,962	\$38,611	3.66%
Funding Sources:					
Finance Service Fees	\$52,347	\$53,134	\$199,026	\$145,892	274.57%
General Fund	\$872,134	\$1,001,217	\$893,936	-107,281	-10.72%
Total	\$924,481	\$1,054,351	\$1,092,962	\$38,611	3.66%
Authorized Positions	19.50	22.50	22.50	0.00	0.00%

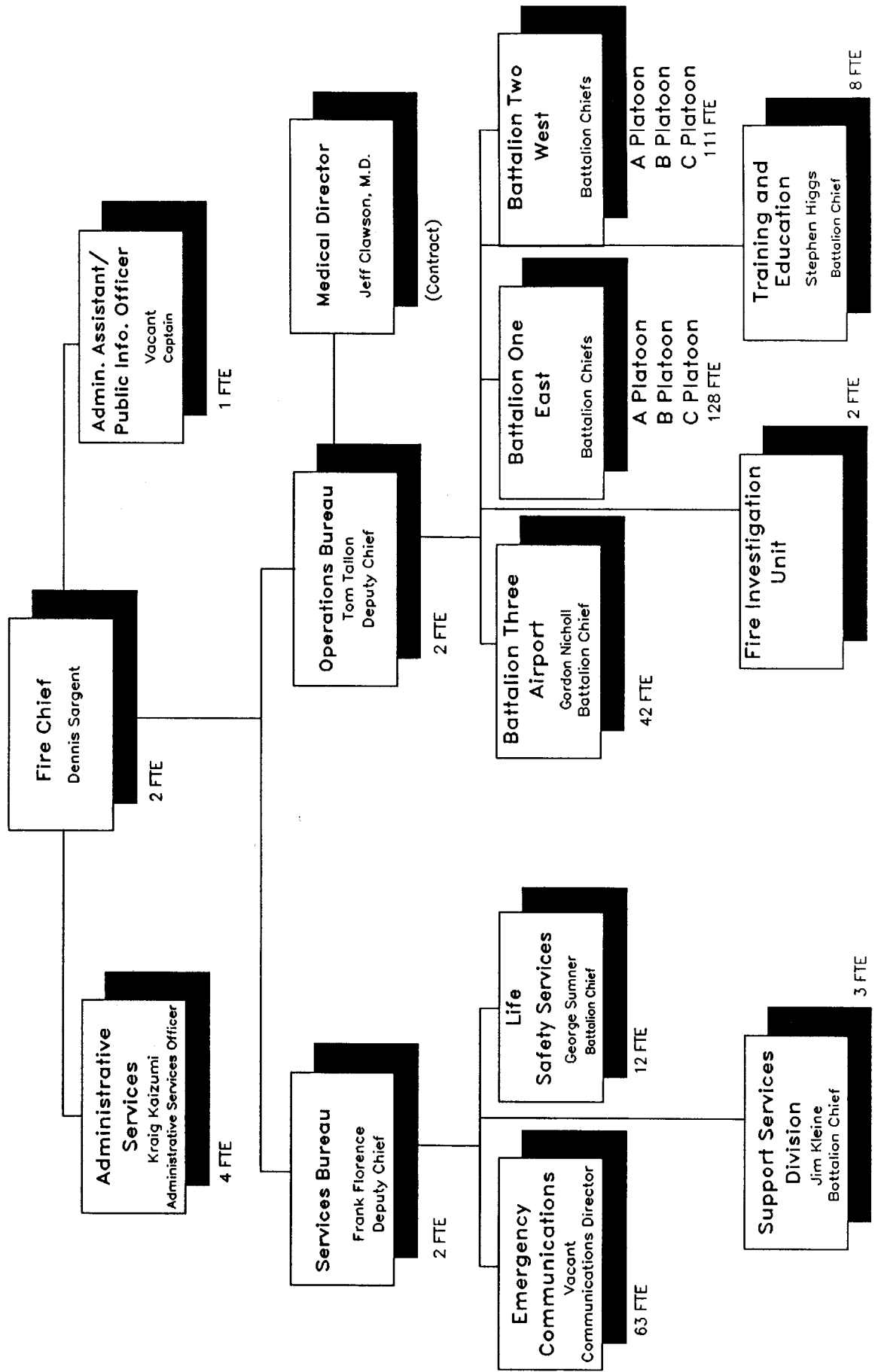
Budget Highlights

The **Purchasing** Division's budget increased by \$38,611. Increases were due in large part to City-wide salary and benefit adjustments with an offsetting decrease of \$1,800 in clerical overtime. Of the Finance Department's \$4,800 budget for capital expenditures, \$600 will be expended for a new letter folder to assist Purchasing in its endeavors. There is an apparent increase in property rental income for Fiscal Year 1991-92. This increase can be attributed to Property Management's newly developed Revenue Management System which utilizes a computer tracking system to project more accurate revenue estimates.



FIRE

FIRE DEPARTMENT ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92



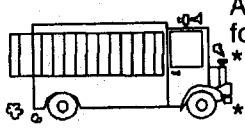
ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

FIRE

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Mayor's Recommended Budget 1991-92
Expenses					
Salaries and Wages	\$11,616,197	\$12,302,722	\$6,364,100	\$12,856,349	\$12,571,161
Benefits	3,626,221	4,197,667	1,995,263	4,058,863	3,973,083
Total Personal Services	15,242,418	16,500,389	8,359,363	16,915,212	16,544,244
Operating and Maint. Supply	452,616	386,347	124,758	387,511	388,455
Charges/Services/Fees:					
Travel/Training	35,409	33,801	21,215	36,404	33,801
Utilities	330,799	311,002	141,044	343,296	343,053
Professional and Other Contractual Services	45,815	42,289	12,949	39,863	45,527
Buildings, Equipment, and Janitorial Maintenance	187,984	210,161	168,147	210,804	208,304
Rentals/Leases	88,676	90,801	49,126	91,011	97,953
Insurance Claims/Damages	224,894	70,000	-	-	-
Interfund Charges:					
Data Processing Services	129,375	163,936	79,508	163,017	172,609
Fleet Maintenance Services	372,879	340,771	174,915	349,486	410,442
Risk Management Premiums	285,065	256,433	256,433	256,433	312,883
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	103,390	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	51,163	76,726	20,740	25,237	64,065
Total Charges/Fees/Services	1,855,449	1,595,920	924,077	1,515,551	1,688,637
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	162,007	140,284	21,604	136,795	142,284
Total Capital Outlay	162,007	140,284	21,604	136,795	142,284
Total Operating Expenses	17,712,490	18,622,940	9,429,802	18,955,069	18,763,620
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	108	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	108	-	-	-	-
TOTAL BUDGET	\$17,712,598	\$18,622,940	\$9,429,802	\$18,955,069	\$18,763,620

The purpose of the **SALT LAKE CITY FIRE DEPARTMENT** is to protect life, property, and the environment by providing community fire education and awareness programs; fire suppression services; emergency medical services; hazardous materials accident services; and disaster services. This department is organized into three bureaus: Fire Administration and Management, Operations Bureau, and Services Bureau.

Among the accomplishments for the Fire Department in Fiscal Year 1990-91 are the following:

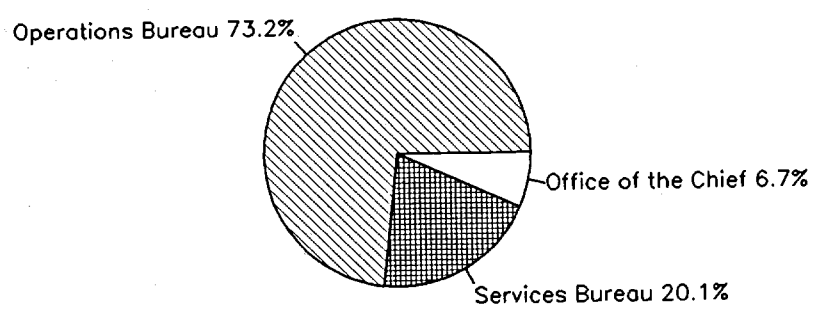


- * Completed construction on new fire station #10 located at Research Park to replace old fire station #10 located at 2100 East and Foothill Blvd.
- * Reorganized Fire Prevention Division into the Division of Life Safety Services and established a Community and Education Awareness section to lower per capita response and loss levels.
- * Developed a special emergency rescue team (SERT) for high-rise rescues and special emergencies.
- * Eliminated the District Manager program and implemented a two-battalion -- East and West side -- system.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Fire Chief	\$1,204,216	\$1,240,262	\$1,261,032	\$20,770	1.67%
Operations Bureau	13,267,376	13,926,158	13,732,857	-193,301	-1.39%
Services Bureau	3,241,006	3,456,520	3,769,731	313,211	9.06%
Total	\$17,712,598	\$18,622,940	\$18,763,620	\$140,680	0.76%

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Funding Sources:					
General Fund:					
Hazardous Material			\$15,000	\$15,000	100.00%
Inspection Fees	\$11,599	\$ -			
Reimbursement from Airport	1,228,709	1,274,326	1,363,676	89,350	7.01%
Transfer from E-911 Fund	-	424,079	447,435	23,356	5.51%
Other	16,368,900	16,924,535	16,937,509	12,974	0.08%
Central Dispatch Contracts	103,390	-	-	-	-
Total	\$17,712,598	\$18,622,940	\$18,763,620	\$140,680	0.76%

Authorized Positions	390.58	390.50	388.00	-2.50	-0.64%
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Service Level Increases: \$79,000

\$79,000 Increased fire service to the Airport.

Staffing Level Changes: -2.5 FTE

Two Fire Captain positions were added to enable the Fire Department to provide additional service requested by the Airport. One Communications Technician and two Dispatcher positions were eliminated to help balance the budget. Additionally, the budget eliminates all part-time secretarial staff in the Fire Department and uses the funds to augment the emergency medical services program.

Service Level Decreases: \$92,000

\$31,000 Eliminate Communications Technician position.
\$45,000 Eliminate two Public Safety Dispatchers.
\$16,000 Eliminate Metro Arson membership.

Revenue Enhancements: \$229,000

Revenue from the Paramedic Assistance fee implemented last year is expected to increase by \$150,000 to reflect a full year of revenue rather than the 8 months projected receipts in Fiscal Year 1990-91. The Airport will pay an additional \$79,000 for the increased service they are requesting.

FIRE ADMINISTRATION AND MANAGEMENT BUREAU

Description of Programs

The Fire Administration and Management bureau is comprised of two programs.

The **Office of Fire Chief** is responsible for carrying out the mission of the Department and for providing overall administrative management to the Department. Policy highlights include the following:

- * Plan and administer the budget (in accordance with City policy) reflecting the resources and needs of the Fire Department.
- * Confer with officials and members of the community, and oversee public relation campaigns to present need for changes in laws and policies.
- * Develop and update a 10-year strategic plan to identify the personnel, equipment, capital, and infrastructure needs of the department.
- * Confer with Mayor, City Council, and other local agencies about personnel, facilities, equipment, and other needs.
- * Ensure that adequate mutual aid and interlocal agreements are in place and up-to-date.
- * Work with Civil Service Commission on matters such as appointments, promotions, reclassifications, disciplinary suspensions, resignations, and terminations.

The **Administrative Support Services** program provides budgeting, financial, accounting, procurement, payroll, and microcomputer services for the department. Policy highlights include:

- * Prepare annual department budget.
- * Provide monthly and quarterly financial reports to the department.
- * Prepare departmental payroll.
- * Review and monitor contractual service agreements for specification compliance and timely payment.
- * Maintain the Fire Department's fixed asset inventory.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Fire Chief	\$123,268	\$220,623	\$155,322	\$-65,301	-29.60%
Amin. Support Services	1,080,948	1,019,639	1,105,710	86,071	8.44%
Total	\$1,204,216	\$1,240,262	\$1,261,032	\$20,770	1.67%
Funding Sources:					
General Fund	\$1,204,216	\$1,240,262	\$1,261,032	\$20,770	1.67%
Total	\$1,204,216	\$1,240,262	\$1,261,032	\$20,770	1.67%
Authorized Positions	6.83	7.80	6.25	-1.55	-19.87%

Budget Highlights

The **Office of Fire Chief** budget shows a \$16,000 decrease to reflect the elimination of the Metro Arson membership. The City receives very little benefit from this membership -- most of the investigations are performed for the smaller member cities who do not have sufficient arson staff. The Fire Chief feels that we can develop a better program through a set of reciprocal interlocal agreements without having to pay the administrative costs. The budget also transfers 25% of a Battalion Chief position that was charged to this program to the Airport program and adds a Fire Captain position to take over the public relations duties the Battalion Chief provided to both this and the Operations program. It also transfers 90% of a Deputy Chief position and 90% of an Administrative Secretary position to the Services Bureau Administration program in the Services Bureau. Offsetting these decreases are increases in salaries and benefits.

The **Administrative Support Services** budget increased by \$9,000 to pay for increased data processing charges for the Department, by \$7,000 to pay for increased telephone charges, by \$32,000 to pay for increased water usage for fire suppression, and by \$56,500 to pay for increased Risk Management Premiums. The rest of the increase is due to salary and benefit adjustments and other small changes.

OPERATIONS BUREAU

Description of Programs

This bureau has four programs.

The **Emergency Response Services** program is the largest and most visible service of the department, consisting of three-quarters of the department's employees working in the City's 12 fire stations. Fire fighters, operator engineers, paramedics, hazardous materials specialists, and aircraft rescue fire fighter specialists prevent and suppress fires, provide emergency medical services, and respond to toxic and chemical spills, and disasters. Policy highlights of Emergency Response Services include the following:

- * Prevent loss of life and/or personal injury by providing appropriate rescue and emergency medical service.
- * Provide hazardous materials response to incidents that occur within the City.

- * Implement the capability of heavy urban rescue for all ladder companies.
- * Prevent loss of property and damage to the environment by extinguishing fires in a manner that will effect the smallest loss and release the least possible contaminants in the atmosphere, sewer system, etc.
- * Implement the use of five-inch diameter hose on remaining engine companies.

The **Human Resource Development** program provides the Department with the knowledge, skills, and abilities to perform their assigned duties; ensures that personnel working in technical areas have appropriate certifications and licenses; and evaluates department operations to determine training and educational needs. Policy highlights of Human Resource Development include the following:

- * Develop a five-year plan for either upgrading the department's electrocardiogram (E.K.G.) monitor and defibrillator equipment with new technology or for maintaining existing equipment.
- * Establish and deliver a training program to certify members of ladder companies to serve as heavy urban rescue specialists.
- * Manage the planning, scheduling, development, and teaching of 24 hours of continuing medical education (C.M.E.) to all department Emergency Medical Technicians (E.M.T.'s) and Paramedics.
- * Maintain C.M.E. records of all E.M.T.'s and Paramedics.
- * Provide disposable patient-care equipment to all fire crews.
- * Promote smooth and efficient interaction among emergency medical service organizations such as hospitals, Gold Cross Ambulance, and Weber State University.
- * Plan, schedule, and follow-up on recertification testing of all E.M.T.'s and Paramedics.

The **Fire Investigation Unit** program deters fires by identifying causes, identifying fire trends, and arresting and prosecuting arson suspects. Policy highlights of the Fire Investigation Unit include the following:

- * Train members of the Emergency Services Division to facilitate fire investigations.
- * Coordinate the Juvenile Firesetter program.
- * Obtain outside expert assistance for arson investigations.
- * Track arson suspects and develop profiles of potential problem areas and arson patterns.

The **Operations Bureau Administration** program provides administrative oversight to the Operations Bureau. Policy highlights of Operations Bureau Administration include the following:

- * Supervise and coordinate the activities of the Emergency Response Battalions.
- * Establish yearly goals and activities.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Emergency Response Services	\$12,048,199	\$12,079,194	\$12,420,547	\$341,353	2.83%
Human Resource Development	361,523	221,818	464,144	242,326	109.25%
Fire Investigation Unit	247,137	296,329	261,949	-34,380	-11.60%
Operations Bureau Admin.	610,517	1,328,817	586,217	-742,600	-55.88%
Total	\$13,267,376	\$13,926,158	\$13,732,857	\$-193,301	-1.39%
Funding Sources:					
General Fund:					
Reimbursement from Airport	\$1,228,709	\$1,274,326	\$1,363,676	\$89,350	7.01%
Other	12,038,667	12,651,832	12,369,181	-282,651	-2.23%
Total	\$13,267,376	\$13,926,158	\$13,732,857	\$-193,301	-1.39%
Authorized Positions	299.75	301.75	303.00	1.25	0.41%

Budget Highlights

The Operations Bureau and the Services Bureau of the Fire Department were reorganized this year. The Public Safety Dispatch program was transferred to the Services Bureau, and the Human Resource Development program and the Fire Investigation Unit were created from existing cost centers and placed in the Operations Bureau. This reorganization resulted in the transfer of 68.95 FTE's to the Services Bureau and a transfer of 5 FTE's from the Services Bureau.

The **Emergency Services** budget increased by \$79,000 to pay for additional aircraft rescue and fire fighting service requested by the Airport in order to meet new FAA guidelines. This includes the transfer of 50% of a Battalion Chief position to the Airport fire station (25% from the Office of the Chief and 25% from other areas of the Operations Bureau) and the addition of one captain position to function as a fire prevention manager. The Airport will pay the cost of all services provided to them. The Emergency Services budget also shows an increase as personnel were moved from the Operations Bureau Administration program to better reflect the personnel providing direct service to the public. The adopted budget also reflects salary and benefit adjustments. Offsetting these increases, the Emergency Services budget was decreased by \$144,000 to capture projected attrition savings.

The **Human Resource Development** program budget increased by \$242,000 to reflect the increased emphasis on training and to reflect salary and benefit adjustments. This increase reflects a revision of Fire Department priorities as personnel and other resources have been shifted from other programs -- mainly from the Operations Bureau Administration program.

The **Fire Investigation Unit** budget decreased by \$34,000 to reflect a shift in personnel to the Life Safety Services program and offsetting salary and benefit adjustments.

The **Operations Bureau Administration** budget decreased by \$742,000 to reflect a shift of personnel and resources to the Emergency Services, Human Resource Development, and Life Safety Services programs.

SERVICES BUREAU

Description of Programs

The Services Bureau is comprised of four programs.

The **Public Safety Dispatch** program (formerly Central Fire Communications/Dispatch) dispatches all fire, police, and emergency medical resource units in the City. This includes the E-911 emergency system which receives approximately 250 calls per day. Policy highlights of Public Safety Dispatch include the following:

- * Answer all calls for emergency assistance and dispatch appropriate resources within one minute of initial contact.
- * Update computer files and geographic data base system with proper responses and accurate target hazard information.
- * Maintain Computer Aided Dispatch system and state record access systems.
- * Cross-train five Police and five Fire dispatchers every four months.

The **Fire Support Services** program ensures that the Department has the appropriate vehicles and equipment to meet its mission and goals and provides for present and future building needs. Policy highlights for the Fire Support Services include the following:

- * Complete all repairs in each fire station in a timely fashion, and ensure that City fire stations are attractive public buildings.
- * Prepare a long-range plan for the replacement of apparatus and vehicles for the Fire Department.

- * Prepare a long-range plan for capital improvements for the Fire Department.
- * Oversee the planning of a new fire station #7 located in the Rose Park area.
- * Coordinate testing, maintenance, repairs, and upgrades to facilitate safety and use of vehicles.

The **Life Safety Services** program (formerly Fire Prevention) is comprised of three sections - Administration, Fire Risk Management, and Community Fire Education and Awareness. These sections are responsible for community fire education and awareness; public property inspection; abatement of fire hazards; fire code enforcement; storage tank inspection; building code compliance; and building permit issuance. Policy highlights for the Life Safety program include the following:

Administration:

- * Ensure that the objectives of the Fire Risk Management and the Community Education and Awareness sections are met.
- * Manage, coordinate, and evaluate the day-to-day operations of the Division.

Fire Risk Management:

- * Perform 3,500 commercial inspections during the fiscal year.
- * Expand the self-inspection (mail-out) program from 3,500 to 4,500 businesses per year.
- * Review building plans in a timely manner so that compliance can be gained without delaying the building permit process.
- * Perform inspection on hazardous materials installations and processes.
- * Implement a computerized program to check plans for fire sprinkler systems.
- * Maintain accurate records of all inspections and other activities of the section.

Community Education and Awareness:

- * Perform an annual evaluation of the community's emergency needs to identify problem areas.
- * Deliver 324 scheduled classes to the first and fifth grades in all Salt Lake City Schools.
- * Publish a newsletter each month during the school year to be distributed to 3,000 students.
- * Coordinate with the media to deliver at least one fire safety/community awareness press release each week.
- * Develop and prepare at least one audiovisual program on the Department which can be packaged for delivery by any trained member of the department.

The **Services Bureau Administration** program provides administrative oversight to the Services Bureau.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Life Safety Services	\$430,294	\$393,932	\$466,822	\$72,890	18.50%
Public Safety Dispatch	1,947,370	2,325,312	2,424,238	98,926	4.25%
Services Bureau Admin.	114,617	15,860	114,039	98,179	619.04%
Support Services	748,725	721,416	764,632	43,216	5.99%
Total	\$3,241,006	\$3,456,520	\$3,769,731	\$313,211	9.06%
Funding Sources:					
General Fund					
Hazardous Material					
Inspection Fees	\$11,599	\$ -	\$15,000	\$15,000	100.00%
Transfer from E-911 Fund	-	424,079	447,435	23,356	5.51%
Other	3,126,017	3,032,441	3,307,296	274,855	9.06%
Central Dispatch Contracts	103,390	-	-	-	-
Total	\$3,241,006	\$3,456,520	\$3,769,731	\$313,211	9.06%
Authorized Positions	84.00	80.95	78.75	-2.20	-2.72%

Budget Highlights

The Operations Bureau and the Services bureau of the Fire Department were reorganized this year. The Public Safety Dispatch program was transferred to the Services Bureau, and the Human Resource Development program and the Fire Investigation Unit were created and placed in the Operations Bureau. This reorganization resulted in the transfer of 68.95 FTE's from the Operations Bureau and a transfer of 5 FTE's to the Operations Bureau.

The **Life Safety Services** budget increased showing the increased emphasis on fire and burn prevention. Most of these resources have been shifted from programs in the Operations Bureau.

The **Public Safety Dispatch** budget decreased by \$76,000 eliminating one Communications Technician position and two Dispatcher positions. These positions are currently vacant, so this reduction will not affect actual current service levels. However, with the increasing number of emergency calls, current personnel might not be sufficient to provide an acceptable level of service in the future. Offsetting these decreases are salary and benefit adjustments.

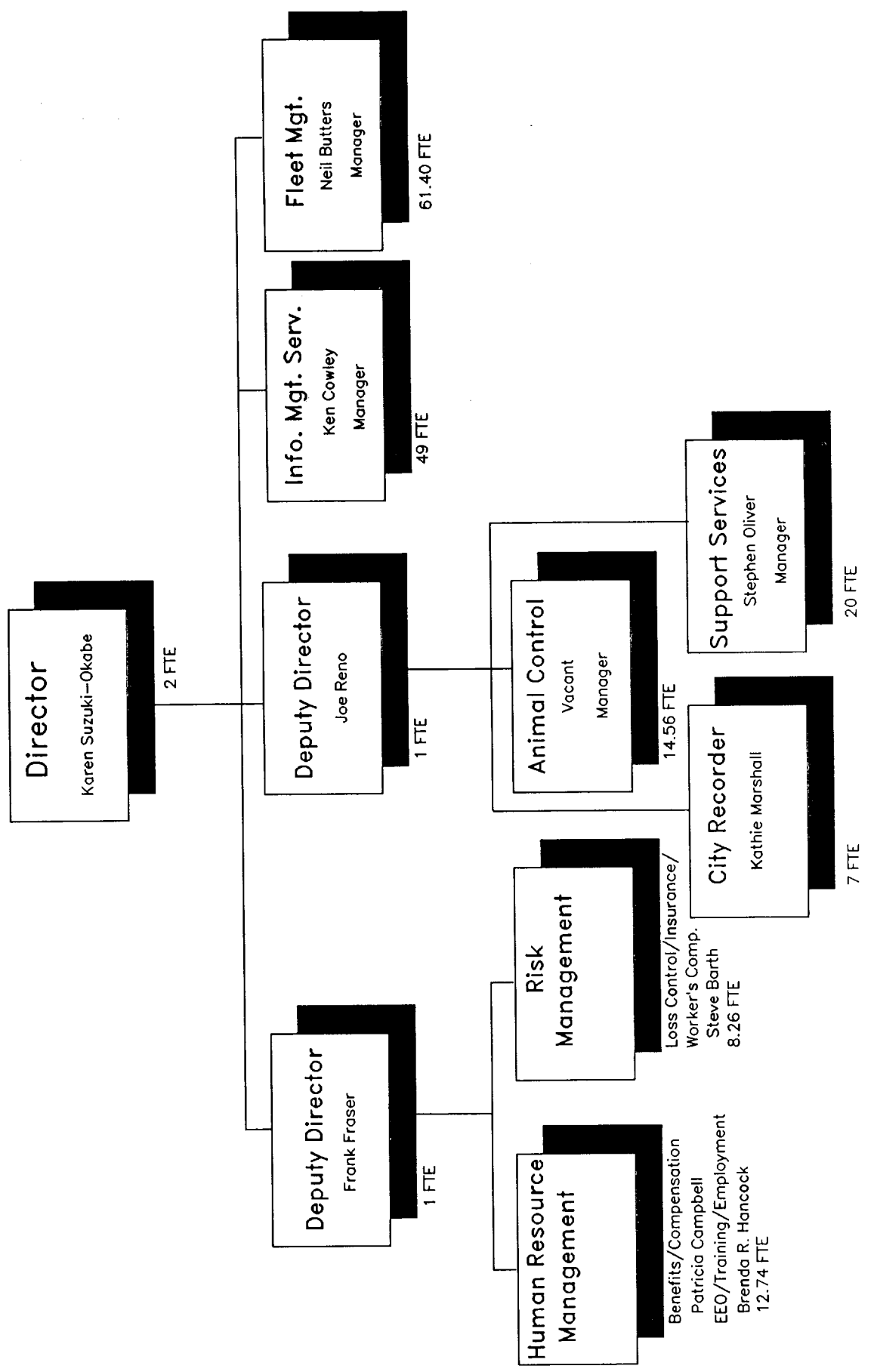
The \$74,000 increase in the **Fire Support Services** budget includes increased Fleet Management charges and salary and benefit adjustments.

The **Services Bureau Administration** budget increased to reflect the transfer of 90% of a Deputy Chief position and 90% of an Administrative Secretary position from the Office of the Fire Chief program, and salary and benefit adjustments.



HUMAN
RESOURCES
& ADMINISTRATIVE
SERVICES

HUMAN RESOURCES & ADMINISTRATIVE SERVICES ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92

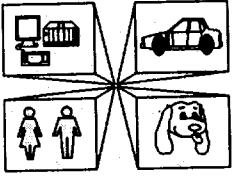


ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

HUMAN RESOURCE & ADMINISTRATIVE
SERVICES

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries and Wages	\$4,600,325	\$5,041,931	\$2,600,997	\$5,187,167	\$5,284,106
Benefits	1,139,270	1,252,750	623,373	1,183,604	1,400,679
Total Personal Services	5,739,595	6,294,681	3,224,370	6,370,771	6,684,785
Operating and Maint. Supply	2,482,005	2,696,440	1,394,394	2,893,783	2,771,152
Charges/Services/Fees:					
Travel/Training	55,291	63,694	26,811	59,795	59,741
Utilities	1,119,581	1,354,869	599,010	1,263,730	1,305,624
Professional and Other Contractual Services	524,669	407,161	206,248	393,381	484,733
Buildings, Equipment, and Janitorial Maintenance	619,627	649,232	304,531	636,339	696,237
Rentals/Leases	1,655,217	1,832,324	1,048,390	1,841,708	1,866,209
Insurance Claims/Damages	1,503,170	1,389,606	718,506	1,146,341	1,925,213
Interfund Charges:					
Data Processing Services	228,626	188,134	93,651	188,403	213,045
Fleet Maintenance Services	64,928	50,839	28,855	55,508	64,260
Risk Management Premiums	1,358,331	1,190,340	662,256	1,187,571	847,874
Employee Insurance Payments	7,793,443	9,151,990	4,376,389	9,151,432	10,462,887
General Fund Administrative Service Fee	220,173	422,000	211,000	421,152	602,000
Other Interfund Charges	-131,414	-167,931	-86,048	-178,008	-7,857
Contingency	3,272	81,415	10,950	59,364	38,878
Other Charges/Fees/Services	292,733	116,880	25,999	114,184	145,435
Total Charges/Fees/Services	15,307,647	16,730,553	8,226,548	16,340,900	18,704,279
Fleet Vehicle Acquisitions	3,273,655	3,193,750	1,123,968	3,193,750	2,470,000
Other Capital Outlay	83,012	65,787	28,387	58,887	50,021
Total Capital Outlay	3,356,667	3,259,537	1,152,355	3,252,637	2,520,021
Total Operating Expenses	26,885,914	28,981,211	13,997,667	28,858,091	30,680,237
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	34,360	63,470	25,422	65,397	66,056
Transfers Out	-	-	-	-	-
Total Other Uses	34,360	63,470	25,422	65,397	66,056
TOTAL BUDGET	\$26,920,274	\$29,044,681	\$14,023,089	\$28,923,488	\$30,746,293

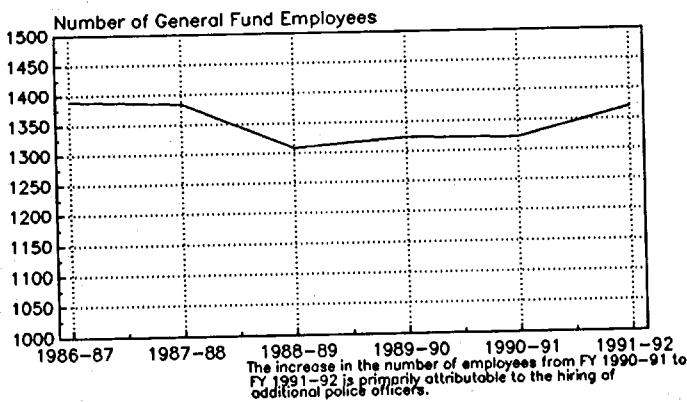
The purpose of the **HUMAN RESOURCES AND ADMINISTRATIVE SERVICES DEPARTMENT** is to provide a balanced system of support and control to City departments in order to ensure continuity and effectiveness in the areas of human resource management; fleet acquisition and maintenance; data processing; telephone system management; microcomputer training and systems support; animal control ordinance enforcement; humane education; records management; and building maintenance.



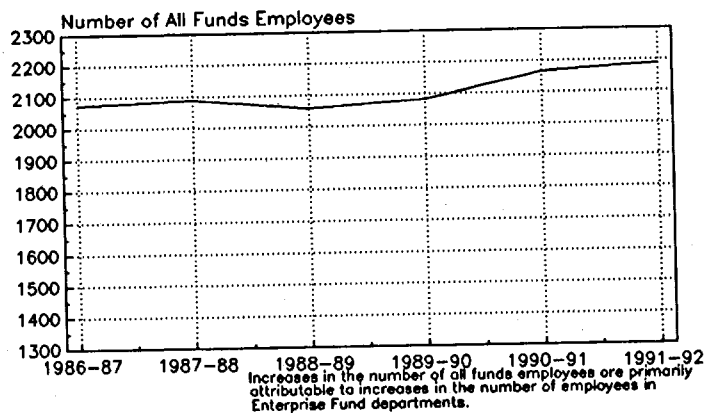
Among the accomplishments for the Department of Human Resources and Administrative Services for Fiscal Year 1990-91 are the following:

- * Developed and installed a new software package in Animal Control which will automate license renewal and other office functions.
- * Reorganized and cross-trained the City Recorder's Office to an increased level of service to City Departments and the general public.
- * Revised the allocation of Fleet Management costs for truer cost accounting and an hourly mechanic's rate that is directly comparable to the private sector.
- * Increased the Impound Lot operating hours to 10 hours a day, Monday through Friday without increasing the budget.
- * Developed a new reclassification policy which will result in long-term savings to the City.
- * Established an in-house microcomputer maintenance program saving the City in excess of \$100,000 in outside maintenance contracts.
- * Began operation of a comprehensive risk data base which will allow accurate risk calculations, reserve levels, premium and administrative fee allocations, and liability projections.
- * Completed the lighting upgrade at the City and County Building providing employees with adequate lighting to perform their jobs.

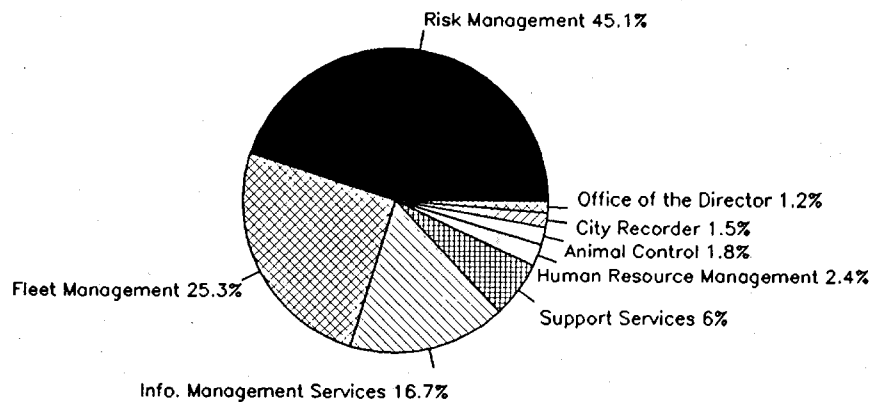
General Fund City Employees 1985-1992



All Funds City Employees 1985-1992



	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Director	\$189,597	\$284,375	\$371,723	\$87,348	30.72%
Fleet Management Services	7,982,226	8,436,994	7,779,713	-657,281	-7.79%
Info. Management Services	4,445,609	4,888,513	5,127,848	239,335	4.90%
Animal Control	540,713	540,828	563,407	22,579	4.17%
City Recorder	410,046	314,042	467,876	153,834	48.99%
Support Services	1,772,716	1,872,462	1,833,241	-39,221	-2.09%
Human Resource Management	692,246	689,199	734,008	44,809	6.50%
Risk Management	10,887,121	12,018,268	13,868,477	1,850,209	15.39%
Total	\$26,920,274	\$29,044,681	\$30,746,293	\$1,701,612	5.86%
Funding Sources:					
General Fund:					
Animal Control Fees	\$37,548	\$57,000	\$56,428	-572	-1.00%
Other	3,711,433	3,769,680	4,058,167	288,487	7.65%
Fleet Management	7,838,563	8,311,220	7,635,373	-675,847	-8.13%
Data Processing	3,620,292	4,038,408	4,262,996	224,588	5.56%
Telephone	825,317	850,105	864,852	14,747	1.73%
Risk Management	10,887,121	12,018,268	13,868,477	1,850,209	15.39%
Total	\$26,920,274	\$29,044,681	\$30,746,293	\$1,701,612	5.86%
Authorized Positions	173.73	176.65	176.96	0.31	0.18%



Policy Issues:

Implement a centralized economic and demographic data base.

Service Level Increases: \$250,100

\$125,000	Municipal Elections.
47,000	Implementation of the in-house microcomputer maintenance program for IBM compatible equipment.
17,100	Convert two IMS hourly intern positions to full time.
27,000	Provide service to an increased number of microcomputers.
5,000	Increase in outside repairs for the refuse packers.
29,000	Increased maintenance costs caused by deferring replacement.

Staffing Level Changes: -1 FTE

One Heating, Ventilation, and Air Conditioning (HVAC) Mechanic position was eliminated. Two 40-hour-a-week, part-time intern positions were converted to full-time Programmer Analysts.

Service Level Decreases: \$1,089,100

\$33,000	Eliminate HVAC Mechanic.
10,000	Reduce elevator maintenance.
15,000	Move inactive records storage to MHJ Tower (City-owned space).
25,000	Reduce janitorial service.
18,500	Eliminate payment of water bills for charitable institutions.
33,000	Eliminate Vision Care program.
200,000	Transfer airport liability insurance payment to the Airport.
30,600	Reduce telephone service.
575,000	Remove last year's one-time increase for purchase of police cars.
149,000	Defer vehicle replacement.

HUMAN RESOURCES AND ADMINISTRATIVE SERVICES OFFICE OF DIRECTOR

Program Description & Policies

This division includes the Director of the Human Resources and Administrative Services Department, two Deputy Directors, and an administrative secretary. The purpose of this program is to oversee departmental operations and coordinate them with the Mayor and the City Council. Some of the program policies are listed below:

- * Advise the executive branch on all items in which the Department has professional expertise.
- * Ensure a reliable and effective departmental budget.
- * Provide guidance and management support to all reporting divisions.
- * Recommend policy and plan the long-term direction of the Department.
- * Staff the monthly Civil Service Commission meetings.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director Support Services	\$145,153	\$284,375	\$371,723	\$87,348	30.72%
	44,444	-	-	-	-
Total	\$189,597	\$284,375	\$371,723	\$87,348	30.72%
Funding Sources:					
General Fund	\$189,597	\$284,375	\$371,723	\$87,348	30.72%
Total	\$189,597	\$284,375	\$371,723	\$87,348	30.72%
Authorized Positions	2.90	3.90	4.00	0.10	2.56%

Budget Highlights

The **Office of Director** program budget increased by \$87,000. Of this increase, \$42,000 is to pay for increases in the Risk Management premium for the general fund portion of the Department, \$15,000 is to pay for costs linked to the Director's program which have been shifted from the Personnel budget, and \$8,000 to reflect transferring 10% of the Director's position from the Risk Management budget. This cost for the Director's position will be recovered through the Administrative Service Fee charged to Risk Management. In addition to these increases are salary and benefit adjustments.

FLEET MANAGEMENT SERVICES DIVISION

Program Description & Policies

This division administers three programs – the **Fleet Maintenance** program and the **Fleet Vehicle Replacement** program which make up the Fleet Internal Service fund, and the **Impound Lot** program which is part of the General Fund.

The **Fleet Maintenance** program maintains City-owned vehicles and equipment. The fleet consists of approximately 1,500 powered vehicles. Some of the Fleet Maintenance program policies are listed below:

- * Maintain a 48-hour turnaround time on heavy equipment maintenance and a 36 hour turnaround time on light equipment maintenance.
- * Provide for extensive preventive maintenance for all City vehicles to reduce long-term operating costs.
- * Provide a 24-hour shop to use space efficiently and to enable City night shift employees to have minor problems fixed during their shift.
- * Provide 24-hour road call service to City vehicles.
- * Provide 24-hour towing of disabled City vehicles to Fleet Shops.
- * Provide 24-hour towing of impounded vehicles to Impound Lot.
- * Maintain 24-hour automated fuel dispensing at four City sites.

The **Fleet Vehicle Replacement** program acquires and liquidates approximately 120 vehicles and pieces

of equipment each year in a systematic, timely and efficient manner. Examples of this budget's replacement program policies are listed below:

- * Replace police cars every 6.2 years.
- * Replace 3/4 ton pickup trucks every 7 years.
- * Replace light four-wheel-drive sedans (such as Jeeps, Broncos, and Blazers) every 7 years.
- * Replace 3 pumper fire engines.

The **Impound Lot** program impounds and holds those vehicles towed for violation of City ordinances. Some of the Impound Lot program policies are listed below:

- * Provide 24-hour secure storage for vehicles.
- * Allow public to retrieve impounded vehicles between the hours of 8 a.m. and 6 p.m., Monday through Friday.
- * Conduct 12 public auctions a year to dispose of unclaimed vehicles.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Fleet Maintenance	\$4,581,114	\$5,117,470	\$5,090,905	-26,565	-0.52%
Fleet Vehicle Replacement	3,257,449	3,193,750	2,544,468	-649,282	-20.33%
Impound Lot	143,663	125,774	144,340	18,566	14.76%
Total	\$7,982,226	\$8,436,994	\$7,779,713	-657,281	-7.79%
Funding Sources:					
General Fund	\$143,663	\$125,774	\$144,340	\$18,566	14.76%
Fleet Management	7,838,563	8,311,220	7,635,373	-675,847	-8.13%
Total	\$7,982,226	\$8,436,994	\$7,779,713	-657,281	-7.79%
Authorized Positions	62.85	62.38	61.40	-0.98	-1.57%

Budget Highlights

The **Fleet Maintenance** budget decreased by \$26,500. The fuel budget decreased by \$26,500 due to price decreases, Risk Management charges will decrease by \$80,000, and one FTE was transferred to Information Management Services. Additionally, \$75,000 in personal services costs will be shifted to Vehicle Replacement to better reflect the true cost of vehicle acquisition. These reductions are offset by an increase of \$5,000 in the outside repairs budget to pay the increased cost of outside repairs to the refuse packers. This increase will be fully reimbursed by the Refuse Fund and will have no effect on the General Fund. In addition, Administrative Service Fees will increase by \$39,000 and \$29,000 will be needed to pay maintenance costs caused by deferring vehicle replacement. Salary and benefit adjustments make up the rest of the offset.

Initially the **Vehicle Replacement** budget was decreased by the \$575,000 which was used to purchase police vehicles for the new police officers hired last year. Additionally, the replacement budget decreased by \$149,000 by deferring replacement of 11 vehicles (5 pickups, 3 sedans, 1 van, 1 dump truck, and 1 roller). \$695,000 of onetime money from Fleet fund balance will be used to fund part of the vehicle replacement budget. Offsetting the decreases is the shift of \$75,000 in personnel costs from Fleet Maintenance to better reflect the true cost of vehicle acquisition. The Fleet Replacement budget will now more truly reflect not only the purchase price of the vehicles, but also the Fleet administrative cost of buying the vehicles. This increase will be paid for through sale of used City vehicles.

The **Impound Lot** budget increased by \$8,500 to pay increased Fleet Management charges, and by \$9,500 to pay for increased towing service.

INFORMATION MANAGEMENT SERVICES DIVISION

Program Description & Policies

This division has two programs which comprise the Information Management Internal Service Fund. The **Data Processing** program serves the data processing needs of user departments in several ways. Some of the more significant program policies are listed below.

- * Offer an average of seven training classes on computer equipment and software each month.
- * Respond by phone to calls for service from microcomputer users within 30 minutes, or 4 hours if an on-site visit is required.
- * Complete installation of microcomputer systems within eight working days and peripheral equipment within five working days.
- * Maintain mainframe system fully operational an average of 99.5% of the time between 7:00 a.m. and 6:00 p.m. on working days. Make database changes within seven working days of request.
- * Review and update 17% of the mainframe systems each year to completely update the automated system every five years. Convert 70% of the production programs to high productivity fourth generation language by the end of the year.
- * Respond to user requests for security assistance in a timely manner to prevent unauthorized access to computer systems.
- * Provide system security so that in the event of a disaster, 100% of the mainframe programs would be recovered with no more than one week's loss of data.

The **Telephone Administration** program supplies the telephone system to the City offices. Some of the more significant policy statements are listed below:

- * Provide sufficient trunk lines so that 98 out of 100 incoming and outgoing calls attempted during the busiest hour of the average week are completed.
- * Respond to all trouble calls for not working phones within 9 hours 95% of the time, respond to feature changes which do not require a site visit within 17 hours, and give a completion date within 34 hours for all major enhancements and equipment relocations that require a site visit.
- * Act as liaison for updating the U.S. West phone directories.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Data Processing	\$3,620,292	\$4,038,408	\$4,262,996	\$224,588	5.56%
Telephone Administration	825,317	850,105	864,852	14,747	1.73%
Total	\$4,445,609	\$4,888,513	\$5,127,848	\$239,335	4.90%
Funding Sources:					
Data Processing	\$3,620,292	\$4,038,408	\$4,262,996	\$224,588	5.56%
Telephone	825,317	850,105	864,852	14,747	1.73%
Total	\$4,445,609	\$4,888,513	\$5,127,848	\$239,335	4.90%
Authorized Positions	45.95	47.96	49.00	1.04	2.17%

Budget Highlights

The **Data Processing** budget increased by \$47,000 due to an extension of the in-house microcomputer maintenance program to include IBM compatible computers, laser printers, and other equipment. As with the microcomputer maintenance program adopted last year, IMS has found it can provide this service at lower cost than outside vendors. In addition, two hourly intern positions were converted into full-time Programmer Analyst positions. This increases the Data Processing budget by \$17,100. A \$27,000 increase will provide support to the additional microcomputers purchased since July 1990, and a \$15,000 increase will pay increased Administrative Service Fees. The rest of the increase is due to salary and benefit adjustments.

The **Telephone Administration** budget increased to meet a projected increase in demand for phone services. This increase will allow IMS to provide the additional telephone services requested of them without reducing service to those not requesting additional services. Additionally, the Administrative Service Fees will increase by \$19,000. Salary and benefit changes and other small changes are also included in the adopted budget. Offsetting these increases is a \$30,600 decrease in telephone trunk lines. This will reduce telephone trunk capacity from the current 98 out of 100 calls during the busiest hour of operation, to 95 out of 100 calls during the busiest hour of operation. This will increase the number of busy signals received by both City workers placing calls and residents calling into City offices.

ANIMAL CONTROL DIVISION

Program Description & Policies

The Animal Control program enforces State statutes and City ordinances for the regulation of domestic animals. The program also educates the public about responsible pet ownership, sponsors a pet adoption program, and operates a Senior Citizen Companion Program to match senior citizens with homeless pets. Some important service policies are listed below.

- * Patrol between the hours of 7 a.m. and 10 p.m. seven days a week and offer on-call services during non patrol hours.
- * Open the Animal Shelter from 9 a.m. to 5 p.m., Monday through Saturday.
- * Hold strays 3 days for claiming.
- * Promote adoption of pets by holding animals 3 days for adoption, by working with local groomers to improve the animals appearance, by offering free adoption packets (food, literature, inoculation), and by operating the Senior Citizen adoption program.
- * Canvass door-to-door to enforce license ordinances.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Animal Control	\$540,713	\$540,828	\$563,407	\$22,579	4.17%
Total	\$540,713	\$540,828	\$563,407	\$22,579	4.17%
Funding Sources:					
General Fund:					
Animal Control Fees	\$37,548	\$57,000	\$56,428	-572	-1.00%
Other	503,165	483,828	506,979	23,151	4.78%
Total	\$540,713	\$540,828	\$563,407	\$22,579	4.17%
Authorized Positions	14.93	14.31	14.56	0.25	1.75%

Budget Highlights

The Animal Control budget increased due to salary and benefit adjustments.

CITY RECORDER'S OFFICE

Program Description & Policies

The City Recorder's Office administers two programs. The **Public Records** program maintains a record of City Council meetings in accordance with state law, and maintains and indexes all items required by state law and city ordinances. Some important program policies are listed below.

- * Certify and post City Council agendas at least 24 hours prior to regular City Council meetings.
- * Process all regular City Council meeting minutes for inclusion in City Council packets by the Friday before the next Council meeting.
- * Process all Committee of the Whole, Council District Meeting, and Council Retreat minutes within 14 days following the meeting.
- * Process all ordinances, resolutions, and notifications of Council action taken within 4 days following the City Council meeting.
- * Formally open and read all bids for city construction projects, janitorial and security services, and concession contracts.
- * Coordinate the processing and execution of industrial revenue bonds and tax anticipation notes to ensure that all documents are approved by the City Attorney, signed by the Mayor and the City Council Chair, and delivered to bond counsel.
- * Provide training to all city departments on the procedures used in the Salt Lake City Records Management Program.
- * Microfilm all Recorder's Office files according to the Records Management Policy guidelines, and inventory and index the Recorder's Reference Library.

The **Elections** program is budgeted only in odd numbered years. The Elections program administers all municipal elections. Some important program policies are listed below.

- * Nominate election judges.
- * Select and rent polling places.
- * Print official ballots and related election supplies.
- * Notify public about registration agents, voting requirements, polling places, and election dates.
- * Prepare the election results for adoption by the Board of Canvassers.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Public Records	\$313,380	\$314,042	\$343,172	\$29,130	9.28%
Elections	96,666	-	124,704	124,704	100.00%
Total	\$410,046	\$314,042	\$467,876	\$153,834	48.99%
Funding Sources:					
General Fund	\$410,046	\$314,042	\$467,876	\$153,834	48.99%
Total	\$410,046	\$314,042	\$467,876	\$153,834	48.99%
Authorized Positions	6.00	6.00	7.00	1.00	16.67%

Budget Highlights

The **Public Records** budget increased for an additional Clerk III position added in Budget Amendment #2. This clerk performs routine office and clerical duties which allow other City Recorder staff to provide minutes for all Council meetings. Additionally, the budget increased by \$15,000 to implement the economic and demographic data base that will allow the City to more precisely forecast the City's future economic condition. Salary and benefit adjustments also add to the increase. Offsetting this, inactive City records will be stored in City-owned space, saving \$15,000.

The **Elections** budget increased by \$125,000 to pay for this year's municipal election.

SUPPORT SERVICES DIVISION

Program Description & Policies

This division administers two programs. The **Facility Services** program maintains the City and County Building, the Third Circuit Court Building, the Public Safety Building, the Animal Shelter, the Fleet shop, the Public Works shop, the Fire Stations and all associated equipment and provides other support services. Some of Facility Services' program policies are listed below.

- * Provide janitorial services to the Fleet Maintenance shops, the Public Safety Building, the Third Circuit Court building, and the City and County Building Monday through Friday.
- * Provide parking for all employees working at the City and County Building, the Transportation Division Office, and the Engineering Division Office.
- * Provide security to the City and County Building 16 hours per day on business days, and 24 hours per day on non business days.
- * Respond to service requests requiring immediate attention within four hours, and to requests for office rearrangement, major repairs, design changes, and new construction within five working days.

- * Provide preventive maintenance for all building mechanical equipment so that no more than 10% of equipment downtime will be due to lack of maintenance.

The **City and County Maintenance** program is a consolidated effort of the City and Salt Lake County to maintain and provide heating, ventilation, air conditioning, and utilities to the City and County Building, the County Jail, the Third Circuit Court building, the Third District Court building, the Salt Lake City Library building, and the Metropolitan Hall of Justice. Some program policies are listed below.

- * Provide heating to between 72 and 74 degrees and cooling to between 74 and 76 degrees.
- * Provide 30-minute response time for mechanical adjustments related to services provided by the boiler room.
- * Keep boiler room equipment downtime to less than 3% to ensure uninterrupted heating, cooling, water, and electrical power to all buildings.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Facility Services	\$1,060,766	\$1,125,031	\$1,014,239	-110,792	-9.85%
City & County Maintenance	711,950	747,431	819,002	71,571	9.58%
Total	\$1,772,716	\$1,872,462	\$1,833,241	-39,221	-2.09%
Funding Sources:					
General Fund	\$1,772,716	\$1,872,462	\$1,833,241	-39,221	-2.09%
Total	\$1,772,716	\$1,872,462	\$1,833,241	-39,221	-2.09%
Authorized Positions	19.00	21.00	20.00	-1.00	-4.76%

Budget Highlights

The **Facility Services** program budget decreased in five areas. First, the heating, ventilation, and air conditioning (HVAC) mechanic position will be eliminated. This position was created to provide the City expertise with HVAC systems – enabling the City to provide full maintenance to these systems. Eliminating this position will require the City to contract out any work that requires technical HVAC knowledge or skills.

Second, elevator maintenance will be reduced by \$10,000 by changing the elevator maintenance response from an emergency basis to an as-available basis.

Third, janitorial services to City buildings will be reduced by \$25,000 by reducing cleaning of the cubicles and offices from 5 days to 3 days a week. This reduction will not affect janitorial service to the public areas of the buildings, such as halls and rest rooms.

Fourth, the City will no longer pay water and sewer costs for charitable institutions. This will save \$18,500.

Fifth, the utilities budget decreased by \$42,000 to reflect an adjustment to 1989-90 actual costs.

Personnel and resource shifts to City and County Maintenance make up the rest of the decrease. These shifts were made based on the actual use of staff and materials during the current fiscal year and better reflect the true costs of maintaining the City and County Building, the County Jail, the Third Circuit Court building, the Third District Court building, the Salt Lake City Library main branch building, and the Metropolitan Hall of Justice.

The **City and County Maintenance** program budget increased by \$70,000 to reflect shifts in personnel and resources from the Facility Services program, and salary and benefit adjustments.

HUMAN RESOURCE MANAGEMENT DIVISION

Program Description & Policies

The **Human Resource Management** program serves the employment needs of the City through open recruitment, selection, and staffing activities; monitors City departments for compliance with equal employment regulations and guidelines; evaluates compensation policies; conducts training programs; and is responsible for labor relations and collective bargaining negotiation with the City's unions. Some Human Resource Management policy statements are listed below:

- * Test all new City employees for drug use and provide physical examinations for targeted positions.
- * Recruit for the 300-500 full-time, part-time, and seasonal positions that open each year, ensuring City needs are met.
- * Maintain and update personnel records for all City employees.
- * Investigate and respond within 60 days to all discrimination complaints.
- * Assist City managers in improving productivity and preventing discrimination.
- * Resolve grievances and complaints at the lowest possible level.
- * Ensure that positions are classified at pay grades which are representative of required duties.
- * Provide 20 different training workshops to 800 employees, conduct follow-up evaluations for 20% of these workshops, and ensure that 90% of these workshops are rated good or excellent.
- * Coordinate the annual Mayor's Leadership Conference.
- * Negotiate 4 collective bargaining agreements.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	% Change
Expenditures:					
Human Resource Management	\$692,246	\$689,199	\$734,008	\$44,809	6.50%
Total	\$692,246	\$689,199	\$734,008	\$44,809	6.50%
Funding Sources:					
General Fund	\$692,246	\$689,199	\$734,008	\$44,809	6.50%
Total	\$692,246	\$689,199	\$734,008	\$44,809	6.50%
Authorized Positions	13.60	12.60	12.74	0.14	1.11%

Budget Highlights

The **Human Resource Management** budget increased by \$27,000 to reflect a shift of 0.14 FTE from Risk Management and salary and benefit adjustments. This reflects a more accurate allocation of staff between the two programs. Additionally, Data Processing charges increased by \$18,000.

RISK MANAGEMENT DIVISION

Program Description & Policies

The Risk Management division is comprised of six programs.

The **Worker's Compensation** program acts as a repository of funds to pay Worker's Compensation claims.

The **Unemployment Compensation** program acts as a repository of funds to pay Unemployment Compensation claims.

The **Employee Benefit Insurance** program acts as a repository for paying the cost of employee insurance and other benefits. It is budgeted with both the amount the employee pays and the amount the City pays for these items.

The **Risk Administration** program provides loss control and safety training and manages the other programs in the division. Some pertinent program policies are:

- * Analyze vehicular accident data and make recommendations for prevention.
- * Assist departments in creating and implementing safety programs.
- * Provide safety training to all new employees.

The **Property Insurance Reserve** program pays the portion of property claims which fall under the deductible.

The **Retirement Payout** program acts as a repository of funds to help mitigate the effect of retirement payouts on City services.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	% Change
Expenditures:					
Worker's Compensation	\$853,301	\$746,593	\$955,202	\$208,609	27.94%
Unemployment Compensation	114,003	159,370	105,698	-53,672	-33.68%
Employee Benefit Insurance	8,790,492	9,507,095	10,790,860	1,283,765	13.50%
Risk Administration	1,074,067	1,245,262	1,284,372	39,110	3.14%
Property Insurance Reserve	55,258	113,345	113,345	-	0.00%
Retirement Payout	-	246,603	619,000	372,397	151.01%
Total	\$10,887,121	\$12,018,268	\$13,868,477	\$1,850,209	15.39%
Funding Sources:					
Risk Management	\$10,887,121	\$12,018,268	\$13,868,477	\$1,850,209	15.39%
Total	\$10,887,121	\$12,018,268	\$13,868,477	\$1,850,209	15.39%
Authorized Positions	8.50	8.50	8.26	-0.24	-2.82%

Budget Highlights

The **Worker's Compensation** budget increased by \$59,000 to pay for increased Worker's Compensation payments and by \$150,000 for a transfer to the General Fund. The increase in payments reflects an increase in claims made against the City.

The **Unemployment Compensation** budget decreased by \$54,000, reflecting a decrease in Unemployment Compensation claims. This offsets most of the Worker's Compensation premium increase to the General Fund.

The **Employee Benefit Insurance** program budget reflects several overall budget increase. The Risk budget shows \$46,000 increase in dental insurance rates and a \$1,128,000 increase in Health Insurance rates for current City workers. The City will pay 74% of this increase, with the employees paying the rest. Additionally, the health insurance premiums for retirees increased by \$102,000. The City will fund 24% of this increase - the retirees will pay the rest. Note that the City's portion of this increase is also budgeted in the Risk Administration budget where the funds are initially received from the other City departments. The Risk Management budget also shows a \$57,900 increase to the Life and Accidental Death insurance premiums.

Offsetting these increases is a \$17,000 decrease in the Long-Term Disability payments reflecting decreased claims.

The budget also reflects the elimination of the vision care program, saving \$33,000. The City enrolled in this program two years ago and quickly found it to be of little benefit to employees. This year marks the end of the two-year commitment the City made when it entered the program.

The **Risk Administration** program increased in several areas. Of the increase, \$108,000 is to pay Administrative Service Fees to the General Fund, \$68,000 is to pay for the City's share of the retiree health insurance premium increase, and \$93,000 is to pay the self insurance tax for the Worker's Compensation fund. The self-insurance tax in the past has been paid out of Worker's Compensation fund balance.

The budget also contains salary and benefit adjustments for employees working in Risk Management, and a shift of 10% of the Director's position to Office of the Director and 0.14 FTE of other positions to Personnel.

Offsetting these increases, the Airport will pay directly for the Airport Liability Insurance policy instead of passing the funds through the Risk Management budget as in the past. This reduces the Risk Management Budget by \$200,000.

There is no change in the **Property Reserve** program budget.

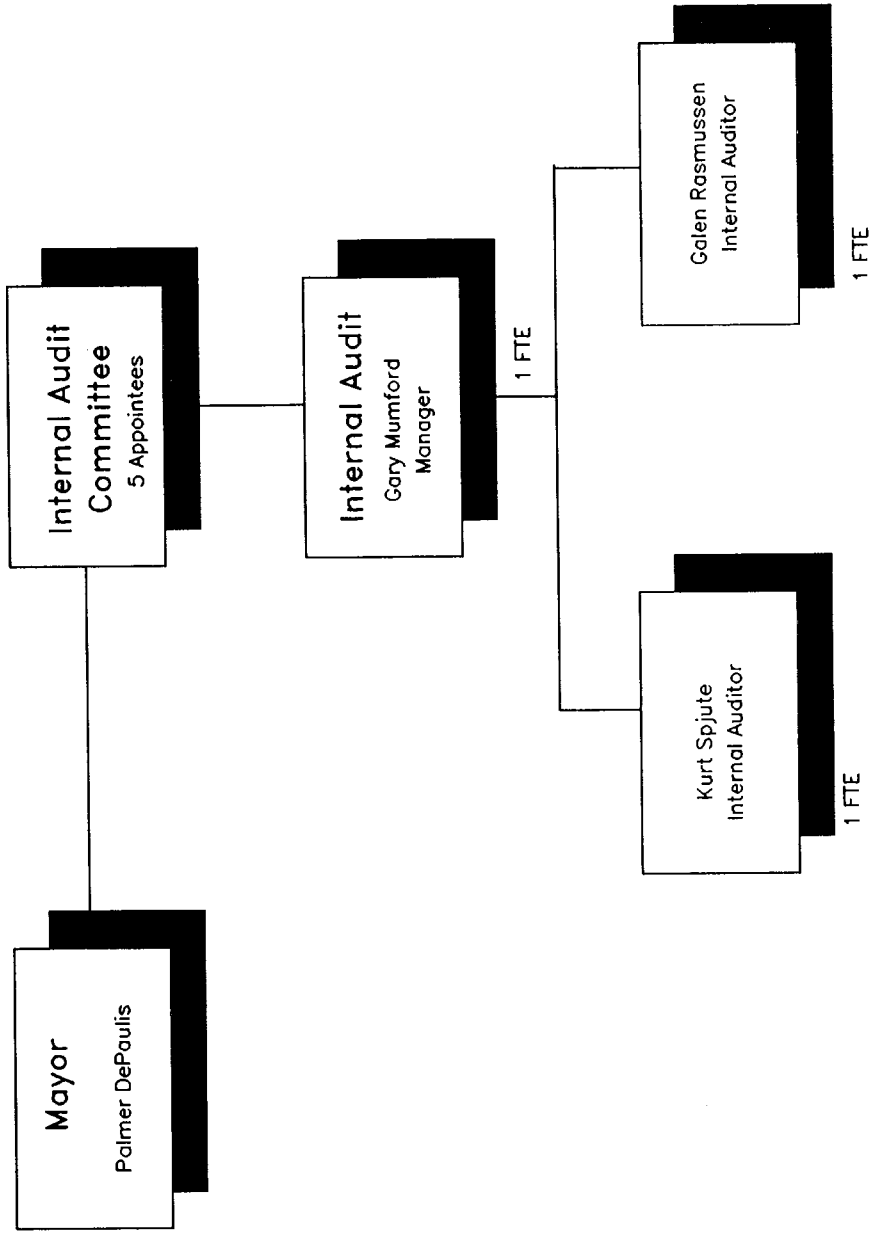
The **Retirement Payout** program budget shows an increase of \$372,000 in early retirement funding. This is made up of a \$328,000 increase in retiree payments and a \$44,000 transfer to the General Fund. The increase in retirement payments is due to a policy change that made it easier for the departments to pay for early retirement cost by extending the time period in which the costs can be paid, allowing departments to prepay some of the costs with year-end savings. These savings will be paid to Risk Management, then Risk Management will use to money to pay early retirement costs in the next fiscal year. The Risk Management budget was then increased to allow Risk Management to use the funds in Fiscal Year 1991-92.





INTERNAL
AUDIT

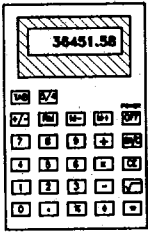
OFFICE OF INTERNAL AUDIT
ORGANIZATIONAL STRUCTURE
FISCAL YEAR 1991-92



ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

OFFICE OF INTERNAL AUDIT

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries and Wages	-	126,428	63,916	126,835	\$129,960
Benefits	-	31,794	16,166	32,073	35,316
Total Personal Services	-	158,222	80,082	158,908	165,276
Operating and Maint. Supply	-	470	435	1,107	1,070
Charges/Services/Fees:					
Travel/Training	-	2,465	510	2,465	2,465
Utilities	-	46	201	221	52
Professional and Other Contractual Services	-	-	-	-	-
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	2,792	1,311	2,623	2,596
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	2,274	1,138	2,274	2,295
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	493
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	-	330	20	590	624
Total Charges/Fees/Services	-	7,907	3,180	8,173	8,525
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	2,995	-	1,400	2,194
Total Capital Outlay	-	2,995	-	1,400	2,194
Total Operating Expenses	-	169,594	83,697	169,588	177,065
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL BUDGET	-	169,594	83,697	169,588	177,065



The **OFFICE OF INTERNAL AUDIT** provides an independent appraisal function for the City. The Office of Internal Audit functions independently of all other programs or departments of the City, and is directed by an internal audit committee appointed by the Mayor. Assignments from the committee include examination of internal controls, compliance, efficiency, program results, and operational audits for all areas of City government. Internal auditors assist management by determining if internal controls are operating as intended and making recommendations to strengthen operations. Internal auditors identify and evaluate the adequacy and effectiveness of operating units relative to their mission, goals, and objectives, and work with managers to solve managerial or operational problems. Internal auditors assist in studies to evaluate strategies, to design or improve existing procedural controls, and to monitor compliance with legal and regulatory requirements. The Internal Audit program maintains an open door policy to allow employees, citizens, and others an opportunity to report irregularities confidentially.

The Office of Internal Audit accomplished the following in Fiscal Year 1990-91:

- * Assisted in the establishment of an internal audit committee to independently direct the Office of Internal Audit.
- * Issued 18 audit reports during the first ten months of the fiscal year. Another 12 audits are in progress. Additional audits will be assigned and completed by the end of the first year of operation.
- * Identified 75 specific recommendations for improvement.
- * Worked with departments to convince managers that the audit recommendations are sound, will be beneficial, and should be implemented. Departments implemented 35 recommendations by April 1991, and 37 other recommendations are in the process of implementation.
- * Followed up on recommendations to determine that corrective actions were taken to the satisfaction of the internal audit committee.
- * Established an office policies and procedures manual to standardize audit reports, work papers, and audit procedures.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Internal Auditing	-	\$169,594	\$177,065	\$7,471	4.41%
Total	-	\$169,594	\$177,065	\$7,471	4.41%
Funding Sources:					
General Fund	-	\$169,594	\$177,065	\$7,471	4.41%
Total	-	\$169,594	\$177,065	\$7,471	4.41%
Authorized Positions	0.00	3.00	3.00	0.00	0.00%

Policy Issues:

None.

Service Level Increases:

None.

Staffing Level Changes:

None.

Revenue Enhancements:

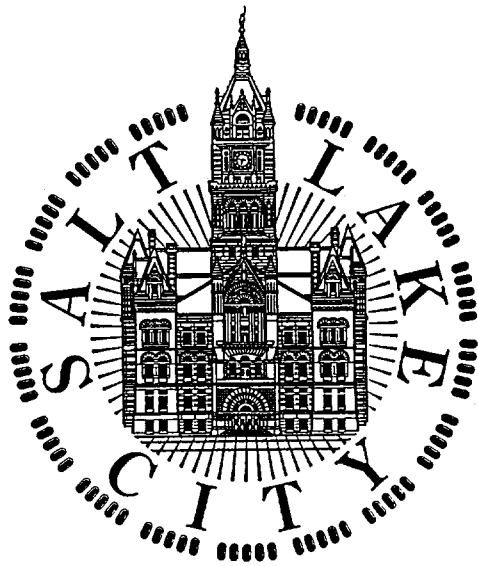
None.

Service Level Decreases:

None.

Budget Highlights

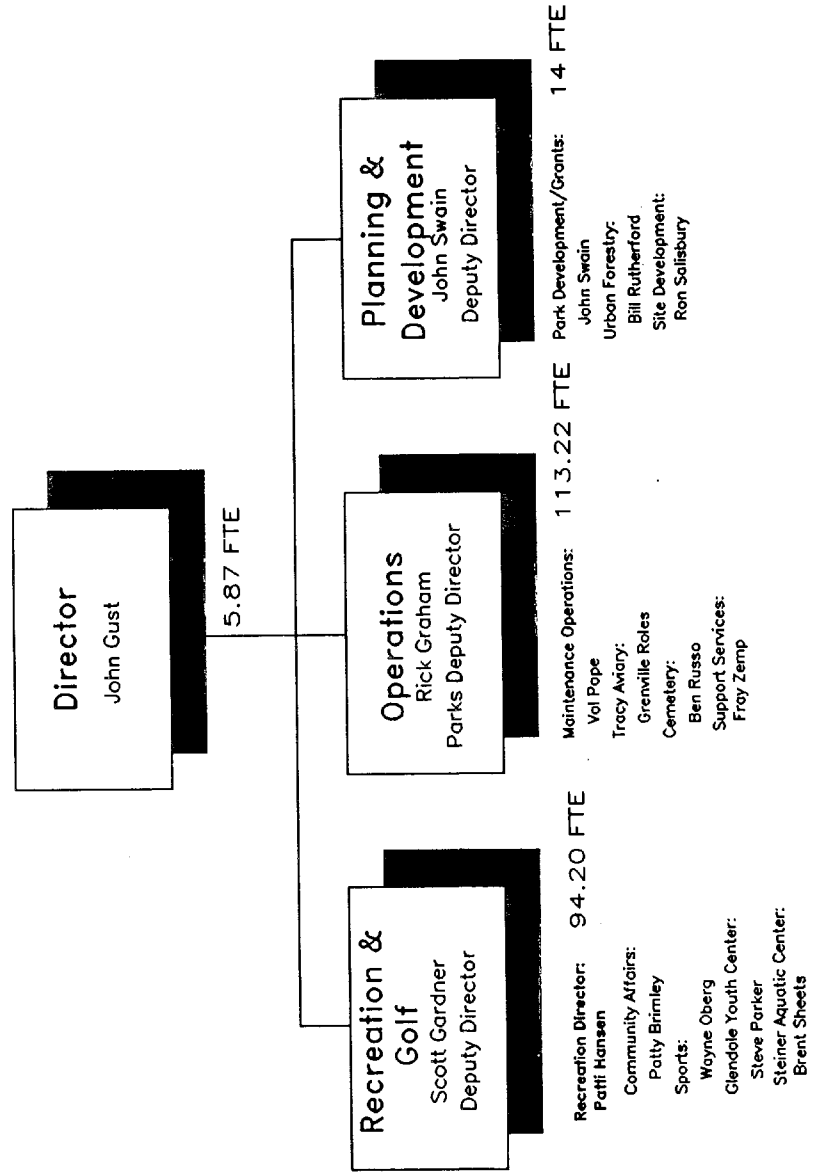
The budget of the **Office of Internal Audit** has no changes except those addressed on a City-wide basis, i.e., salary and benefit adjustments, data processing service, and telephone lease expense. The overall increase is \$7,471.





PARKS

PARKS AND RECREATION DEPARTMENT ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92

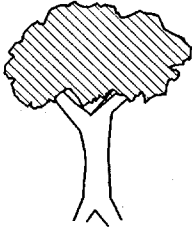


ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

PARKS

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Mayor's Recommended Budget 1991-92
Expenses					
Salaries and Wages	\$3,535,956	\$4,111,060	\$2,154,313	\$4,101,025	\$4,374,219
Benefits	747,287	868,465	451,960	851,798	998,479
Total Personal Services	4,283,243	4,979,525	2,606,273	4,952,823	5,372,698
Operating and Maint. Supply	928,650	1,275,316	501,169	1,143,031	1,271,230
Charges/Services/Fees:					
Travel/Training	16,279	24,456	16,676	23,801	20,436
Utilities	1,262,297	1,284,972	733,917	1,188,090	1,390,719
Professional and Other Contractual Services	685,447	876,828	371,629	843,861	913,505
Buildings, Equipment, and Janitorial Maintenance	205,239	345,024	114,196	253,803	360,840
Rentals/Leases	107,074	116,276	69,824	123,755	113,808
Insurance Claims/Damages	2,497	2,750	5,576	6,650	5,500
Interfund Charges:					
Data Processing Services	41,542	40,121	20,060	41,854	48,661
Fleet Maintenance Services	360,662	426,792	204,350	411,551	470,607
Risk Management Premiums	122,077	183,119	142,072	183,119	173,640
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	74,111	104,500	52,250	104,500	169,000
Other Interfund Charges	-	-	-	-	-
Contingency	3,206	1,860	582	1,860	128,954
Other Charges/Fees/Services	131,320	100,453	34,225	92,087	92,881
Total Charges/Fees/Services	3,011,751	3,507,151	1,765,357	3,274,931	3,888,551
Fleet Vehicle Acquisitions	57,404	34,000	-	24,000	-
Other Capital Outlay	1,354,896	1,368,500	1,215,424	1,620,211	515,600
Total Capital Outlay	1,412,300	1,402,500	1,215,424	1,644,211	515,600
Total Operating Expenses	9,635,944	11,164,492	6,088,223	11,014,996	11,048,079
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	321,298	1,307,045	1,307,045	1,307,045	1,307,045
Other Non-Operating Uses	15,267	13,000	-	5,500	13,000
Transfers Out	-	-	-	-	-
Total Other Uses	336,565	1,320,045	1,307,045	1,312,545	1,320,045
TOTAL BUDGET	\$9,972,509	\$12,484,537	\$7,395,268	\$12,327,541	\$12,368,124

The purpose of the **PARKS AND RECREATION DEPARTMENT** is to plan for the logical growth of new parks and recreation facilities, provide maintenance of public park properties and greenspace, maintain the urban forest, and provide recreation opportunities to the residents of Salt Lake City.



In the past year the Department:

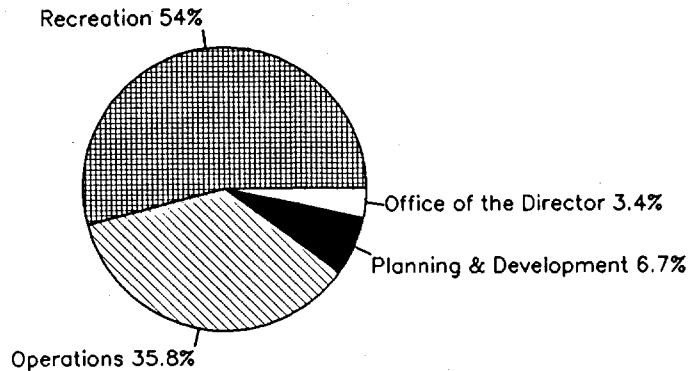
- * Opened the new Wingpointe Golf Course and an additional 9 holes at the Mountain Dell course.
- * Maintained 853 developed acres of park property representing 112 different sites.
- * In conjunction with the Division of Policy and Budget, conducted a study analyzing park acreage, maintenance and development.
- * Performed routine and preventive maintenance on approximately 33,000 trees.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Director	\$369,067	\$422,229	\$426,455	\$4,226	1.00%
Operations	4,020,294	4,068,732	4,428,525	359,793	8.84%
Planning & Development	761,963	789,798	833,128	43,330	5.49%
Recreation	4,821,185	7,203,778	6,680,016	-523,762	-7.27%
Total	\$9,972,509	\$12,484,537	\$12,368,124	\$-116,413	-0.93%

Funding Sources:

General Fund:					
Cemetery Fees	\$223,353	\$233,200	\$220,500	\$-12,700	-5.45%
Recreation Fees	261,772	379,780	402,079	22,299	5.87%
Admission Fees	54,433	511,700	477,143	-34,557	-6.75%
Gift/Food Concessions	6,266	48,000	71,088	23,088	48.10%
Other	5,200,417	5,241,768	5,836,883	595,115	11.35%
Golf	4,226,268	6,070,089	5,360,431	-709,658	-11.69%
Total	\$9,972,509	\$12,484,537	\$12,368,124	\$-116,413	-0.93%

Authorized Positions	199.85	224.71	227.29	2.58	1.15%
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Policy Issues:

Expand pay-for-play sports programs to meet consumer demand.
Implement a reservation system for public athletic and picnic facilities.
Institute a food concession operation at Steiner Aquatic Center.

Service Level Increases: \$75,400

\$32,400	Sports, recreation, and swimming program expansions
8,000	Athletic field reservation system
35,000	One-time capital expenditures for Steiner Aquatic Center

Staffing Level Changes: 2.58

Several part-time recreation coordinator hours were funded to meet the demand of the expanded sports and recreation programs. The Steiner Aquatic Center also includes funding for additional part-time swimming instructors to expand its programs. All the recreation position increases are fully funded with increased revenue from the programs. Although the FTE position count does not change, part-time money at the Tracy Aviary was converted to create a full-time bird attendant position.

Revenue Enhancements: \$149,650

\$37,400	Sports, recreation, and swimming program expansion
15,000	Athletic reservation system
50,000	Steiner Aquatic Center concession operation
23,900	Steiner Aquatic Center fee restructuring
3,300	Pay-for-play sports fees increase per user fee study
18,500	Tracy Aviary fee restructuring
1,500	Urban Forestry contingency account

Service Level Decreases: \$129,500

\$40,000	Tracy Aviary gift shop stock reduction
12,000	Tracy Aviary security guard reduction
27,500	Swimming pool maintenance
50,000	Leaf bed truck (reflected in Fleet budget)

PARKS OFFICE OF DIRECTOR

Program Descriptions & Policies

The purpose of this division is to oversee departmental operations and to coordinate with the Mayor. The division administers two programs. The **Office of Director** includes the director of the Parks Department, deputy director, administrative assistant, administrative services supervisor, administrative secretary, and secretary/receptionist.

The **Support Services** program aids all departmental programs in the areas of personnel management, secretarial support, purchasing, accounting, record keeping, budget preparation and administration.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director	\$155,339	\$184,835	\$185,861	\$1,026	0.56%
Support Services	213,728	237,394	240,594	3,200	1.35%
Total	\$369,067	\$422,229	\$426,455	\$4,226	1.00%
Funding Sources:					
General Fund	\$369,067	\$422,229	\$426,455	\$4,226	1.00%
Total	\$369,067	\$422,229	\$426,455	\$4,226	1.00%
Authorized Positions	4.75	5.74	5.87	0.13	2.26%

Budget Highlights

There are no significant changes either in the **Office of Director** budget or the **Support Services** budget.

OPERATIONS DIVISION

Program Descriptions & Policies

The Operations Division administers three programs. The **Maintenance and Operations** program maintains all City-owned parks, greenspace, recreational activities facilities, and public rights-of-way. The City currently owns and maintains 853 fully developed acres of property. Maintenance of City parks is assigned by quadrant. Golf course maintenance is not part of this program. Some of their program policies are as follows:

- * Mow, trim, and edge grass every 5-10 working days.
- * Water turf and trees for one hour every three days.
- * Pick up litter daily.
- * Clean and maintain restrooms twice a day.

The nationally accredited **Tracy Aviary** program maintains and operates the 53 year-old Aviary in Liberty Park to display birds in a natural setting, promote preservation, and provide educational opportunities for children and adults. The Aviary is one of two publicly owned aviaries nationwide and houses the fifth largest collection of birds in North America, with 780 birds representing 218 species. The Aviary is open year round and receives over 150,000 visitors annually. Some of their program policies are as follows:

- * Conduct 350 bird shows at the Aviary and 450 special programs at the Aviary and other locations.
- * Offer 60 nature classes for children and 14 classes or workshops for adults.
- * Clean cages twice weekly and feed birds daily.

The **Cemetery** program operates and maintains the 250-acre Salt Lake City Cemetery, which is the largest municipal cemetery in the Valley. Approximately 700 burials take place each year and an average of 278 grave sites are sold annually. Some of their program policies are as follows:

- * Mow and trim grass once every 8-10 working days (due to upright headstones and difficult terrain).
- * Water turf, shrubs and trees for one hour every three working days.
- * Schedule burials the same day request is received.
- * Provide genealogical information to the public as requested.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Maintenance & Operations	\$3,034,409	\$3,065,435	\$3,432,961	\$367,526	11.99%
Tracy Aviary	375,256	\$454,441	421,465	-32,976	-7.26%
Cemetery	610,629	\$548,856	574,099	25,243	4.60%
Total	\$4,020,294	\$4,068,732	\$4,428,525	\$359,793	8.84%
Funding Sources:					
General Fund:					
Cemetery Fees	\$223,353	\$233,200	\$220,500	\$-12,700	-5.45%
Admission Fees	54,433	98,100	108,243	10,143	10.34%
Gift/Food Concessions	6,266	45,000	21,088	-23,912	-53.14%
Other	3,736,242	3,692,432	4,078,694	386,262	10.46%
Total	\$4,020,294	\$4,068,732	\$4,428,525	\$359,793	8.84%
Authorized Positions	119.92	113.28	113.22	-0.06	-0.05%

Budget Highlights

The **Maintenance and Operation** budget increased primarily due to salary and benefit adjustments and the implementation of the new federal minimum wage increase to \$4.25/hour. Most seasonal employee salaries were affected by this increase. In addition, this budget increased because of higher fleet and data processing charges, \$111,000 more in watering costs due to the recent dry summers, and \$18,000 more in electrical costs.

This budget decreased by the \$27,500 it takes to maintain the three public swimming pools that Salt Lake County staffs.

The **Tracy Aviary** budget decreased for two reasons. First, as the Aviary gift shop has been in operation for two years, it was determined that the budget to stock the gift shop is more than sufficient. This budget was reduced by \$40,000 without affecting the shop's stocking or selling ability.

Second, a \$12,000 reduction in security guard costs was made. Since last year when bird desecrations occurred at the Aviary, security has improved markedly apart from the hiring of security guards. The Aviary now has a new perimeter security fence with barbed wire and border lights. The department thus feels they can reduce the security guard program from 10 hours a night to six hours a night without compromising the safety of the birds.

The above decreases are offset somewhat by salary and benefit adjustments. The department also used existing part-time money and other resources to create a full-time bird attendant position at the Aviary.

The **Cemetery** budget increased because of increased minimum wage and fleet costs, salary and benefit adjustments, and \$14,000 additional in watering costs. This budget was also altered because the Parks Department restructured its quadrant system in the fall of 1990 so that the Cemetery became its own maintenance entity. This restructuring required the addition of a working supervisor and the redistribution of some maintenance equipment.

PLANNING AND DEVELOPMENT DIVISION

Program Descriptions & Policies

This division has two programs. The **Planning and Development** program plans for the logical growth of new park and recreational facilities, and designs and coordinates the renovation and preservation of existing parks and facilities. The program also provides heavy equipment support for the maintenance and development of park and recreation facilities. Some of the program policies are as follows:

- * Dredge and reconstruct the Tracy Aviary pond.
- * Haul and grade material for landscaping islands on Foothill Drive.
- * Provide snow removal and salting in City parks, golf courses, and senior citizen centers.
- * Finalize land trade process for the Northpointe subdivision; prepare Phase I development documents for the new park.
- * Update 5-year CIP plan and administer projects to include Tanner Fountain in Liberty Park, Wasatch Hollow Park, and the Cemetery irrigation plan.

The **Urban Forestry** program properly manages, perpetuates, and preserves the City's 46,500 street trees and 53,500 trees located in City parks and golf courses. The program is responsible for purchasing, planting, pruning and spraying public trees. The Urban Forestry program also manages the Newspaper for Trees recycling project. The money generated from this project is used to purchase trees for residential neighborhoods and parks. Some of the program policies are as follows:

- * Trim approximately 2,000 City trees.
- * Spray approximately 30,000 trees for treatment of insect infestation and disease.
- * Plant approximately 600 new trees annually.
- * Maintain and update a computerized street tree inventory program.
- * Develop a Citizen Volunteer Forester's program.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Planning & Development	\$277,191	\$250,859	\$264,287	\$13,428	5.35%
Urban Forestry	484,772	538,939	568,841	29,902	5.55%
Total	\$761,963	\$789,798	\$833,128	\$43,330	5.49%
Funding Sources:					
General Fund	\$761,963	\$789,798	\$833,128	\$43,330	5.49%
Total	\$761,963	\$789,798	\$833,128	\$43,330	5.49%
 Authorized Positions	 9.68	 14.00	 14.00	 -	 -

Budget Highlights

The **Planning and Development** budget increased almost entirely because of salary and benefit adjustments.

Although reflected in the Fleet budget, a new leaf bed truck used by this program for park renovation and cleanup was eliminated. By not replacing the vehicle, the Site Development crew may incur some rental costs, but the department feels they can manage their work load sufficiently without the truck.

The **Urban Forestry** budget increased primarily because of a \$25,000 increase in fleet costs.

RECREATION DIVISION

Program Descriptions & Policies

This division has five programs. The **Golf** program operates and maintains eight municipal golf courses, and builds, operates, and maintains new golf courses and facilities for the golfing public. Golf is an enterprise fund. Some of their program policies are as follows:

- * Mow greens daily, and tees, fairways, fringes and collars every other day.
- * Develop a Golf Management book for the purpose of standardizing policy and procedures at all City courses.
- * Develop a working program that determines the development status of Forest Dale Clubhouse.

The **Community Events** program provides recreational programs and events for the citizens of Salt Lake City. Corporate sponsors are solicited for many of these events, including the Salt Lake City Classic, Neighbor Fair, Great Kite Flight, Winter and Summer Corporate Games, basketball, tennis, and golf programs. Some of their program policies are as follows:

- * Advertise and promote recreation programs and special events through all media.
- * Publish and distribute an annual recreation brochure which promotes City programs and facilities.
- * Provide 23 Arts in the Parks classes for youth and handicapped children each year, and eight lunch-time festivals held at Washington Square.
- * Promote two running races -- the Salt Lake City Classic and Spring Tip-Off.
- * Encourage employee health and fitness within the workplace by providing Corporate Games.

The **Sports** program develops and coordinates a comprehensive array of leagues, tournaments, and sports events for children and adults. Events include softball, basketball, volleyball, and track & field. Many of these events are partially or wholly supported by user fees. Some of their program policies are as follows:

- * Organize an eight-week Jr. Jazz Basketball program for approximately 5,000 participants.
- * Organize a 14-week softball program for 56 teams, and two programs for eight teams in the fall.
- * Hire, train, and supervise the staff at the Children's Garden in Liberty Park.
- * Organize a spring and fall indoor volleyball league where participants play weekly.

The **Glendale Youth Recreation Center** provides recreational and sports opportunities for the residents of the Glendale community with a primary focus on accommodating the youth population. In addition, the Center operates a boxing program which enrolls 60 youth and adults. The Center offers basketball, arts and crafts, and summer outdoor programs. Some of their program policies are as follows:

- * Open the facility for participant use an average of 68 hours per week.
- * Organize, promote, and operate eight programs outside the Center at local schools or parks.
- * Host two invitational and one State boxing meet with an average of 44 boxers per meet.

The **Steiner Aquatic Center** is located on Guardsman Way near the University of Utah. The facility provides a variety of swimming programs including lap swimming, open plunge, lessons, and team competition. The Center also serves as a training site for three high school swim teams in the Salt Lake City School District. Some program policies are as follows:

- * Provide eight series of lessons for children lasting eight weeks each.
- * Provide a competitive U.S. swimming program.
- * Provide physical education programs for public and private schools.
- * Offer yearly family and individual membership passes.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Golf	\$4,226,268	\$6,070,089	\$5,360,431	\$-709,658	-11.69%
Community Events	325,194	367,486	382,331	14,845	4.04%
Sports Events	89,247	100,785	119,726	18,941	18.79%
Glendale Youth Rec. Center	160,236	172,258	186,638	14,380	8.35%
Steiner Aquatic Center	20,240	493,160	630,890	137,730	27.93%
Total	\$4,821,185	\$7,203,778	\$6,680,016	\$-523,762	-7.27%
Funding Sources:					
General Fund:					
Recreation Fees	\$261,772	\$379,780	\$402,079	\$22,299	5.87%
Admission Fees	-	413,600	368,900	-44,700	100.00%
Gift/Food Concessions	-	3,000	50,000	47,000	100.00%
Other	333,145	337,309	498,606	161,297	47.82%
Golf	4,226,268	6,070,089	5,360,431	-709,658	-11.69%
Total	\$4,821,185	\$7,203,778	\$6,680,016	\$-523,762	-7.27%
Authorized Positions	65.50	91.69	94.20	2.51	2.74%

Budget Highlights

The **Golf** budget decreased significantly because construction is completed at the Wingpointe Golf Course and is almost completed at Mountain Dell. This budget does contain \$31,000 for a full-time groundskeeper and some reclassifications. Also offsetting construction decreases are additional seasonal employee costs due to the new minimum wage.

The **Community Events** budget increased slightly. This program will expand its Arts in the Parks events by eight classes in the summer. Arts in the Parks is a "learn about art" program for youth ages 5-12, many of whom are handicapped and from lower income families. The Community Events program will also initiate eight lunchtime festivals at Washington Square and other locations featuring musical groups and other forms of entertainment. Approximately \$4,000 in revenue from sponsorships and donations will pay for these additional events.

The **Sports** budget increased to expand the volleyball, basketball, and softball programs to meet consumer demand. Increased revenue will subsidize the expansions.

The Sports program will also spend \$8,000 to develop a reservation system, fee structure, and budget for a program responsible for public reservation of athletic and picnic facilities. The department believes that with a charge for facilities, groups will be more responsible about reservations and cancellations, thus allowing better usage of existing facilities. It is expected that increased or new fees received from picnic boweries, tennis centers, soccer fields, lighted ball diamonds, etc. could generate \$15,000 per year.

The **Glendale Youth Recreation Center** budget increased primarily because of salary and benefit adjustments. The budget also reflects a \$1,400 increase for the addition of two boxing meets to bring in enough revenue for the Center to expand its training hours to work with 30 boxers instead of 22.

The **Steiner Aquatic Center** budget increased because of several additions. First, this program would like to offer more special events and training seminars to meet consumer demand and broaden the Center's services. The budget therefore includes the addition of part-time swimming instructors to expand the swimming programs. Increased revenue will pay for the instructors.

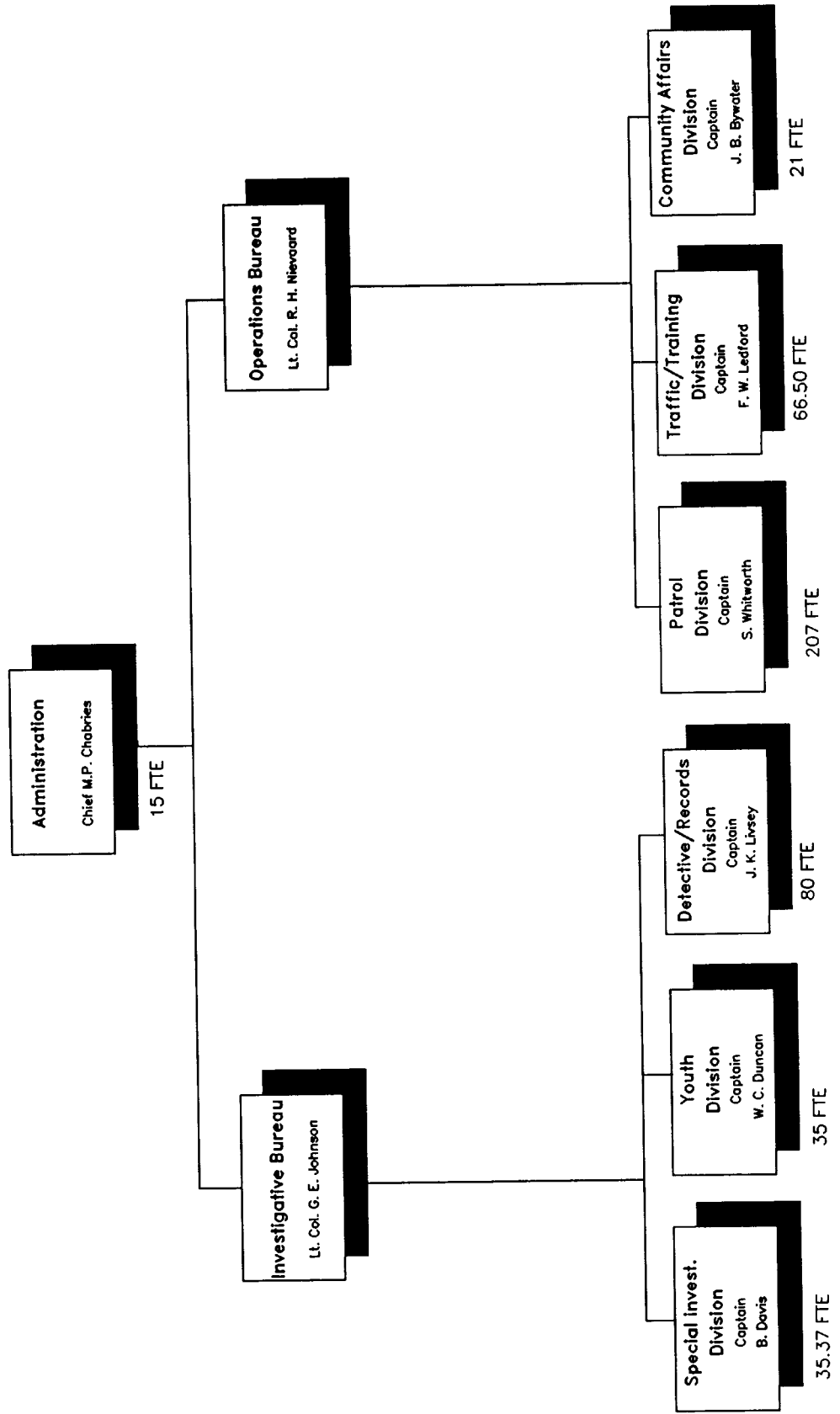
Second, this budget includes a one-time infusion of \$35,000 to pay for capital items for the pool which were cut from the original construction budget. These items include lane lines, lobby furniture and bleachers for the viewing area. Third, there is an increase of \$10,000 in pool chemicals because this line item has been underbudgeted.

The Steiner Center will develop a concession operation for food and small retail items such as t-shirts, goggles, sun tan lotion, etc. The original plan was that the City would contract out the concession stand at no expense and would receive \$3,000 in revenue. The department feels that with both pools now open, they can generate \$50,000 in revenue if they can operate the stand themselves. This budget includes \$35,000 to fund the operation; however, this money is part of the Center's base budget and did not require an infusion of additional money.



POLICE

POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE FISCAL YEAR 1991-92



ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

POLICE

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries & Wages	\$11,738,170	\$12,826,326	\$6,601,857	\$12,862,186	\$13,397,471
Benefits	3,921,811	4,684,913	2,291,925	4,665,199	5,422,265
Total Personal Services	15,659,981	17,511,239	8,893,782	17,527,385	18,819,736
Operating and Maint. Supply	292,013	308,077	124,342	312,994	270,025
Charges/Services/Fees:					
Travel/Training	28,887	19,751	9,194	21,054	19,751
Utilities	50,483	44,844	26,754	57,360	45,554
Professional and Other Contractual Services	70,237	51,740	24,386	55,638	39,820
Buildings, Equipment, and Janitorial Maintenance	178,585	178,957	89,632	184,170	178,982
Rentals/Leases	202,014	254,058	126,702	250,846	251,702
Insurance Claims/Damages	353,312	144,488	-	148,423	-
Interfund Charges:					
Data Processing Services	751,761	780,368	390,186	780,368	805,190
Fleet Maintenance Services	1,014,342	917,612	483,419	967,287	964,057
Risk Management Premiums	350,010	299,574	299,574	299,574	346,520
Employee Insurance Payouts	53,000	56,000	56,000	56,000	49,800
General Fund Administration Service Fee	-	-	-	-	-
Other Interfund Charges	-	2,225	1,372	2,200	2,225
Contingency	-	-	-	-	-
Other Charges/Fees/Services	117,840	99,487	38,585	123,758	100,916
Total Charges/Fees/Services	3,170,471	2,849,104	1,545,804	2,946,678	2,804,517
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	100,585	251,034	189,543	262,043	134,730
Total Capital Outlay	100,585	251,034	189,543	262,043	134,730
Total Operating Expenses	19,223,050	20,919,454	10,753,471	21,049,100	22,029,008
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Charges	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL BUDGET	\$19,223,050	\$20,919,454	\$10,753,471	\$21,049,100	\$22,029,008



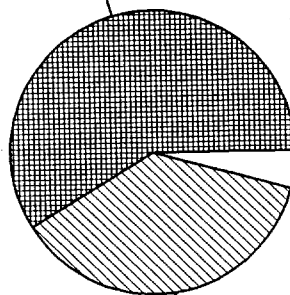
The purpose of the **POLICE DEPARTMENT** is to protect life and property through the prevention and suppression of crime, provide community service, and regulate noncriminal activity. The department is divided into three bureaus; Office of the Police Chief, Operations Bureau, and Investigative Bureau. Some of the Department's major accomplishments for FY 1990-91 were as follows:

- * Reorganized to streamline the Department.
- * Proposed a Community Oriented Policing (C.O.P.) program.
- * Participated in the recently formed multi-jurisdictional, federally funded Gang Task Force.
- * Expanded the Metro Narcotics Strike Force effort by adding officers from the Salt Lake County Sheriff's Department.
- * Doubled the bicycle squad in the downtown area to patrol neighborhoods and address Problem Oriented Policing (P.O.P.) concerns as part of the C.O.P. strategic plan.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Police Chief	\$1,025,564	\$999,208	\$965,662	-33,546	-3.36%
Police Operation Bureau	11,358,939	12,724,104	12,905,487	181,383	1.43%
Investigative Bureau	6,838,547	7,196,142	8,157,859	961,717	13.36%
Total	\$19,223,050	\$20,919,454	\$22,029,008	1,109,554	5.30%
Funding Sources:					
General Fund:					
Police Service Fees	\$148,522	\$119,918	\$309,093	189,175	157.75%
Other	19,074,528	20,799,536	21,719,915	920,379	4.42%
Total	\$19,223,050	\$20,919,454	\$22,029,008	1,109,554	5.30%
Authorized Positions	434.48	487.48	456.42	-31.06	-6.37%

* A decrease of 23.07 FTE positions is due to a modification of the compensation structure for crossing guards and does not reduce the level of service at school crossings. Please see page 127 for further detail.

Operation Bureau 58.6%



Office of the Chief 4.3%

Investigative Bureau 37%

Policy Issues:

Initiate a five-year strategic plan for Community Oriented Policing (C.O.P.). The theory of the program is to coordinate the limited internal resources of the Police Department with resources in the community in an effort to solve the problems in the neighborhoods with the neighbors as partners. The Department believes the new C.O.P. program will improve the community's perceptions - to view the Department as a proactive law enforcement agency.

Implement a police reserve program to enhance proactive policing efforts and deter criminal activity. Currently there is a volunteer program which utilizes the time and efforts of people in the community to assist with administrative duties of the Department. The new reserve unit will supplement the current program with uniformed volunteers to work side-by-side with sworn officers.

Implement a policy for supervising school crossing sites under the guidelines published by the Institute of Transportation Engineers and in collaboration with the Division of Transportation.

Refine the policy for special event police coverage.

Facilitate enforcement of the new ordinance authorizing fees for officer response on false alarm calls.

Service Level Increases:

None.

Staffing Level Changes: -27.61 FTEs

- 1.00 Transfer one Police Records Clerk to Public Works (FY 1990-91 Budget Amendment #1).
- 1.00 Transfer one FTE position (Police Secretary II) to the Attorney's Office. In exchange, one attorney will be assigned to work exclusively on matters involving the Police Department (FY 1990-91 Budget Amendment #3).
- .55 Eliminate part-time Vehicle Inspector.
- 2.00 Eliminate two Metro Officers.
- 23.07 Restructure compensation for crossing guards.

Revenue Enhancements: \$179,701

- \$150,000 A new ordinance authorizes collection of a fee for officer response on false alarms. It is anticipated that this fee will generate \$150,000 for FY 1991-92.
- \$29,701 It is anticipated that the Salt Lake School District will reimburse the City for one-half of the total cost of resource officers in two intermediate schools.

Service Level Decreases: \$370,790

- \$7,976 Eliminate part-time Vehicle Inspector.
- \$50,000 Reduce Special Events overtime budget.
- \$75,000 Realize savings from departmental reorganization.
- \$59,000 Eliminate two Metro Officers.
- \$178,814 Modify Crossing Guard Program.

OFFICE OF POLICE CHIEF

Program Descriptions & Policies

This division is responsible for central administration, coordination, and planning. There is one program in this division.

The **Office of Police Chief** program facilitates communication between the two Bureaus of the Department and the public. This program also provides financial and budgetary coordination for the department. Some program policies include:

- * Promote open communication between division commanders.
- * Work with representatives of officer groups to resolve problems and provide administrative direction.
- * Maintain information channels with outside agencies, both public and private.
- * Provide financial information to assist administrators in departmental operations.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Police Chief	\$1,025,564	\$999,208	\$965,662	-33,546	-3.36%
Total	\$1,025,564	\$999,208	\$965,662	-33,546	-3.36%
Funding Sources:					
General Fund:					
Police Service Fees	-	-	-	0	
Other	1,025,564	999,208	965,662	-33,546	-3.36%
Total	\$1,025,564	\$999,208	\$965,662	-33,546	-3.36%
Authorized Positions	38.00	40.00	15.00	-25.00	-62.50%

Budget Highlights

The budget for the **Office of Police Chief** decreased because one sworn position was transferred to the Operations Bureau. Additional savings realized from this transfer will be used to reimburse the Attorney's Office for an attorney dedicated to matters involving the Police Department.

OPERATIONS BUREAU

Program Descriptions & Policies

This bureau has three programs. The **Patrol** program provides for the initial response to public calls for service and supervision of specialized units which are used in support of field officers. Some program policies include:

- * Provide uncommitted patrol time of 5 percent.
- * Maintain average response time of 3-5 minutes on emergency calls and less than 2 hours on low priority calls.
- * Assist Airport Authority Security in police matters.
- * Provide administrative supervision and take necessary action to assure adherence to departmental policy.

The **Traffic/Training** program regulates and enforces state and local traffic laws, investigates traffic accidents, supervises the school crossing guards, and coordinates special events requiring police assistance. The Traffic/Training program also provides for regular training which provides recruit and inservice officers the necessary skills, knowledge and practical application for effective police service. Some program policies include:

- * Provide selective traffic enforcement as dictated by monthly review of traffic and accident patterns.
- * Provide for administration and officer support for City approved special events.
- * Maintain the staffing and supervision of 98 guarded street locations adjacent to 27 elementary schools.
- * Evaluate each recruit officer's academic and on-duty progress to assure quality officers for service.
- * Plan and coordinate the content and scheduling of the required 40 hours in-service training per year.

The **Community Affairs** program provides the core group of the Department's "Community Policing Effort" and maintains the liaison between the Department and neighborhood/community support groups. Some program policies include:

- * Develop "Community Policing" and promote adoption of the program's basic principles.
- * Provide for the ongoing review and evaluation of current policy and practices from other police agencies.
- * Provide crime prevention information to the community and other City departments in an effort to promote a safe City.
- * Maintain close working relationships with the City's Human Resource Management Division and Civil Service Commission.
- * Manage and coordinate the recruiting process to maintain a prospective hiring list for sworn and support employees.
- * Provide timely and accurate information to all press inquiries and other information as to the activities of the Department.
- * Complete Police and other City departments' printing needs as requested.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Community Affairs	\$889,585	\$874,310	\$1,026,076	151,766	17.36%
Patrol	\$7,779,117	\$8,938,603	\$9,155,903	217,300	2.43%
Traffic	\$2,690,237	\$2,911,191	\$2,723,508	-187,683	-6.45%
Total	\$11,358,939	\$12,724,104	\$12,905,487	181,383	1.43%
General Fund:					
Police Service Fees	\$19,640	\$0	\$166,750	166,750	100.00%
Other	11,339,299	12,724,104	12,738,737	14,633	0.12%
Total	\$11,358,939	\$12,724,104	\$12,905,487	181,383	1.43%
Authorized Positions	307.12	339.12	289.05	-50.07	-14.76%

Budget Highlights

The **Patrol** program's budget includes a \$50,000 reduction for special events overtime costs. The City's policy for waiving fees has been modified and it is expected that new revenue will be generated to cover costs. In addition, the Department has realized a \$75,000 savings due to streamlining the Department. This savings will be used to balance the Fiscal Year 1991-92 budget. Funding for early retirement costs has been eliminated from the budget for a reduction of approximately \$100,000 to this program. The Police Department will have to cover early retirements through other departmental resources such as vacancy and attrition savings. The decreases are offset by the salary and benefit costs which will be incurred for full-year funding of officers authorized during Fiscal Year 1990-91. In addition, adjustments to salaries and benefits and increases in internal service fund charges are included. One sworn position was transferred from the Office of the Police Chief for an additional field sergeant.

A false alarm fee will be imposed on owners of security alarms and systems. This fee is expected to generate \$150,000 for Fiscal Year 1991-92.

✓ The budget for **Traffic/Training** reflects a decrease of approximately \$190,000 primarily due to modifications of the School Crossing Guard Program. The modification resulted from a review of compensation practices for the crossing guards. The crossing guard compensation package has differed significantly from that of other part-time City employees. Unlike other part-time employees, crossing guards have received health insurance benefits and pay for school holidays and travel time. Additionally, guards have been paid a set daily rate rather than for actual hours worked.

The City will no longer provide health insurance benefits for crossing guards. However, in an attempt to lessen the impact of this reduction, the Division of Human Resources has set up a plan whereby employees who are currently subscribing to City plans will be given the option to continue their coverage at a cost of 100% of the premium through the end of December, 1991.

In compliance with City policy, employees will not be paid for travel time to and from work, nor will part-time employees be compensated for days they are not required to work. As State law requires children to be in the classroom 180 days a year, supervision at crossings would be paid for the same 180 days.

Unlike other part-time employees, crossing guards have been paid a set daily rate. Guards have been paid \$19 per day, regardless of the time spent supervising a crossing site. In the past it has been stated that the City pays "minimum wage" to all crossing guards. In fact, guards are being paid up to \$19 an hour and, since the 12% increase in minimum wage, the new daily rate is up to nearly \$22 - if a guard works only one hour he/she is paid the set rate of \$22. An hourly rate of \$7.08 will be paid for actual time worked. The hourly rate was computed using the current daily rate and the average number of hours required for crossing site supervision. An hourly rate of \$7.08 is reasonable in light of the current compensation program.

Additional modifications have been implemented to reduce costs. The Police Department traditionally provided a uniform for every new guard. The Department also provided safety vests, rain coats, gloves, patches, whistles, stop signs, and traffic cones to all on-duty crossing guards. The one-time uniform allowance for new guards has been eliminated for a savings of \$3,500. All other equipment will continue to be provided as it enhances the authority, visibility, and safety of the guards and the children.

Crossing guards have also been utilized by the Police Department to assist in the March of Dimes Walkathon, the 24th of July Parade, and 23 other events (walking, running, cycling, etc.) held at Liberty and Sugarhouse parks. The guards' primary responsibility is to provide for the safety of participants and observers when they cross streets. Guards are currently compensated at the daily rate for every three hours worked. These employees will be compensated for actual time worked based on the revised hourly rate. Because actual time has not been tracked, it is not possible to quantify the amount of savings; however, because the City has been paying a premium in the past, it is believed there will be moderate savings with the implementation of this pay plan. The cost of providing crossing guards for these events in the past has been paid through other programs and has not been a part of the crossing guard program's budget. An annual special events budget has been established for the Crossing Guard Program in the personal services category for 600 hours.

The staffing document shows a reduction of 23.07 FTE positions in the School Crossing Guard program. This decrease in FTEs reflects an adjustment in the way a crossing guard will be compensated and the way an FTE is calculated. Formerly, the calculation was based on the total budgeted amount divided by the minimum wage. The new calculation recognizes that the pay rate is actually \$7.08 per hour, which reduces the total number of hours and subsequently the number of FTEs.

In addition to the modification of the School Crossing Guard Program, the part-time vehicle inspector has been cut from the budget (0.55 FTE). The vehicle inspector has been verifying vehicle serial numbers, for no fee, to many large car dealerships. The City is not required to provide this service and it can be provided by any safety inspection station. The City will no longer provide this service.

Other budget highlights in the Traffic/Training include the transfer of one video technician position to the Detective/Records program of the Investigative Bureau and adjustments to salaries and benefits and higher costs for fuel.

The **Community Affairs** program's budget remains constant with the exception of adjustments to salaries and benefits and interdepartmental service cost increases. Additionally, one public relations sergeant and one planning and research officer involved with the new C.O.P. program were transferred from sworn positions in the Investigative Bureau.

INVESTIGATIVE BUREAU

Program Descriptions & Policies

The Investigative Bureau is responsible for investigating and providing evidence to assist in the prosecution of arrested persons. There are three programs in this division.

The **Special Investigation** program deals with narcotics, gang activities, vice, and intelligence cases. This program provides supervision and support of the Metro Narcotics Strike Force and the Salt Lake Area Gang Project, which provides multi-jurisdictional enforcement and cooperation. Some of the program policies are:

- * Initiate investigations in the areas of gambling, pornography, liquor violations, and prostitution from complaints received or on-view enforcement.
- * Provide for intelligence gathering and other specialized assignments as directed by the administration.
- * Maintain supervision and support of the Metro Narcotics Strike Force effort.
- * Identify and monitor active gangs by receiving, compiling and analyzing information.
- * Develop a Neighborhood Related Crimes (NRC) unit to more effectively address crime-related problems in a geographic location of the City.

The **Youth** program investigates crimes committed by both adults and youth in the areas of sex crimes, auto theft, and larceny. In addition, supervision and support is provided to youth related programs such as D.A.R.E. (Drug Abuse Resistance Education), school resource officers, and youth referral and diversion options. Some program polices are:

- * Process all cases received and assign for follow-up those that have the elements necessary to continue the investigation.
- * Provide the D.A.R.E. program in all City elementary schools.
- * Provide officer support for the three City high schools and two intermediate schools.

The **Detective/Records** program investigates crimes committed by both adults and youths in the areas of homicide, assault, warrants, burglaries, robbery, questioned documents, and frauds. The Detective/Records program provides technical expertise in the processing of physical evidence by the crime lab. All reporting and collection of police activity is also supervised and staffed by this program. Some program policies include:

- * Process all cases received and assign those for follow-up that have the elements necessary to continue the investigation.
- * Respond to major crime scenes and process photos and other physical evidence related to the crime.
- * Maintain a 3-5 day lag time between when an officer completes a report and when the follow-up detective or court receives the report.
- * Receive and preserve all evidence collected and found property for use in investigations and maintain records of disposition.
- * Provide service to the public for vehicle impound release, fingerprint, licensing, and police report information.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Detective/Records	\$3,987,848	\$4,362,094	\$4,441,562	79,468	1.82%
Special Investigations	\$1,346,556	\$1,292,596	\$1,918,121	625,525	48.39%
Youth	\$1,504,143	\$1,541,452	\$1,798,176	256,724	16.65%
Total	\$6,838,547	\$7,196,142	\$8,157,859	961,717	13.36%
Funding Sources:					
General Fund:					
Police Service Fees	128,882	119,918	142,343	22,425	18.70%
Other	6,709,665	7,076,224	8,015,516	939,292	13.27%
Total	\$6,838,547	\$7,196,142	\$8,157,859	961,717	13.36%
Authorized Positions	89.36	108.36	152.37	44.01	40.61%

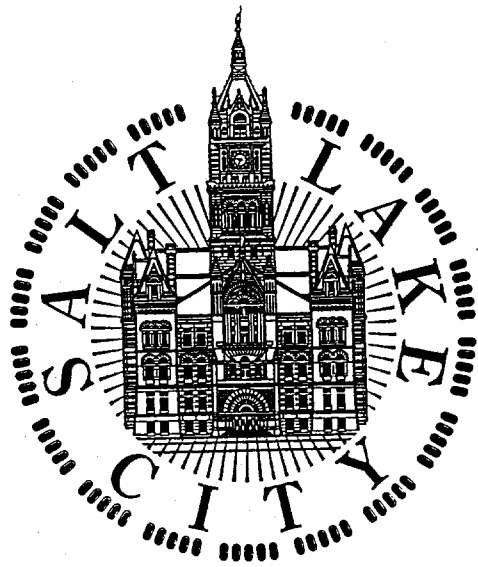
Budget Highlights

The increases in the Investigative Bureau's budget are primarily due to fully funding 20 new officers authorized in Fiscal Year 1991-92 to enhance the D.A.R.E., narcotics, gangs, robbery, homicide, burglary, larceny, and sex crimes units. The Fiscal Year 1990-91 budget included funding for only the last month of the year. The Fiscal Year 1991-92 budget includes funding for a full year. Adjustments in salaries and benefits and charges for internal fund services are also responsible for increases in the budget. In addition, other changes are as follows:

The records unit has been transferred to the **Detective/Records Investigations** program. Two sworn positions were transferred to Community Affairs and one records clerk was transferred to the Department of Public Works. One video technician was transferred into the Crime Lab from the Traffic/Training unit. In addition, one nonsworn position was transferred to the Attorney's Office in exchange for one attorney who will focus on matters involving the Police Department.

Due to reallocation of costs, the **Special Investigations** program's budget increased by \$33,000 for Fleet maintenance and nearly \$25,000 for Risk Management premiums. In addition, two vacant metro narcotics officer positions were reduced from the program.

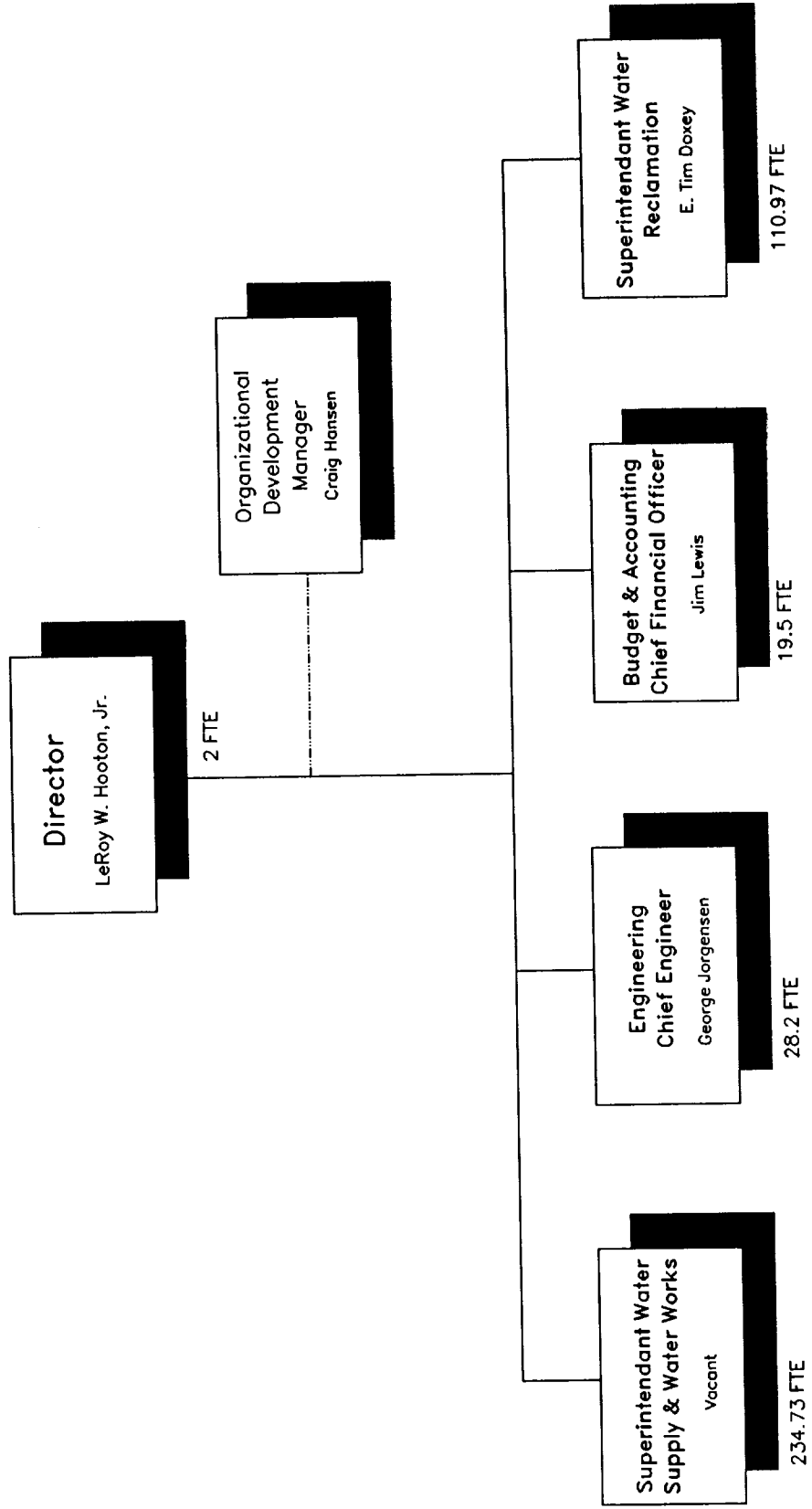
It is anticipated that an additional \$29,700 revenue to the **Youth** program will be received from the Salt Lake School District to reimburse the City for one-half of the total cost of resource officers in two intermediate schools. The District currently reimburses costs on the same basis for three officers in the City's three high schools, however, the City has not been reimbursed for the officers in the two intermediate schools.





PUBLIC
UTILITIES

PUBLIC UTILITIES
ORGANIZATIONAL STRUCTURE
FISCAL YEAR 1991-92



ALL FUNDS EXPENDITURE
DETAIL SUMMARY
FY 1991-92

PUBLIC UTILITIES

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries and Wages	\$8,646,303	\$9,718,236	\$4,841,238	\$9,703,900	\$9,838,997
Benefits	2,489,732	2,733,290	1,296,014	2,743,697	3,033,574
Total Personal Services	11,136,035	12,451,526	6,137,252	12,447,597	12,872,571
Operating and Maint. Supply	1,786,902	1,999,946	778,353	1,889,480	2,148,000
Charges/Services/Fees:					
Travel/Training	55,070	44,600	23,097	44,600	49,600
Utilities	2,035,805	2,398,309	1,297,277	2,358,816	2,449,850
Professional and Other Contractual Services	418,651	955,273	506,763	1,042,332	912,850
Buildings, Equipment, and Janitorial Maintenance	40,628	40,070	14,830	38,746	46,120
Rentals/Leases	59,545	72,490	80,130	123,978	161,663
Insurance Claims/Damages	8,549	31,000	36,368	21,000	31,000
Interfund Charges:					
Data Processing Services	562,993	590,477	259,588	575,100	647,313
Fleet Maintenance Services	641,257	785,302	373,473	675,547	690,822
Risk Management Premiums	144,300	146,475	-	144,000	117,436
General Fund Administrative Service Fee	682,958	810,531	405,266	810,531	739,000
Other Interfund	837	4,000	-	2,000	2,000
Payment in Lieu of Taxes	-	387,000	-	387,000	404,000
Sewer Billing Costs	540,000	562,500	461	540,000	338,000
Storm Drainage Billing Costs	-	-	-	-	110,000
Metro Water Purchases	2,777,423	2,860,000	1,669,614	3,160,000	3,160,000
Other Charges/Fees/Services	1,020,409	431,019	640,608	246,844	448,146
Total Charges/Fees/Services	8,988,425	10,119,046	5,307,475	10,170,494	10,307,800
Fleet Vehicle Acquisitions	594,995	1,436,707	485,357	1,426,957	525,813
Other Capital Outlay	593,101	1,584,825	299,563	1,119,605	1,536,550
Total Capital Outlay	1,188,096	3,021,532	784,920	2,546,562	2,062,363
Total Operating Expenses	23,099,458	27,592,050	13,008,000	27,054,133	27,390,734
Other Uses					
Capital Improvements	11,968,013	31,649,803	6,595,876	15,343,895	21,004,005
Bonding/Debt/Interest Charges	3,339,627	3,951,300	1,690,409	3,366,191	3,909,412
Storm Drainage-Repayment Sewer	-	-	-	-	172,000
Total Other Uses	15,307,640	35,601,103	8,286,285	18,710,086	25,085,417
TOTAL BUDGET	\$38,407,098	\$63,193,153	\$21,294,285	\$45,764,219	\$52,476,151

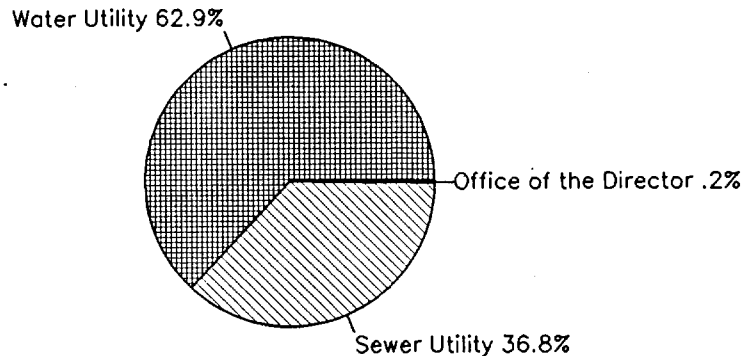
The purpose of the **PUBLIC UTILITIES DEPARTMENT** is to provide water, sewer, and storm water management services to the residents of Salt Lake City, and to fulfill contractual obligations of providing water to other entities. The entire department operates as an enterprise fund and has three divisions.



The Water Division manages Utah's largest culinary water system which is comprised of 83,129 connections serving a daytime population of over 400,000. It also manages 185 square miles of watershed stretching from Ensign Peak on the north to Little Cottonwood Canyon on the south, three water purification plants, and an irrigation system stretching from Utah Lake on the south to the center of Salt Lake City.

The Sewer Division has 46,227 connections serving 158,300 City residents. The Sewer Division has more than 778 miles of sewer mains, 24 lift stations equipped with emergency energy sources in case of an electrical outage, and a telemetry system providing continual monitoring of flows and line capacity. The water reclamation plant treats 35 million gallons per day with a capacity of treating 55 million gallons per day. The Storm Water Management program maintains 239.23 miles of storm drainage line and 18 lift stations.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Director	\$111,612	\$114,993	\$122,962	\$7,969	6.93%
Water Utility	22,890,226	41,123,189	33,023,543	-8,099,646	-19.70%
Sewer Utility	15,405,260	21,954,971	19,329,646	-2,625,325	-11.96%
Total	\$38,407,098	\$63,193,153	\$52,476,151	\$-10,717,002	-16.96%
Funding Sources:					
Water Utility	\$22,946,533	\$41,181,298	\$33,085,374	\$-8,095,924	-19.66%
Sewer Utility	15,460,565	22,011,855	15,221,977	-6,789,878	-30.85%
Drainage Utility	-	-	4,168,800	4,168,800	100.00%
Total	\$38,407,098	\$63,193,153	\$52,476,151	\$-10,717,002	-16.96%
Authorized Positions	383.73	395.40	392.40	-3.00	-0.76%



Policy Issues:

Implement Drainage Fee

Staffing Level Changes: -3.00 FTE's

ADD:

- 1.00 Warehouse Worker II
- 1.00 Custodian II

DELETE:

- 1.00 Engineer III
- 2.00 Vehicle Operator II
- 1.00 Engineer IV
- 1.00 Drainage & Street Technician

PUBLIC UTILITIES OFFICE OF DIRECTOR

Description of Program

The Office of Director includes the director of Public Utilities and Executive Secretary. The program provides the supervision, planning and coordination required for managing the Public Utilities Department.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director	\$111,612	\$114,993	\$122,962	\$7,969	6.93%
Total	\$111,612	\$114,993	\$122,962	\$7,969	6.93%
Funding Sources:					
Water Utility	\$56,307	\$58,109	\$61,831	\$3,722	6.41%
Sewer Utility	55,305	56,884	61,131	4,247	7.47%
Total	\$111,612	\$114,993	\$122,962	\$7,969	6.93%
Authorized Positions	2.00	2.00	2.00	0.00	0.00%

Budget Highlights

The Office of Director budget increased because of salary and benefit adjustments.

WATER UTILITY DIVISION

Program Descriptions & Policies

This division administers seven programs. The **Water Supply** program delivers irrigation water to special contract agencies in Salt Lake County in exchange for their high quality culinary water from Big and Little Cottonwood Canyons. This program also manages water rights and conducts water supply studies. Some of their program policies are as follows:

- * Monitor irrigation and canal flows to satisfy requirements of exchange agreements.
- * Clean irrigation canals and grates continually to ensure proper water delivery and to prevent overflow.
- * Perform 75 snow pack measurements per year.
- * Perform 150 canyon stream and irrigation canal measurements per year.
- * Monitor quality of stream flows for pollution caused by construction and traffic flow.
- * Store and release water at 6 reservoirs in the City's watershed.
- * Maintain historical streamflow and ground water records.

The **Water Power and Pumping** program pumps ground water and irrigation water and lifts culinary water to higher service areas in the distribution system. Some of their program policies are as follows:

- * Respond to resident inquiries on low water pressure zones.
- * Monitor various pressure zones in the system and activate pumps when needed.
- * Maintain and repair 24 deep pump wells on a continual basis.
- * Pump water to distribution reservoirs which gravity feed 46 pressure zones in the water system.
- * Operate and maintain 25 booster pump stations comprised of 108 various pumps and motors.
- * Pump irrigation water into various upper canals to meet demands of irrigation exchange agreements.
- * Operate and maintain 3 high-volume pumps at the 6200 South Pumping Station.

The **Water Treatment** program protects the City's watershed from pollution, purifies water, monitors water quality, and maintains cross-connection control within the distribution system. The City manages three water treatment plants in City Creek, Parley's, and Big Cottonwood Canyons. Some of their program policies are as follows:

- * Patrol 225 square miles of watershed and mountain land for vandalism and other violations.
- * Maintain and repair recreational facilities located in City Creek Canyon and Affleck Park in East Canyon.
- * Ensure all water meets primary and secondary drinking water standards.
- * Maintain State certification of operators.
- * Eliminate cross-connections through inspection and education or control them by annually testing 2,000 backflow preventers.

The purpose of the **Water Distribution** program is to operate and maintain the City's water distribution system and all related facilities, and to provide engineering services for upgrading, repairing, and replacing the distribution system. Some of their program policies are as follows:

- * Review and approve plans submitted from outside agencies.
- * Investigate existing system to determine deficiencies and recommend improvements.
- * Monitor 30 tanks and reservoirs and order water as needed from treatment plants and other sources.
- * Respond to 15,400 service requests in an average time of 15 minutes.
- * Respond to and resolve 1,500 emergency water line breaks per year.
- * Provide 4-hour response to all emergencies, restoring service within 4 hours, 90% of the time.
- * Have an emergency crew available during nonbusiness hours.
- * Have 10 maintenance crews on assignment during 90 percent of the regular shifts.

The **Water Support** program provides maintenance, repair, and clerical support services for water division programs, including repair of operating machinery and water meters and the maintenance of buildings and grounds. Some of their program policies are as follows:

- * Process 32,000 water and sewer work orders annually in 3 days or less with an error rate of 5% or less.
- * Respond to 10,000 annual requests for materials and supplies.
- * Maintain adequate inventories to meet 95% of requests immediately.

- * Provide welders, carpenters, machinists, and plumbing services within 48 hours of request, 95% of the time.
- * Have 1 welding crew available at all times during the summer months and 2 crews during winter months.
- * Check and repair all 2,500 commercial meters at least every 6 months.
- * Check and repair all residential meters every 15 years.
- * Provide electrical, telemetry, heating, and air-conditioning services to 25 booster pump stations, 24 deep pump wells, 3 water treatment plants, 24 sewer lift stations, and the shop and office building.

The **Water Customer Service** program provides meter reading, billing, collection and customer services to utility customers. Accounting and budgeting services for the water divisions are also provided by this program. Some of their program policies are as follows:

- * Read 752,000 water meters per year at a rate of 300-350 per meter reader per day with less than 0.05% error ratio.
- * Process and mail bills within 48 hours of meter read.
- * Input, audit, and prepare billings for 3,000 accounts per day.
- * Respond to 60,000 telephone and 18,000 walk-in inquiries per year resolving problems within 24 hours.

The **Water General Operations** program provides the supervision, planning, and coordination required for managing the water divisions. This program includes administrative service fees which the City's general fund charges the water divisions for such services as personnel, finance, budgeting, and legal advice. Some of their program policies are as follows:

- * Approve all contracts for the Water Utility.
- * Coordinate with other agencies on construction projects.
- * Issue 540 new connection permits for the Water Utility and 50 for the Sewer Utility per year.
- * Review and analyze \$25 million in construction payments per year.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Water Supply	\$2,267,232	\$2,418,252	\$2,673,183	\$254,931	10.54%
Water Power & Pumping	1,456,991	1,682,766	1,680,853	1,913	-0.11%
Water Treatment	2,774,467	3,021,225	3,094,877	73,652	2.44%
Water Distribution	3,627,960	3,928,042	4,048,455	120,413	3.07%
Water Support	1,085,818	1,605,503	1,645,004	39,501	2.46%
Water Customer Service	2,058,245	2,178,527	2,109,241	-69,286	-3.18%
Water General Operations	1,531,157	1,733,180	1,683,755	-49,425	-2.85%
Water Capital Improvements	8,088,356	24,555,694	16,088,175	-8,467,519	-34.48%
Total	\$22,890,226	\$41,123,189	\$33,023,543	\$-8,099,646	-19.70%
Funding Sources:					
Water Utility	\$22,890,226	\$41,123,189	\$33,023,543	\$-8,099,646	-19.70%
Total	\$22,890,226	\$41,123,189	\$33,023,543	\$-8,099,646	-19.70%
Authorized Positions	274.15	269.45	268.45	-1.00	-0.37%

Budget Highlights

The **Water Supply** program increased \$25,260 by transferring a Water Maintenance Worker I position from the Water Distribution program to assist in canal maintenance which will help build better relationships with exchange agreement customers. Another increase to this program is \$200,000 to purchase additional water. Last year the Parley's Treatment Plant was closed for renovation. The decision was made to close the plant rather than to work on it while it was still in operation. This decision will save the City about \$700,000 in construction costs. The City will, however, need to purchase additional water to make up for the water lost due to the Plant's closing. The remaining increase to this program is for salary and benefit adjustments.

The **Water Power and Pumping** budget decreased \$6,500 because the cost of telephone duct was transferred to the water support program. This decrease is offset by salary and benefit adjustments.

The **Water Treatment** budget increased by the amount of benefits to make a part-time Canyon Attendant into a full time Watershed Patrol Officer. This is in keeping with the City policy to avoid keeping employees on part-time status when they work full-time hours. In addition to this, the cost of treating Little Cottonwood water at the Metropolitan Water Treatment Plant is increasing by \$100,000 because of the closing and renovation of the Parley's Treatment Plant. This increase is partially offset by reductions in utilities and other operating and maintenance costs not incurred while Parley's is shut down.

The **Water Distribution** budget has been reduced 3 FTE's due to the implementation of hydrant trucks which were designed to allow the switch from 4-person maintenance crews to 3-person crews. This will result in Vehicle Operators being eliminated and one Water Maintenance Worker being transferred to the Water Supply program. These reductions are offset by increases in landfill charges of \$25,000 for waste disposal and the increase in interfund charges of \$20,000 which are paid to the Sewer Utility for Water Utility concrete work. In addition, salary and benefit adjustments increased \$75,000 because 115 of the Water Utility's 268 employees are in this program.

The **Water Support** budget increased by adding an additional Warehouse Worker position at a cost of approximately \$25,000. This position is needed to help fill the 10,000 annual requests for materials and supplies. Increased salary and benefits make up the rest of the increase.

The **Water Customer Service** budget is decreasing by \$180,000 due to allocating billing and collection costs between Sewer, Storm Water Management, and the Refuse Collection Funds. This decrease was partially offset by increases in the cost of postage and increases to salary and benefits.

The **Water General Operations** budget increased \$21,000 by adding a Custodian to assist in maintaining the additional space created by the new Public Utilities building addition. This increase is to be offset by decreasing an Engineer position at a savings of \$35,000. Last year the General Fund billed Public Utilities a one-time additional cost for prepaid insurance that will not be needed this year. This will result in a decrease of \$64,000. In Fiscal Year 1990-91, the City implemented a Payment in Lieu of Taxation (PILOT) on the Water Utility. The PILOT for next year is recommended to increase \$87,000. This increase will be offset by a decrease in research projects at a savings of \$77,000 and a decrease in interest expense.

SEWER UTILITY DIVISION

Program Descriptions & Policies

This division has six programs. The **Pumping** program maintains and operates 24 sanitary sewer lift stations throughout Salt Lake City. The stations lift raw sewage to levels where the waste can gravity feed through the remaining portion of the collection system. Some of their program policies are as follows:

- * Operate and maintain 24 sewer lift stations and 18 storm water lift stations.
- * Respond to all related emergencies as they occur.

The **Storm Drainage** program operates and maintains drainage facilities eliminating health hazards and preventing flood damage, and provides engineering services for upgrading, repairing, and replacing drainage lines and lift stations. Some of their program policies are as follows:

- * Monitor, clean, and repair 70,000 linear feet of 24-inch and smaller storm drain pipe when necessary.
- * Reconstruct 50 storm drains and clean-out boxes due to road construction.
- * Clean 14,000 lineal feet of open drainage ditches.
- * Clean 100,000 lineal feet of gutters.
- * Clean 4,000 inlet and clean-out boxes.
- * Dredge 28,000 lineal feet of 24-inch and larger drainage line.
- * Provide support in disposing of hazardous materials that may contaminate the City's drainage system.
- * Respond to and resolve 900 drainage complaints annually.

The **Collection System** program operates and maintains the City's sewer distribution system and all related facilities, and provides engineering services for upgrading, repairing, and replacing the collection system. Some of their program policies are as follows:

- * Design new main lines, lift stations, and other facilities.
- * Review sewer plans submitted from outside agencies.
- * Investigate the existing sewer system to determine deficiencies and make recommendations for improvements.
- * Clean and maintain 750 miles of sewer lines within the Salt Lake City service area.
- * Inspect 90 miles of sewer lines per year by use of a mobile camera.

The **Waste Water Reclamation** program operates the Waste Water Reclamation Treatment Plant, and receives, pumps, and treats raw sewage in order to meet Environmental Protection Agency (EPA), State, and County Health Department Biological guidelines. This program also monitors and bills industrial users of the sewer system for illegal dumping of hazardous wastes. Some of the program policies are as follows:

- * Perform 55,000 biological and chemical tests per year for waste and culinary water.
- * Monitor 100 industrial users on a monthly/quarterly basis to ensure compliance with the EPA.
- * Provide emergency preparedness for plant accidents or natural disasters.
- * Operate Treatment Plant on 24-hour basis and ensure that treatment process is functioning properly.

The **Water Reclamation Customer Service** program provides accounting services for the sewer divisions, and maintains and services all customer accounts. Some of their program policies are as follows:

- * Review winter water usage for 46,200 sewer customers annually for use in the billing process.
- * Advise 8,100 customer with high usage offering suggestions for corrective measures.
- * Assist 3,000 walk-in customers per year.
- * Respond to and resolve 12,600 telephone inquiries per year.

The **Sewer General Operations** program administers and manages the sewer divisions. This program includes administrative service fees which the City's general fund charges the sewer divisions for such services as personnel, finance, budgeting, and legal advice. Some of their program policies are as follows:

- * Approve all contracts for the Sewer Utility.
- * Coordinate with other agencies on construction projects.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Pumping	\$310,768	\$297,470	\$331,054	\$33,584	11.29%
Storm Drainage		789,587	1,517,010	727,423	92.13%
Collection System	1,155,827	1,174,140	1,288,487	114,347	9.74%
Waste Water Reclamation	3,118,889	3,415,952	3,585,632	169,680	4.97%
Sewer General Operations	1,553,729	2,210,881	1,724,858	-486,023	-21.98%
Sewer Capital Improvements	9,266,047	14,066,941	10,882,605	-3,184,336	-22.64%
Total	\$15,405,260	\$21,954,971	\$19,329,646	\$-2,625,325	-11.96%
Funding Sources:					
Sewer Utility	\$15,405,260	\$21,954,971	\$15,160,846	\$-6,794,125	-30.95%
Drainage Utility	-	-	4,168,800	4,168,800	100.00%
Total	\$15,405,260	\$21,954,971	\$19,329,646	\$-2,625,325	-11.96%
Authorized Positions	107.58	123.95	121.95	-2.00	-1.61%

Budget Highlights

The **Pumping** budget increased in electrical power because of additional pumping being done to provide additional water due to the Parley Treatment Plant being shut down for renovation. Salary and benefit adjustments make up the remaining increase in this program.

✓ The **Storm Drainage** program increased \$45,000 for increased repair materials to be used in the storm drainage maintenance area. These increases will be more than offset by a decrease of \$75,000 in the cost of fleet maintenance because of newer equipment in the storm drainage section. Billing costs of \$190,000 will be allocated to the Drainage Utility. A reciprocal reduction in billing costs will be found in the Water and Sewer Utility as well as the Refuse Collection Fund. The Drainage Utility will pay back the Sewer Utility the amount it borrowed during Fiscal Year 1990-91. This will amount to a yearly cost of \$172,000 each year for ten years. The Drainage Utility increased \$150,000 to obtain the federally mandated water quality permit associated with storm drainage. The leaf removal program in the Refuse Collection Fund provides a major benefit to the drainage program in that it prevents leaves from clogging the storm drain lines. Therefore the Drainage program will reimburse the Refuse Fund \$150,000 for its share of the \$236,000 leaf removal cost. In addition to these increases are other professional and technical services of \$100,000, which will be necessary to fully implement the proposed monthly Drainage Fee of \$3 per residential equivalent.

The **Collection System** program increased repair materials \$28,000. Fleet maintenance costs are expected to increase \$16,000. In addition to these, professional and technical services increase \$32,000. Salary and benefit changes make up the remaining increase to this program.

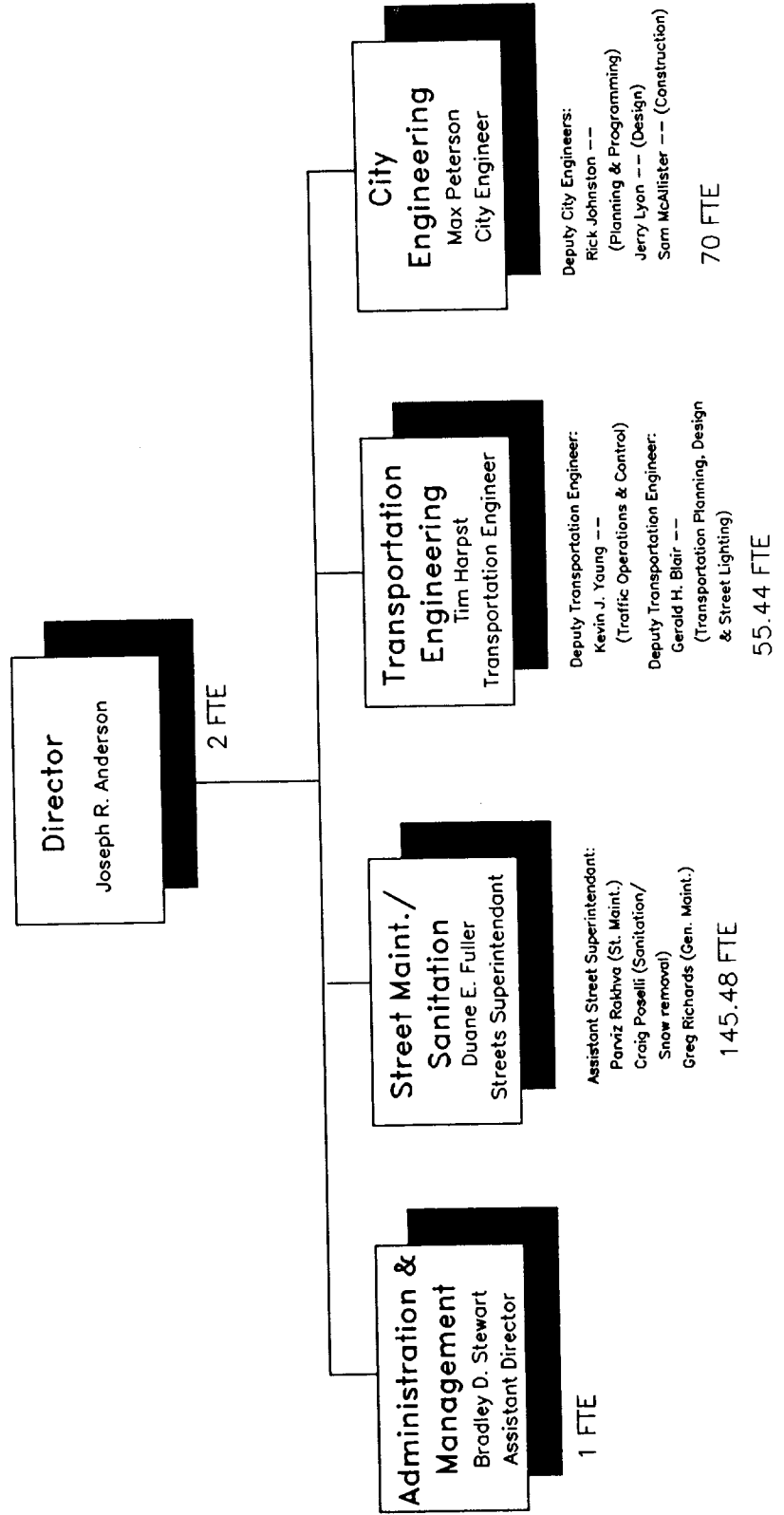
The **Waste Water Reclamation** budget increased \$90,000 for salary and benefit adjustments. Half of the Sewer Utility employees work in this program. Repair materials are budgeted to increase \$35,000. The Reclamation Plant needs additional funds to provide required and preventive maintenance. Fuel costs were anticipated to increase \$21,000 at the time this budget was prepared. This was budgeted for but may no longer be needed. Telephone costs increased \$21,000 because of the high technological nature of the plant.

The **Sewer General Operations** budget decreased \$216,000 because during Fiscal Year 1990-91 there was a one-time expenditure to obtain GIS-related services to help implement the Drainage Utility Fee. This expenditure will not be needed in Fiscal Year 1991-92. Billing costs decreased \$224,500 in the Sewer Utility due to a reallocation which includes the Drainage Utility. A Payment in Lieu of Taxes (PILOT) was imposed on the Sewer Utility in Fiscal Year 1990-91. The amount budgeted for in Fiscal Year 1991-92 decreased \$70,000. Building rental costs, telephone expense, and administrative service fees also decreased a total of \$45,000. These decreases are partially offset by increases to postage, data processing services, and salary and benefit adjustments.



PUBLIC
WORKS

PUBLIC WORKS
 ORGANIZATIONAL STRUCTURE
 FISCAL YEAR 1991-92



ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

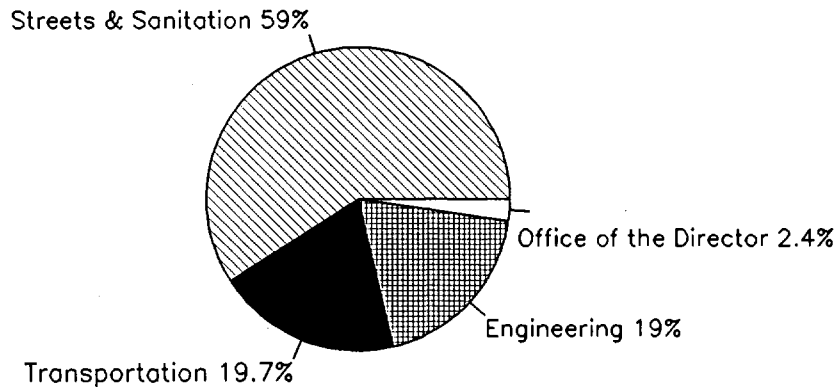
PUBLIC WORKS

	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Salaries and Wages	\$7,075,995	\$7,105,552	\$3,581,159	\$7,155,480	\$7,451,644
Benefits	1,766,404	1,787,745	863,475	1,769,609	1,957,629
Total Personal Services	8,842,399	8,893,297	4,444,634	8,925,089	9,409,273
Operating and Maint. Supply	1,792,040	1,820,312	1,195,650	2,184,075	1,929,937
Charges/Services/Fees:					
Travel/Training	33,392	17,983	14,811	19,431	31,841
Utilities	1,062,351	1,128,927	422,872	1,093,515	1,105,267
Professional and Other Contractual Services	98,853	137,833	57,859	131,833	238,647
Buildings, Equipment, and Janitorial Maintenance	50,409	71,936	16,497	68,386	73,690
Rentals/Leases	1,088,376	313,246	145,633	286,576	309,769
Insurance Claims/Damages	20,364	-	-	-	-
Interfund Charges:					
Data Processing Services	249,219	269,542	135,564	270,055	288,050
Fleet Maintenance Services	2,328,539	2,539,129	1,289,939	2,655,206	2,333,975
Risk Management Premiums	355,507	271,342	331,152	260,918	437,517
Employee Insurance Payments					
General Fund Administrative Service Fee	6,820	168,255	38,000	120,255	131,255
Other Interfund Charges	134,418	194,475	67,485	200,000	150,000
Contingency	335	16,742	-	16,742	17,742
Other Charges/Fees/Services	547,523	527,130	240,241	562,814	591,348
Total Charges/Fees/Services	5,976,106	5,656,540	2,760,053	5,685,731	5,709,101
Fleet Vehicle Acquisitions	-	345,000	-	351,900	677,700
Other Capital Outlay	171,750	112,158	71,353	111,894	91,060
Total Capital Outlay	171,750	457,158	71,353	463,794	768,760
Total Operating Expenses	16,782,295	16,827,307	8,471,690	17,258,689	17,817,071
Other Uses					
Capital Improvements					
Bonding/Debt/Interest Charges	12,991	5,853	6,730	5,853	5,000
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	12,991	5,853	6,730	5,853	5,000
TOTAL BUDGET	\$16,795,286	\$16,833,160	\$8,478,420	\$17,264,542	\$17,822,071



The **PUBLIC WORKS DEPARTMENT** is responsible for the planning, design, construction and maintenance of the City's infrastructure. The department also provides basic services such as refuse collection, street lighting, parking enforcement, and snow removal. The department has four divisions.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Division Budgets:					
Office of Director	\$306,252	\$297,860	\$420,153	\$122,293	41.06%
Engineering	3,189,548	3,187,858	3,382,806	194,948	6.12%
Streets & Sanitation	10,082,096	9,969,962	10,516,285	546,323	5.48%
Transportation	3,217,390	3,377,480	3,502,827	125,347	3.71%
Total	\$16,795,286	\$16,833,160	\$17,822,071	\$988,911	5.87%
Funding Sources:					
General Fund:					
Charges For Services	\$222,888	\$290,898	\$370,800	\$79,902	27.47%
Class 'C' Road	1,262,956	1,261,500	1,307,000	45,500	3.61%
Other	12,422,919	12,091,907	11,964,733	-127,174	-1.05%
Refuse Collection	2,886,523	3,188,855	4,179,538	990,683	31.07%
Total	\$16,795,286	\$16,833,160	\$17,822,071	\$988,911	5.87%
Authorized Positions	280.86	267.40	273.92	6.52	2.44%



Policy Issues:

Transfer Leaf Removal to Refuse Collection Fund
Transfer Residential Street Sweeping to Refuse Collection Fund
Change Refuse Billing to Daily Basis
Increase Bare Pavement Snow Removal Time From 24 to 36 Hours

Service Level Increases:

None

Staffing Level Changes: 6.52

1.00 Office Technician I
1.00 Engineer IV
1.00 Drainage & Street Technician
3.52 Net Increase to Part time

Revenue Enhancements: \$625,419

\$ 150,000 Drainage Utility to pay part of leaf removal to Refuse Fund
250,000 One-time increase to Refuse Fund by switching to daily billing
38,265 Surplus Property Account to pay for property related surveying
66,000 Additional engineering fees
22,200 Increase fees for regulating work in the public way
98,954 Drainage Utility contract for engineering services

Service Level Decreases:

\$42,000 2.33 part-time snow removal personnel

PUBLIC WORKS OFFICE OF DIRECTOR

Program Description

The **Office of Director** includes the Director of Public Works, the Assistant Public Works Director, and a secretary. The purpose of the program is to oversee departmental operations and interface with the Mayor.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Office of Director	\$306,252	\$297,860	\$420,153	\$122,293	41.06%
Total	\$306,252	\$297,860	\$420,153	\$122,293	41.06%
Funding Sources:					
General Fund	\$306,252	\$297,860	\$420,153	\$122,293	41.06%
Total	\$306,252	\$297,860	\$420,153	\$122,293	41.06%
Authorized Positions	3.00	3.00	3.00	0.00	0.00%

Budget Highlights

The **Office of Director** budget increased \$101,000 for risk management services. The risk management premiums are budgeted in this program for the entire Department. Salary and benefit adjustments as well as a reallocation of travel and training make up the remaining increase in this program.

ENGINEERING DIVISION

Program Description and Policies

This division administers five programs. The purpose of the division is to develop and enhance the City's infrastructure.

Many public improvements are funded and constructed by private developers. The **Development Review and Control** program reviews proposed land developments and inspects public way improvements to ensure conformance with City Ordinances, planning goals and Engineering Standards. Some of the program policies are as follows:

- * Review, survey, and approve seven preliminary and final subdivision plats and drawings.
- * Inspect construction of seven subdivisions and install required survey monuments.
- * Review and inspect 125 private development projects.
- * Provide engineering planning and design support for development of Northwest Quadrant.
- * Respond to 300 inquiries from developers, engineers, or citizens concerning potential development.

The **Engineer Mapping and Records** program maintains and updates City maps, plats, survey monuments, and benchmarks to ensure organized and legal City development. This program stores and maintains maps, records, and correspondence; issues new addresses and responds to public requests for information, complaints, and petitions. Some of the program policies include the following:

- * Respond to 5,000 requests for information per year from the public, City departments, and others.
- * Review 30 citizen initiated petitions per year.
- * Input data, microfilm, index and file 7,200 correspondence documents per year.
- * Input data, microfilm, index and file 700 engineering drawings per year.
- * Reproduce plans and specifications for reviews and bidding of 30 construction projects per year.

- * Issue 100 new address certificates per year.
- * Establish 90 new survey control monuments and 100 new elevation benchmarks.
- * Re-survey 600 survey control monuments needing upgrade to modern survey standards.
- * Input data and file 1,200 survey records per year.
- * Update 20 existing atlas plats.
- * Raise and repair 600 survey monument rings and lids and reset 100 horizontal control monuments.

The **Public Buildings and Other Facilities** program provides engineering services; designs and constructs public buildings, parks, golf courses, and landfill projects; and provides technical support to City departments and planning for possible disasters. Some of the program policies are as follows:

- * Provide 3 facility studies and cost estimates to support CIP budget requests.
- * Design 8 projects per year.
- * Obtain consultants and manage their design of 5 projects and 3 facility studies per year.
- * Coordinate and review the design of 8 Parks Department projects per year.
- * Administer and inspect 23 construction projects such that 75% of all critical installation items are inspected per year.
- * Provide 3100 materials lab tests per year.
- * Provide one-year warranty inspections on 27 projects per year.
- * Provide technical planning for possible disasters.

Many utility lines are located under City streets. The **Regulation of Work in Public Ways** program regulates all private work performed in public right-of-ways and easements to ensure it is accomplished in a safe, timely manner with minimum traffic impact and in accordance with City Standard Ordinances and Regulations. Some of the program policies are as follows:

- * Review, issue, and inspect 2,400 excavation and 200 sidewalk, curb, and gutter permits per year.
- * Provide 4 self-inspection training classes per year for Utility companies and contractors.
- * Perform warranty inspections on 2,600 Work in Public Way permits.
- * Review, issue, and inspect 50 pedestrian barricading permits per year.
- * Enforce City clean wheel ordinance by responding to 75 inquiries or violations per year.
- * Issue 300 warning notices and 25 citations for defective or illegal work in the public way.
- * Maintain a railroad crossing inventory program and inspect 100 crossings in the public way per year.

The **Street Improvements** program provides a safe and efficient street system through planning, designing, and constructing needed street improvements. It also provides technical support for existing street maintenance and rehabilitation to obtain cost effective maintenance strategies on City street pavements. Some of the program policies are as follows:

- * Develop and prioritize 22 project requests, cost estimates, and applications for CIP funding per year.
- * Inventory pavement conditions of 300 lane miles.
- * Evaluate and forecast pavement conditions on 1600 lane miles.
- * Prepare and approve 5 required official street maps per year.
- * Respond to 800 inquiries or complaints involving street improvement needs per year.
- * Provide street design on 13 projects per year.
- * Obtain and manage consultants for 1 design, 15 design survey, and 15 geotechnical projects.
- * Administer and inspect 27 street construction projects such that 75% of all critical installation items are inspected.
- * Provide 5,300 materials lab tests per year.
- * Provide one-year warranty inspections on 22 projects per year.
- * Create 2 and finalize and prepare 2 assessment rolls for Special Improvement Districts.
- * Inventory 350 miles of concrete sidewalk condition and enter 550 miles into data base.
- * Provide design for 2 drainage projects.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Develop. Review & Control	\$201,660	\$261,772	\$185,420	\$-76,352	-29.17%
Drainage Improvements	255,403	-	98,954	98,954	100.00%
Engineer Mapping & Records	817,562	860,635	833,534	-27,101	-3.15%
Public Bldgs. & Other Fac.	392,632	486,243	590,089	103,846	21.36%
Reg. of Work in Pub. Ways	275,702	330,626	339,035	8,409	2.54%
Street Improvements	1,246,589	1,248,582	1,335,774	87,192	6.98%
Total	\$3,189,548	\$3,187,858	\$3,382,806	\$194,948	6.12%
Funding Sources:					
General Fund:					
Charges For Services	\$37,020	\$41,000	\$21,000	\$-20,000	-48.78%
Other	3,152,528	3,146,858	3,361,806	214,948	6.83%
Total	\$3,189,548	\$3,187,858	\$3,382,806	\$194,948	6.12%
Authorized Positions	71.00	68.00	70.00	2.00	2.94%

Budget Highlights

The **Development Review and Control** budget decreased \$76,000 in the area of personal services. Each year Engineering reallocates its employees throughout its programs based on the projects they will be undertaking. This decrease in salary and benefit adjustments will be offset by increases to the Public Buildings and Other Facilities and the Street Improvements budgets.

The **Drainage Improvements** program was transferred to Public Utilities in Fiscal Year 1990-91. During the first budget amendment of the fiscal year, Public Works and Public Utilities requested that two of the Engineer positions be transferred back to this program and Public Utilities would contract with Engineering for these services. This was approved and the transfer was made. These two Departments would like to continue this arrangement during Fiscal Year 1991-92 by the Drainage Utility paying \$89,615 for two Engineers and \$9,000 of related operating expenses.

The **Engineer Mapping and Records** budget decreased \$52,000 by reallocating personal services to other programs in this Division to mirror the workload projected for Fiscal Year 1991-92. This decrease was offset by reallocating data processing, fleet maintenance, and fuel costs from other programs.

The **Public Buildings and Other Facilities** budget increased personal services by \$108,000. This reflects a projected increase in the time which will be spent on projects relating to this program for Fiscal Year 1991-92. This increase is offset by reallocating fleet maintenance and fuel costs to the Mapping and Records program.

The **Regulation of Work in Public Way** budget increased for salary and benefit adjustments.

The **Street Improvements** budget increased personal services by \$87,000. This reflects a projected increase in the time which will be spent on projects relating to this program for Fiscal Year 1991-92. This increase is offset by reallocating fleet maintenance and fuel costs to the Mapping and Records program. Salary and benefit adjustments make up the remaining increase in this program.

STREETS AND SANITATION DIVISION

Description of Programs

This division administers six programs. The purpose of the division is to ensure safe and clean streets and provide for residential refuse collection. The **Business District Maintenance** program provides a clean, safe, and attractive environment for the Sugarhouse and Central Business Districts. This program also provides support to civic activities such as parades and festivals. Some of the program policies are as follows:

- * Provide trash and litter control of business districts on a daily basis.
- * High pressure clean all sidewalks once per year.
- * Maintain brick and tile walkways.
- * Maintain fountain pumps, drinking fountains, and electrical outlets.
- * Wash bus shelters 2 times per year.
- * Trim and mow lawns weekly during mowing season.
- * Prune and maintain all trees.
- * Provide snow and ice removal from sidewalk corners, crosswalks, and around parking meters.
- * Clean up after major civic activities such as parades, art festivals, etc.
- * Hang and maintain decorative banners.
- * Assist in installing and maintaining Christmas lighting.

The **Refuse Collection** program has five aspects, all of which are involved in the collection and disposal of solid waste. The first aspect is the weekly garbage collection and disposal for 46,000 homes. The second is Leaf Removal, which provides the equipment and personnel to remove approximately 950 tons of bagged leaves each year. The third aspect is Neighborhood Cleanup, which collects oversized trash and yard debris from curb side for city residents. The fourth is Street Sweeping, which cleans and removes debris from 1800 lane miles of roadway each year. Street Sweeping is recommended to become part of Refuse Collection in this budget proposal. The fifth aspect of refuse collection is weed control. The purpose of weed control is to control noxious weeds and vegetation within the public right of way in Salt Lake City. All of these activities are recommended in this budget to be part of the Refuse Collection Fund except weed control, which will remain in the general fund. Some of the program policies are as follows:

- * Collect and dispose of 1,077 tons of refuse weekly with 11 collection routes 5 days per week.
- * Repair or replace any refuse container within 5 days of a problem being reported.
- * Provide refuse collection to other City departments on a weekly basis.
- * Respond to all complaints within 24 hours of a request.
- * Maintain an inventory of the refuse containers in service and update inventory monthly.
- * Remove all leaf bags and leaves from city streets within 90 days.
- * Collect 12,000 tons of yard debris residential homes during a scheduled 9 month period each year.
- * Clean and maintain weeds from alleys each year.
- * Cut, spray, grade, and clean weeds on the road shoulders each year.
- * Cut, clear, and spray weeds on City traffic medians.
- * Provide weed control on City property.
- * Collect 40,000 Christmas trees each year after the holiday season.
- * Sweep all commercial/industrial streets six times per year.
- * Sweep all residential streets three times per year.
- * Sweep the downtown and Sugar House business districts twice each week.
- * Sweep all State roads twice per year.
- * Provide street sweeping for all roads receiving asphalt maintenance.
- * Provide street sweeping for 15 special events (i.e. parades) each year.
- * Sweep all areas receiving the neighborhood clean-up service after debris has been picked up.
- * Respond to all complaints within 24 hours or less.

The **Sidewalk, Curb, and Gutter** program has two functions, one of which is to replace or build sidewalks, curbs, gutters, and driveways for property owners who agree to pay for materials. The second function is to repair and maintain City-owned waterways, curbs, gutters, and sidewalks. Some of the program policies are as follows:

- * Reconstruct 10,000 lineal feet of radius curb and gutter, 6,500 of which the property owners pay for materials.
- * Reconstruct 55,000 square feet of sidewalk, 43,000 of which property owners pay for materials.
- * Reconstruct 1,800 square feet of waterway cross drains.
- * Reconstruct 1,400 square feet of alley approaches.
- * Reconstruct 17,000 square feet of drive approaches with materials paid for by property owners.
- * Prepare 1,300 property owner repair estimates with approximately 40% acceptance rate.

The **Snow Removal** program maintains a bare pavement policy, with snow being removed from 1,800 lane miles within 36 hours of a storm. This program also provides 24-hour snow and ice control. Some of the program policies are as follows:

- * Maintain a 1-hour response time on a 24-hour basis during the winter season.
- * Provide snow removal service on 1,800 lane miles of City streets within 36 hours of a snow storm.
- * Salt major arterial and secondary roads as needed.
- * Remove snow to the bare pavement on major snow routes.
- * Respond to all snow removal complaints within 24 hours.

The **Street Maintenance** program properly maintains streets so as to avoid costly repairs. Patching, crack seal, chip/seal, slurry seal, and overlay techniques are used to maintain City roads. This program also responds to emergency hazards and complaints 24 hours each day, seven days a week. Some of the program policies are as follows:

- * Manufacture 28,000 tons of asphalt.
- * Provide heated asphalt oil to be used in crack sealing each year.
- * Crack seal 150 lane miles each year.
- * Install one-inch asphalt overlay on 170,000 square yards of uneven roadway each year.
- * Excavate and reconstruct 12,000 square yards of failed roadway each year.
- * Plane 14,000 square yards of uneven roadway each year.
- * Grade and fill in 20 lane miles of dangerous road shoulders each year.
- * Fog seal newly overlaid roads after 3 years.
- * Remove excessive asphalt buildup on 20 lane miles of roadway each year.
- * Overlay 30 lane miles of existing roadways with 2 inches of asphalt.
- * Chip seal 40 lane miles of roadways each year.
- * Slurry seal 10 lane miles of roadways each year.

The **Support Services** program provides direction and management to this division through customer services, building and maintenance, secretarial support, and after-hours emergency street operations. The emergency operations team (First Response) responds to emergency hazards and complaints 24 hours each day, seven days each week. Some of their program policies are as follows:

- * Prepare divisional budget and monitor revenues and expenditures during the fiscal year.
- * Provide after-hours customer service and emergency response for all 7,000 possible hours each year.
- * Coordinate the acquisition, repair, or replacement of the 249 vehicles within the division.
- * Review the drivers license status of all divisional employees 3 times per year.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Business District Maint.	\$495,895	\$547,937	\$558,576	\$10,639	1.94%
Drainage Maintenance	592,255	-	-	-	-
Refuse Collection	3,614,770	3,482,789	4,229,233	746,444	21.43%
Sidewalk, Curb & Gutter	826,850	914,305	1,079,899	165,594	18.11%
Snow Removal	521,798	722,084	644,557	-77,527	-10.74%
Street Cleaning	484,953	429,435	-	-429,435	-100.00%
Street Maintenance	2,828,048	3,049,242	3,213,376	164,134	5.38%
Support Services	717,527	824,170	790,644	-33,526	-4.07%
Total	\$10,082,096	\$9,969,962	\$10,516,285	\$546,323	5.48%
Funding Sources:					
General Fund:					
Charges For Services	\$154,415	\$249,898	\$329,800	\$79,902	31.97%
Class 'C' Road	1,262,956	1,261,500	1,307,000	45,500	3.61%
Other	5,778,202	5,269,709	4,699,947	-569,762	-10.81%
Refuse Collection	2,886,523	3,188,855	4,179,538	990,683	31.07%
Total	\$10,082,096	\$9,969,962	\$10,516,285	\$546,323	5.48%
Authorized Positions	152.29	141.97	145.48	3.51	2.47%

Budget Highlights

The **Drainage Maintenance** program was transferred to Public Utilities in Fiscal Year 1990-91. This information is shown for historical purposes only.

The **Business District Maintenance** budget decreased \$4,500 in the area of fleet maintenance. This will be more than offset by recommended salary and benefit adjustments and reallocation of personnel to coincide with workload.

The **Refuse Collection** program increased \$485,931 by absorbing the street sweeping program. (See the write-up under the Street Cleaning Program.) Five refuse trucks and other equipment will be replaced at an increased cost of \$333,000 over Fiscal Year 1990-91. Waste disposal costs are projected to increase \$40,000. Risk management and worker compensation premiums will also increase \$9,000. These increases will be offset by a \$76,000 decrease in fleet maintenance. Additionally, the cost of billing will be shared by the Drainage Utility and decrease \$50,000. The Administrative Service Fee is also projected to decrease \$24,000.

The leaf removal function, which is already part of the Refuse Collection program, will be moved from the General Fund to the Refuse Collection Fund. The leaf removal program is a major benefit to the drainage program in that it prevents leaves from clogging the storm drain lines. Therefore the drainage program will reimburse the refuse fund \$150,000 for its share of the \$236,000 cost. As part of this contribution from the Drainage Utility, the City will once again begin to distribute plastic leaf bags to be picked up in the fall. The general fund will reimburse the Refuse Fund \$122,000 for the construction portion of street sweeping.

Refuse collection will begin to be billed on a daily basis. Traditionally, refuse collection was billed on a one-month delayed basis. This is out of line with the water and sewer bill which is billed on a daily basis. For example, if a resident receives their combined city bill on July 15th, the refuse fee is for the month of June. The water and sewer charges, however, are current up to the day the bill is mailed. The change in the refuse billing will result in two changes. One, there will be a one-time influx of \$250,000 based on the various timing differences of collecting the whole month of June plus any of the days in July prior to the mailing of the bill. After the first month, the bill will even out and remain stable from then on. What this means to an individual customer is that their July bill could be anywhere from \$9 to \$12 instead of the current \$6.50 fee. The other benefit is a possible reduction in the data processing cost of billing because all the fees will be calculated using the same basis which will be more efficient.

These additional revenues will allow the enterprise fund to operate during Fiscal Year 1991-92 without a refuse fee increase. However, an increase will be necessary in the future.

The **Sidewalk, Curb, and Gutter** budget increased \$166,000 in personal services. There are three reasons for this increase. One, each year the Streets Division evaluates the projected workload for the following year and allocates its employees throughout the various programs. On this basis they are projecting more work during Fiscal Year 1991-92. A corresponding decrease will be found in the Snow Removal Program. Two,

\$29,000 will be moved from concrete materials for city responsible concrete work to hire part time employees to assist in the "materials only" concrete program. Three, salary and benefit adjustments will increase personal services.

The **Snow Removal** budget decreased \$133,000 in personal services. There are two reasons for this decrease. One, 2.33 part-time FTE's be eliminated at a savings of \$42,000. This will increase the time it takes to achieve a bare pavement policy from 24 to 36 hours. Two, the Streets Division projects less work in this area during Fiscal Year 1991-92. A corresponding increase will be found in the Sidewalk, Curb & Gutter Program. These decreases will be partially offset by a \$56,000 increase in the cost of fleet maintenance.

The **Street Cleaning** budget is made up of two different activities. One is the sweeping of residential streets, commercial/industrial streets, and business district streets. The other activity is to support the asphalt crews in road maintenance programs. This involves sweeping as a preparation for road work and as a clean-up activity when a maintenance project is finished.. The construction aspect of street sweeping will remain in the general fund and be part of the street maintenance program. The residential or nonconstruction part of street sweeping will be transferred to the Refuse Collection Fund. The purpose of residential street sweeping is to pick up debris from the city streets and transport it to the landfill. The total cost of street sweeping (\$485,931) is being moved to the Refuse Fund. The portion of sweeping related to street maintenance is estimated to be 25% of the total or \$122,000, which will be added to the Street Maintenance Program budget to pay the Refuse Fund for those services.

The **Street Maintenance** budget will increase \$122,000 to pay the Refuse Collection Fund for street sweeping activities related to road maintenance. Personal services will increase \$47,000 to perform planing on State roads. The State will reimburse the City under a contractual agreement for this activity.

The **Support Services** budget will decrease \$118,000 in the cost of fleet maintenance. This decrease will be partially offset by a \$20,000 increase in the worker compensation premium and salary and benefit adjustments.

TRANSPORTATION DIVISION

Description of Programs

This division administers three programs. The purpose of the division is to enhance the safe and efficient movement of people and goods.

The **Traffic Control** program is responsible for regulating traffic movement. Functions in this program include gathering data through investigating transportation problems, using such data to plan and design an effective transportation system, and implementing that system with street markings, signs, and traffic signals.

Some of the program policies are as follows:

- * Design for all major street projects and review all public right-of-way improvement designs.
- * Provide transportation planning services and recommendations to the Planning Commission, Board of Adjustment, city officials, and others.
- * Investigate traffic accidents involving City vehicles and City liability.
- * Maintain and service as needed 75,500 traffic control signs.
- * Manufacture 5,000 new traffic control signs.
- * Provide sidewalk snow removal on 5 miles of overpasses, underpasses, and stairways.
- * Provide 14,000 linear feet of painted curb.
- * Maintain 1,500 crosswalks and 3,200 roadway messages throughout the City.
- * Maintain 3,200 parking stalls for on-street parking.

The **Parking Enforcement** program regulates the use of on-street parking through its parking enforcement officers. This program is also responsible for meter repair. (The City Treasurer's Office collects meter revenue with contract help from the Police Department, adjudicates parking tickets and collects fines.) Some of the program policies are as follows:

- * Issue parking notices to vehicles in violation of parking codes.
- * Issue courtesy parking notices to out-of-state vehicles in violation of parking codes.
- * Provide special enforcement of City codes pertaining to the clearing of snow and ice from City sidewalks.

- * Impound vehicles which are abandoned and that have outstanding violations.
- * Respond to 9,200 service calls per year involving the installation and maintenance on the 2,450 parking meters in the City.

The **Street Lighting** program enhances nighttime pedestrian and driver safety. The City uses general fund money to provide standard lighting City-wide, while areas desiring enhanced lighting or decorative fixtures pay a special assessment. Some of the program policies are as follows:

- * Operate and maintain 8,264 nonassessment street lights.
- * Operate and maintain 2,304 assessment street lights.
- * Oversee the renewal of the Special Assessment Districts through which the 2,304 assessment street lights are funded.

	Actual 1989-90	Budget 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92	Percent of Change
Expenditures:					
Parking Enforcement	\$622,566	\$641,903	\$653,467	\$11,564	1.80%
Street Lighting	886,038	907,242	888,360	-18,882	-2.08%
Traffic Control	1,708,786	1,828,335	1,961,000	132,665	7.26%
Total	\$3,217,390	\$3,377,480	\$3,502,827	\$125,347	3.71%
Funding Sources:					
General Fund:					
Charges For Services	\$31,453	\$ -	\$20,000	\$20,000	100.00%
Other	3,185,937	3,377,480	3,482,827	105,347	3.12%
Total	\$3,217,390	\$3,377,480	\$3,502,827	\$125,347	3.71%
Authorized Positions	54.57	54.43	55.44	1.01	1.86%

Budget Highlights

The **Parking Enforcement** budget will increase because of additional fleet maintenance required for Fiscal Year 1991-92.

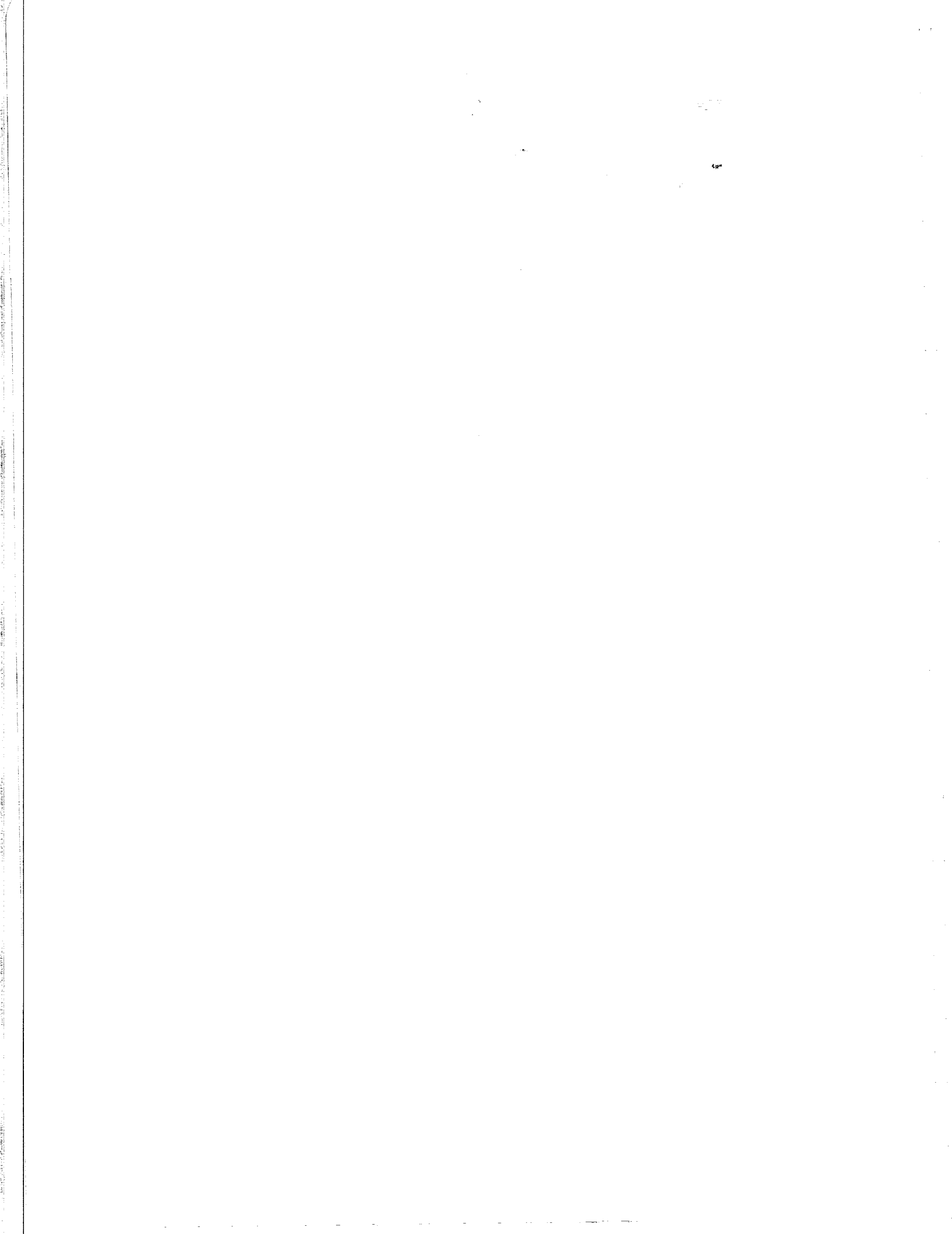
The **Street Lighting** budget decreased because of lower projected electrical power costs for Fiscal Year 1991-92. This budget allows sufficient funds to operate existing lights but no money was budgeted for the addition of new lights.

The **Traffic Control** budget will increase \$27,000 because a clerical position was transferred from the Police Department on the first budget amendment in Fiscal Year 1990-91. This person enters the information for parking notices into the computer. Fleet maintenance costs are projected to increase \$15,000. Health insurance, retirement expenses, and worker compensation premiums will also increase \$35,000. Salary and benefit adjustments make up the remaining increase in this program.





NON-
DEPARTMENTAL



ALL FUNDS EXPENDITURES
DETAIL SUMMARY
FY 1991-92

NON DEPARTMENTAL

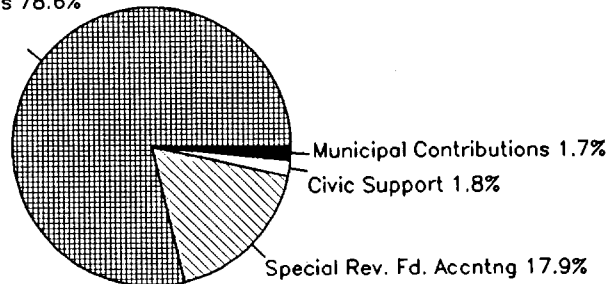
	Actual 1989-90	Budget 1990-91	6 Month Actual 1990-91	Projected Actual 1990-91	Budget 1991-92
Expenses					
Civic Support Contributions:					
SL City Arts Council	\$176,000	\$175,000	\$175,234	\$175,234	\$177,600
Utah Economic Development Corp	128,000	128,000	128,000	128,000	128,000
Civic Opportunities Program	30,000	30,000	12,181	30,000	30,000
Olympic Bid Program	40,000	30,000	20,600	60,000	-
Trolley Advisory Committee	23,500	23,500	11,750	23,500	23,500
Arts Facilities Support	335,000	335,000	335,000	335,000	-
SL Chamber of Commerce	40,000	40,000	30,000	40,000	40,000
Sugarhouse Chamber of Commerce	1,500	1,500	1,500	1,500	2,000
Sister City Program	8,993	10,000	5,202	10,000	10,000
Transitional Housing Program	40,000	40,000	-	40,000	52,000
Veteren's Cemetery Project	10,000	-	-	-	-
Municipal Affairs Programs:					
SL Legal Defenders Association	199,425	208,340	156,255	208,340	216,011
Utah League of Cities/Towns	60,000	60,000	60,000	60,000	60,000
Nat'l League of Cities/Towns	6,100	6,100	6,627	6,627	7,206
SL Council of Governments	19,494	19,250	19,235	19,235	19,940
Sugarhouse Park Authority	125,000	125,000	125,000	125,000	125,000
Sugarhouse Park Auth. (water)	36,500	31,000	-	31,000	12,500
Total Civic/Municipal Affairs	1,279,512	1,262,690	1,086,584	1,293,436	903,757
Governmental Transactions:					
General Fund Contingency	-	513,617	-	-	477,491
Interfund Transfers	8,355,616	7,919,838	7,669,841	7,669,841	6,874,398
Debt Financing Program	8,798,043	9,081,812	5,124,879	8,895,924	8,420,276
Municipal Building Authority	9,405,484	5,564,980	4,367,219	5,565,821	4,141,625
Downtown Economic SID	-	-	-	-	500,000
Total Governmental Trans.	26,559,143	23,080,247	17,161,939	22,131,586	20,413,790
Special Revenue Fund Accounting:					
CDBG Operating Fund	2,937,858	4,343,587	1,558,257	3,154,967	3,616,568
Grants Operating Fund	459,297	5,048,198	307,982	2,092,502	80,158
Other Special Revenue Funds	668,504	642,734	508,342	619,984	585,202
Street Lighting Fund	346,246	357,292	230,029	379,973	364,688
Total Special Revenue Funds	4,411,905	10,391,811	2,604,610	6,247,426	4,646,616
TOTAL BUDGET	\$32,250,560	\$34,734,748	\$20,853,133	\$29,672,448	\$25,964,163



The purpose of the **NONDEPARTMENTAL** budget is to provide a financial reporting and budgeting section to account for: all general fund monies transferred to other funds; grants and other special revenue funds; contingency funds which are held in reserve for unforeseen expenditures; and to monitor dispersal of monies to municipal affairs and civic organizations, such as those agencies which provide a service on behalf of Salt Lake City but which are not legal entities of the City. The Nondepartmental budget has four divisions.

	Actual 1988-89	Budget 1989-90	Budget 1990-91	Change From 1989-90 to 1990-91	Percent of Change
Division Budgets:					
Civic Support	\$832,993	\$813,000	\$463,100	-\$349,900	-43.04%
Municipal Contributions	446,519	449,690	440,657	-9,033	-2.01%
Governmental Transactions	26,559,143	23,080,247	20,413,790	-2,666,457	-11.55%
Special Rev. Fd. Accounting	4,411,905	10,391,811	4,646,616	-5,745,195	-55.29%
Total	\$32,250,560	\$34,734,748	\$25,964,163	-\$8,770,585	-25.25%
Funding Sources:					
General Fund	\$11,797,362	\$12,271,851	\$10,697,603	-\$1,574,248	-12.83%
CDBG - Operating	2,937,858	4,343,587	3,616,568	-727,019	-16.74%
Debt Service Fund	6,635,809	6,506,106	5,978,319	-527,787	-8.11%
Municipal Bldg. Auth.	9,405,484	5,564,980	4,141,625	-1,423,355	-25.58%
Street Lighting Fund	346,246	357,292	364,688	7,396	2.07%
Grants Operating Fund	459,297	5,048,198	80,158	-4,968,040	-98.41%
Weed/Demolition Fund	22,619	35,000	35,000	-	0.00%
E-911 Dispatch Fund	463,660	492,734	502,136	9,402	1.91%
CBID	182,225	115,000	48,066	-66,934	58.20%
Downtown Economic SID	-	-	500,000	500,000	100.00%
Total	\$32,250,560	\$34,734,748	\$25,964,163	-\$8,770,585	-25.25%

Governmental Transactions 78.6%



Policy Issues:

The Downtown Economic Special Improvement District created during the 1991 State legislative process will come on line early in the fiscal year. This SID will replace the Central Business Improvement District and will encompass a larger downtown geographic membership area. Funds collected by the SID will be used to further enhance downtown business economic development, holiday lighting, banner program, and other programs.

CIVIC SUPPORT DIVISION

Description of Program

The **Civic Support** program includes funding for organizations or events which engender civic pride and/or enhance business or international interests. Areas receiving assistance include the Salt Lake and Sugar House Chambers of Commerce, the Sister City Program, and the Salt Lake City Arts Council. Support is also given to the trolley bus system and miscellaneous other civic ventures of a smaller nature.

	Actual 1988-89	Budget 1989-90	Budget 1990-91	Change From 1989-90 to 1990-91	Percent of Change
Expenditures:					
Civic Support	\$832,993	\$813,000	\$463,100	-\$349,900	-43.04%
Total	\$832,993	\$813,000	\$463,100	-\$349,900	-43.04%
Funding Sources:					
General Fund	\$832,993	\$813,000	\$463,100	-\$349,900	-43.04%
Total	\$832,993	\$813,000	\$463,100	-\$349,900	-43.04%

Budget Highlights

The budget for **Civic Support** decreased substantially. The \$335,000 annual support contribution to the Arts Facility was terminated as the City has met its three-year obligation. In addition, the Olympic Bid Program received an additional \$30,000 in Fiscal Year 1990-91 with the understanding that no contribution would be made in Fiscal Year 1991-92.

An additional \$12,000 was budgeted for the Transitional Housing program. This program functions as a pass-through for payment-in-lieu-of-taxes received from the Salt Lake City Housing Authority. The funds are returned to the Housing Authority to provide support to residents in transitional housing situations. This transaction has no net impact to the general fund.

All requests for additional funding were reviewed based on the same criteria used for City Departments. The only approved increase was \$2,600 to the Salt Lake Arts Council to fund increases in postage, utility costs, and insurance premiums.

(Please refer to the schedule at the beginning of this section for specific program funding amounts.)

MUNICIPAL AFFAIRS DIVISION

Description of Program

The **Municipal Affairs** program includes funding contributed to organizations which provide a service on behalf of Salt Lake City, but which are not legal entities of the City. Organizations receiving funding include the Salt Lake Legal Defenders Association, the Utah and National Leagues of Cities and Towns, the Salt Lake Council of Governments, and the Sugar House Park Authority.

	Actual 1988-89	Budget 1989-90	Budget 1990-91	Change From 1989-90 to 1990-91	Percent of Change
Expenditures:					
Municipal Affairs	\$446,519	\$449,690	\$440,657	-\$9,033	-2.01%
Total	\$446,519	\$449,690	\$440,657	-\$9,033	-2.01%
Funding Sources:					
General Fund	\$446,519	\$449,690	\$440,657	-\$9,033	-2.01%
Total	\$446,519	\$449,690	\$440,657	-\$9,033	-2.01%

Budget Highlights

The budget for the **Municipal Affairs** program decreased due to an \$18,500 decrease in the Sugar House water budget. This decrease is offset by the following increases:

The following entities have increased membership dues for Fiscal Year 1991-92 as follows: National League of Cities and Towns (\$1,106), Salt Lake Council of Governments (\$690), and the Sugarhouse Chamber of Commerce (\$500). In addition, the Salt Lake Legal Defenders Association received an increase of \$7,671 to enable it to meet obligations of an employee retirement program and to cover a 1.5% increase in salaries and a 4% increase in health insurance premiums.

(Please refer to the schedule at the beginning of this section for specific program funding amounts.)

GOVERNMENTAL TRANSACTIONS DIVISION

Description of Programs

This division has four programs. The **Contingencies** program is used to hold general fund reserves for unforeseen expenditures, revenue shortfalls, or emergencies.

The **Interfund Transfer** program is used to account for funding provided by the general fund and transferred or contributed to another fund of the City, e.g., the Capital Projects Fund, and to account for the

City's interest expense for tax anticipation notes and the general fund's contribution to the Municipal Building Authority.

The **Debt Financing** program is used to account for the debt service for special assessment districts, the Canterbury Apartments, and the City & County Building.

The **Municipal Building Authority** program includes the general fund's share of the Municipal Building Authority's bonded debt. The Municipal Building Authority is a financing mechanism that has been used for capital assets such as the Public Safety Building, mechanized garbage equipment, street lights, the City's telephone system, and two new golf courses.

	Actual 1988-89	Budget 1989-90	Budget 1990-91	Change From 1989-90 to 1990-91	Percent of Change
Expenditures:					
Contingencies	-	\$513,617	\$477,491	-\$36,126	-7.03%
Transfers	10,517,850	10,495,544	9,816,355	-679,189	-6.47%
Debt Financing	6,635,809	6,506,106	5,978,319	-527,787	-8.11%
Municiple Bld. Auth. Bond	9,405,484	5,564,980	4,141,625	-1,423,355	-25.58%
Total	\$26,559,143	\$23,080,247	\$20,413,790	-\$2,666,457	-11.55%
Funding Sources:					
General Fund	\$10,517,850	\$11,009,161	\$9,793,846	-\$1,215,315	-11.04%
Debt Service Fund	6,635,809	6,506,106	5,978,319	-527,787	-8.11%
Municiple Bldg. Auth.	9,405,484	5,564,980	4,141,625	-1,423,355	-25.58%
Downtown Economic SID	-	-	500,000	500,000	100.00%
Total	\$26,559,143	\$23,080,247	\$20,413,790	-\$2,666,457	-11.55%

Budget Highlights

The **Contingencies** budget decreased. The adjusted amount was used to help balance the recommended Fiscal Year 1991-92 budget.

The budget for **Interfund Transfer** decreased primarily because of a smaller general fund contribution for fleet replacement. The general fund contribution for vehicle replacement was reduced last year because Fleet was able to use its fund balance. Additionally, the general fund is not contributing to the weed and demolition fund or the governmental immunity fund. However, the general fund contribution to the Capital Improvement budget increased to restore the onetime C.I.P. funds used last year.

The **Debt Financing** budget decreased due to the removal of \$161,000 from the Special Improvement District (SID) Guaranty Fund, a \$48,700 transfer from the City & County Building debt service fund to the Municipal Building Authority for payments on the mechanized garbage trucks, and \$239,000 from the SID Guaranty Fund which was set aside in the contingency fund.

The **Municipal Building Authority** budget decreased significantly because the fund is moving into a debt servicing phase. The Fiscal Year 90-91 budget included money for golf course and Steiner Aquatics construction, only a portion of which remains because construction is almost completed.

The **Downtown Economic Special Improvement District** is a new program in the Governmental Transactions Division. This SID will replace the current Central Improvement District program.

SPECIAL REVENUE FUND ACCOUNTING DIVISION

Description of Programs

This division has four programs. The **CDBG Operating Fund Accounting** program accounts for the Community Development Block Grant that is used to fund program operating costs of City departments and other entities relating to community development activities. Examples include the Office of Community Affairs, various functions within the Department of Community and Economic Development, housing rehabilitation, and housing for the homeless.

The **Grants Operating Fund Accounting** program is used to account for miscellaneous federal, state, and county grants. Examples include Urban Development Action Grants, state grants for the homeless, and the emergency management service grant.

The **Other Special Revenue Fund Accounting** program is used to account for special funds that have their own funding source. For example, the E-911 Dispatch Center Fund receives funding from a surcharge on individual telephone bills to pay for dispatching 911 emergency calls. Other examples include the Demolition fund, the Weed Abatement fund, and the Central Business Improvement District fund.

The **Street Lighting Fund Accounting** program accounts for the City's numerous street lighting districts.

	Actual 1988-89	Budget 1989-90	Budget 1990-91	Change From 1989-90 to 1990-91	Percent of Change
Expenditures:					
CDBG Op. Fund Accounting	\$2,937,858	\$4,343,587	\$3,616,568	-\$727,019	-16.74%
Grants Op. Fund Accounting	459,297	5,048,198	80,158	-4,968,040	-98.41%
Other Sp. Rev. Fd. Accounting	668,504	642,734	585,202	-57,532	-8.95%
Street Light. Fd. Accounting	346,246	357,292	364,688	7,396	2.07%
Total	\$4,411,905	\$10,391,811	\$4,646,616	-\$5,745,195	-55.29%
Funding Sources:					
CDBG - Operating Fund	\$2,937,858	\$4,343,587	\$3,616,568	-\$727,019	-16.74%
Street Lighting Fund	346,246	357,292	364,688	7,396	2.07%
Grants Operating Fund	459,297	5,048,198	80,158	-4,968,040	-98.41%
Weed/Demolition Fund	22,619	35,000	35,000	-	0.00%
E-911 Dispatch Fund	463,660	492,734	502,136	9,402	1.91%
CBID	182,225	115,000	48,066	-66,934	-58.20%
Total	\$4,411,905	\$10,391,811	\$4,646,616	-\$5,745,195	-55.29%

Budget Highlights

The **CDBG Operating Fund Accounting** budget appears to decrease because only new grants are appropriated, with the exception of some prior year balances which will be reappropriated in July instead of September. In the October 1991 budget opening, the remaining surplus funds from prior years will be reappropriated, thus increasing the Fiscal Year 1991-92 budget to approximately the same level as the Fiscal Year 1990-91 budget.

The **Grants Operating Fund Accounting** budget includes only new grants and will be amended in October 1991 to include surplus funds from prior years. However, the budgeted amount may vary significantly from year to year depending on the grant money available.

The budget for **Other Special Revenue Fund Accounting** reflects a slight decrease due to the phasing out of the Central Business Improvement District which is being replaced by a downtown economic special improvement district.

The **Street Lighting Fund Accounting** budget decreased slightly. This type of change is common for a fund of this nature where new districts are continually added and old districts are retired.





STAFFING
DOCUMENT

STAFFING LEVELS

This section provides information regarding the Official Staffing Document for Fiscal Year 1991-92. Detailed information is provided regarding individual positions and pay classes. Personnel is presented for each department by division and fund. The schedules include the total number of authorized positions and job classifications within each division. A grand total authorized position count is provided in both the "Staffing Levels" and "Schedules" sections.

Any change made to the official City staffing document which increases cost but not the number of positions is presented to the City Council for review. Any requested change in total number of positions is presented to the City Council for their approval.

The staffing document included in this budget lists staffing information according to the Fiscal Year 1990-91 and Fiscal Year 1991-92 budgets with any changes noted in the column entitled "Change from 1990-91 to 1991-92".

Changes are noted as follows:

Reclassifications:

If a reclassification resulted in a pay grade change only, the notation would be, for example, "Reclass from 317."

If a reclassification resulted in a change of title only, the notation would be, for example, "Title change from Personnel Director."

If a reclassification resulted in a change of grade and title, the notation would be, for example, "Reclass from Personnel Director (317)."

Reorganizations:

If a position or part of a position has been transferred to a different part of the organization the notation would be, for example, "to Employment Services". If a percentage of the position was transferred the notation would be, for example, "0.25 to Employment Services". There will be offsetting notations in the receiving area of the organization to explain where the position or percentage of the position was transferred from.

New Positions:

Positions which have been added to the Official Staffing Document for Fiscal Year 1991-92 are noted "New Position."

Eliminated Positions:

Positions which have been removed from the Official Staffing Document for Fiscal Year 1991-92 are noted "Position Eliminated."

STAFFING DOCUMENT
SUMMARY
COMPARISON OF YEARS 1989-90 THROUGH 1991-92

DEPARTMENT	FULL-TIME POSITIONS				FULL-TIME EQUIVALENT POSITIONS			
	ADOPTED 1989-90	ADOPTED 1990-91	ADOPTED 1991-92	FY-91/92 VARIANCE	ADOPTED 1989-90	ADOPTED 1990-91	ADOPTED 1991-92	FY-91/92 VARIANCE
ATTORNEY	17.10	16.80	17.95	1.15	19.10	18.80	19.95	1.15
COUNCIL	13.00	13.00	14.00	1.00	13.13	13.13	14.00	0.87
COMMUNITY & ECONOMIC DEVELOPMENT	79.00	79.00	80.00	1.00	82.70	83.58	81.97	-1.61
HUMAN RES. & ADMINISTRATIVE SERV.	55.50	56.50	56.74	0.24	58.28	59.19	59.70	0.51
FINANCE	59.00	59.00	59.00	0.00	64.58	64.58	64.60	0.02
FIRE	378.67	389.00	388.00	-1.00	380.25	390.50	388.00	-2.50
MAYOR	16.00	17.00	17.00	0.00	17.28	18.28	18.28	0.00
OFFICE OF INTERNAL AUDIT	-	3.00	3.00	0.00	-	3.00	3.00	0.00
PARKS	80.13	87.13	91.13	4.00	148.88	168.22	171.35	3.13
POLICE	387.00	439.00	435.00	-4.00	434.48	487.48	459.87	-27.61
PUBLIC WORKS	235.60	217.90	208.15	-9.75	260.83	235.91	229.53	-6.38
GENERAL FUND TOTAL	1321.00	1377.33	1369.97	-7.36	1479.51	1542.67	1510.25	-32.42
AIRPORT	238.00	256.00	268.00	12.00	243.67	265.17	279.22	14.05
GOLF	29.87	29.87	29.87	0.00	50.97	56.49	55.94	-0.55
PUBLIC UTILITIES	354.00	368.00	366.00	-2.00	383.73	395.40	392.40	-3.00
GARBAGE	19.40	23.10	35.85	12.75	20.03	31.49	44.39	12.90
ENTERPRISE FUND TOTAL	641.27	676.97	699.72	22.75	698.40	748.55	771.95	23.40
INFORMATION MANAGEMENT SERVICES	44.00	46.00	49.00	3.00	45.95	47.96	49.00	1.04
FLEET MANAGEMENT	61.00	61.00	60.00	-1.00	61.00	61.00	60.00	-1.00
RISK MANAGEMENT	8.50	8.50	8.26	-0.24	8.50	8.50	8.26	-0.24
E911	10.33	-	-	0.00	10.33	-	-	0.00
GOVERNMENT IMMUNITY	1.90	2.20	2.05	-0.15	1.90	2.20	2.05	-0.15
INTERNAL SERVICE FUND TOTAL	125.73	117.70	119.31	1.61	127.68	119.66	119.31	-0.35
TOTAL POSITIONS	2088.00	2172.00	2189.00	17.00	2305.59	2410.88	2401.51	-9.37

MAYOR

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Change from 1990-91 to 1991-92
CITY ADMINISTRATION			
Mayor	xxx	1.00	
Chief of Staff	003	1.00	
Assistant Chief of Staff	006	1.00	
Exec. Assist./Policy Develop.	006	1.00	Title Change from Exec. Assist. to Mayor
Admin. Assist./Pub. Relations	322	1.00	Title Change from Exec. Assist. to Mayor
Admin. Assist./Constit. Service	322	1.00	
Admin. Assist./Bus. & Econ. Dev.	322	1.00	
Admin. Assist./Strat. Planning	322	1.00	Title Change from Admin. Assist.
Mayor's Executive Secretary	314	1.00	
Executive Office Asst. II	309	2.00	1 Pos. Change from Exec. Off. Asst. I (305)
PT-Research Analyst		0.60	
Administration Division Total		11.60	
CONSTITUENT SERVICES			
Citizen Participation Director	321	1.00	Pay Class Change from 320
Community Affairs Coordinator	315	1.00	
Citizen Action Center Coord.	315	1.00	
Vol. & Pub. Inf. Spec. Coord.	314	1.00	
Citizen Action Center Assistant	219	1.00	Pos. Change from Cit. Part. Coord. (309)
Clerk III	215	1.00	
PT-Office Tech. I		0.68	
Constituent Services Division Total		6.68	
MAYOR'S OFFICE TOTAL			
General Fund			
Full Time		17.00	
Part Time		1.28	

COUNCIL

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
COUNCIL			
Council Person	xxx	7.00	7.00
Exec. Dir. City Council Office	003	1.00	1.00
Deputy Exec. Dir./Budg. Anal.	325	1.00	1.00
Community Relations Coord.	324	1.00	1.00
Community Development Coord.	324	1.00	1.00
Council Admin. Asst.	314	1.00	1.00
Research Analyst/Assistant	309	1.00	1.00
Council Staff Assistant	309	1.00	1.00
PT-Intern		0.13	
CITY COUNCIL TOTAL		13.13	14.00
Full Time		13.00	14.00
part Time		0.13	0.00

Title Change from Budget Analyst
New Position

AIRPORT

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
OFFICE OF THE DIRECTOR			

Director - Airports	001	1.00	1.00
Airport Planning Manager	320	1.00	1.00
Community Relations Director	318	1.00	1.00
Airport Noise/Envir. Spec.	318	1.00	1.00
Administrative Secretary II	312	1.00	1.00
Public Information Officer	220	1.00	1.00
PT-Tour Coordinator		0.51	4.00
	-----	-----	
Office of Director			
Division Total	6.51	10.00	
FINANCE AND ADMINISTRATION			

Deputy Director - Fin. Admin.	004	1.00	1.00
Airport Chief Accountant	322	1.00	1.00
Human Manager-Airport	320	1.00	1.00
Assistant Chief Accountant	318	1.00	1.00
Airport Property Mgr.	317	1.00	1.00
Capital Planning Coord.	317	1.00	1.00
Safety Officer	316	1.00	1.00
Employee Relations Officer	316	1.00	1.00
Admin. Office Coordinator	314	1.00	1.00
Accountant II	314	1.00	1.00
Capital Programming Officer	314	1.00	1.00
Training Coordinator	314	1.00	1.00
Accountant I	312	1.00	1.00
Purchasing Service Officer	312	1.00	1.00
Automated Inventory Accountant	312	1.00	1.00
Airport Chief Storekeeper	311	1.00	1.00
Accounting Clerk III	219	1.00	1.00
Senior Secretary	219	2.00	2.00
Property Services Officer	218	2.00	2.00
Storekeeper II	114	2.00	2.00
PT-Storekeeper		0.50	0.50
PT-Employee Relations Spec.		0.25	0.25
PT-Intern		0.25	0.50
	-----	-----	
Finance and Administration			
Division Total	23.00	24.25	
ENGINEERING AND MAINTENANCE			

Deputy Director - Eng. & Maint.	004	1.00	1.00
Airport Engineer	326	1.00	1.00
Facilities Maint. Superint.	322	1.00	1.00
Airfield Superintendent	322	1.00	1.00
Engineer V	322	1.00	1.00
Airport Electrical Superint.	321	1.00	1.00
Architectural Engineer	320	1.00	1.00
Engineer IV	320	3.00	3.00
Geographic Info. System Mgr.	320	1.00	1.00
Airport Construction Scheduler	319	1.00	1.00
Engineering Associates	317	9.00	9.00
Sr. Maintenance Supervisor	316	9.00	9.00
			1 reclass from Aut Sh Spr (314)
			1 reclass from GM Wrker V (122)
Professional Land Surveyor	314	1.00	1.00
Maintenance Supervisor	312	15.00	15.00
Administrative Secretary I	310	1.00	1.00
Airport Project Coord. II	309	1.00	1.00
Sr. Engineering Tech II	225	1.00	1.00
Senior Engineering Tech.	224	10.00	10.00
Engineering Records Tech. II	219	1.00	1.00
Senior Secretary	219	4.00	4.00
			Reclass from Sr Eng Tech (224)
			Reclass from Secretary II (216)

AIRPORT

1991-92 Position Title/Grade		Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
Secretary II	216	1.00	1.00	
Maintenance Electrician IV	125	3.00	3.00	
Senior Fleet Mechanic	123	4.00	4.00	
General Maintenance Worker V	122	14.00	14.00	3 reclass from Bld Eq Op (117)
Maintenance Electrician III	122	2.00	3.00	New position
Airfield Maint Equip Operator	120	11.00	11.00	1 reclass from Ar Eq Op II (117)
Fleet Mechanic	120	4.00	4.00	4 reclass from Auto Mech (118)
General Maintenance Worker IV	119	20.00	21.00	2 reclass from GM III (115)
				4 reclass from Bldg Eq Op (117)
				1 New position
				3 New positions
Airfield Maint Equip Op III	117	29.00	32.00	
Facility Maint Technician	117	1.00	1.00	
Mechanic Trainee II	116	3.00	3.00	Reclass from Auto Serv Wrk (113)
Custodian II	107	2.00	2.00	
PT-Custodian I		1.13	1.00	
PT-Engineering Technician III		3.01	1.67	
PT-Secretary		0.72	0.50	
Engineering and Maintenance Division Total		162.86	166.17	
OPERATIONS				
Deputy Director - Operations	004	1.00	1.00	
Airfield Operations Super.	322	1.00	1.00	Reclass from Op Manager (319)
Landside Operations Super.	322	1.00	1.00	Reclass from Op Manager (319)
Operations Support Super.	321	1.00	1.00	Reclass from Op Manager (319)
Security Manager	318	1.00	1.00	Reclass from Op Manager (319)
Airport Communications Manager	317	1.00	1.00	
Airport Telecomm. Specialist	316	1.00	1.00	
Landside Manager	316	6.00	6.00	Reclass from Op Super (313)
Airfield Manager	316	5.00	5.00	1 reclass from Op Mgr (319)
				2 reclass from Op Super (313)
				2 reclass from Op Officer (117)
General Aviation Manager	316	1.00	1.00	
Electronic System Analyst	315	1.00	1.00	Reclass from El Inst Off (221)
Ground Transportation Super	315	1.00	1.00	Reclass from Op Officer (117)
Communications Super	314	1.00	1.00	
Telecommunications Technician	313	1.00	2.00	1 New position
Electronic Instrument Spec.	312		1.00	1 New position
Administrative Secretary	310	1.00	1.00	
Communications Coord.	218	10.00	10.00	
Office Technician I	216	1.00	1.00	
Secretary I	213	1.00	1.00	
Senior Operations Officer	121	9.00	9.00	Reclass from Op Officer (117)
Airport Operations Officer	119	25.00	29.00	25 reclass from op officer (117)
				4 New positions
PT-Paging Operator		2.80	2.80	
Operations Division Total		72.80	78.80	
AIRPORT AUTHORITY TOTAL		265.17	279.22	
Full-time		256.00	268.00	
Part-time		9.17	11.22	

ATTORNEY'S OFFICE

1991-92 Position Title/Grade		Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
OFFICE OF CITY ATTORNEY				
City Attorney	001	0.70	0.70	
Administrative Secretary II	312	0.85	1.00	
Office of City Attorney Division Total		1.55	1.70	
LEGAL SUPPORT				
General Fund				
Deputy City Attorney	004	0.80	0.80	
City Prosecutor	005	1.00	1.00	
Senior City Attorney	326	3.90	4.75	1 transfer and reclass from Police .15 transfer to Gov't Immunity
Asst. City Prosecutor II	320	3.00	3.00	
Asst. City Prosecutor I	318	1.00	1.00	
Legal Secretary	307	2.70	2.70	
Secretary II	216	1.00	1.00	
Clerk III	215	0.85	1.00	.15 transfer from Gov't Immunity
Clerk II	213	1.00	1.00	
PT-Clerk IV			1.00	
PT-Clerk II		2.00		
PT-Clerk I			1.00	
Sub-Total General Fund		17.25	18.25	
Government Immunity Fund				
City Attorney	001	0.30	0.30	
Deputy City Attorney	004	0.20	0.20	
Senior City Attorney	326	1.10	1.25	.15 transfer from Legal Support
Administrative Secretary II	312	0.15		
Legal Secretary	307	0.30	0.30	
Clerk III	215	0.15		.15 transfer to Legal Support
Sub-Total Government Immunity		2.20	2.05	
Legal Support Division Total		19.45	20.30	
CITY ATTORNEY TOTAL		21.00	22.00	
Gov't Immunity		2.20	2.05	
City Att./Legal Support Division				
Full-time		16.80	17.95	
Part-time		2.00	2.00	

COMMUNITY and ECONOMIC DEVELOPMENT

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
OFFICE OF DIRECTOR			

Director - CED	003	1.00	1.00
Administrative Officer	316	1.00	1.00
Admin. Secretary II	312	1.00	1.00 Recl. & trans. from Sr. Sec. (219)
Office Coordinator	309	1.00	1.00

Office of Director			
Division Total	3.00	4.00	
ARTS COUNCIL SUPPORT			

Arts Council Exec. Director	320	1.00	1.00
Arts Council Assist. Director	319	1.00	1.00 Reclass from 316
Arts Council Program Coord.	317	1.00	1.00 Reclass from 312
Senior Secretary	219	1.00	1.00

Arts Council Support			
Division Total	4.00	4.00	
BUILDING AND HOUSING SERVICES			

Bldg. & Hous. Mgr. Bldg. Officer	005	1.00	1.00
Asst. Mgr. Bldg. & Housing	324	1.00	1.00
City Planner III	320	1.00	1.00 Reclass from 319
Chief Plans Examiner	317	1.00	1.00 1 reclass from Plan Examiner (315)
Construction Supervisor	316	1.00	1.00
Housing & Zoning Supv.	316	1.00	1.00
Plan Examiner	315	1.00	1.00
Building Inspector III	314	2.00	2.00 Reclass from 125
Legal Investigator	313	1.00	1.00
Bus. Lic. Enforce. Super.	313	1.00	1.00 Reclass from 219
Bus. Lic. Enforce. Officer	219	1.00	1.00 Transfer from part time
Senior Secretary	219	2.00	2.00 1 reclass from Secretary II (216)
Secretary I	213	1.00	1.00
Data Input Operator	211	1.00	1.00 Reclass from Data Entry Clerk (213)
Building Inspector II	123	10.00	10.00
Building Inspector I	120	4.00	4.00
PT-License Enforcement Officer		1.89	
PT-Clerk II		0.99	
PT-Intern			0.95

Building and Housing Services			
Division Total	31.88	30.95	
CAP. PLANNING AND PROGRAMMING			

Capital Planning Div. Mgr.	324	1.00	1.00 Reclass from Deputy Director (006)
Asst. Dir. Capt. Plan. & Prog.	320	1.00	1.00
Housing Program Manager	318	1.00	1.00 Reclass from Housing Coord. (314)
Grant Acq. & Proj. Coord. Spec.	316	1.00	1.00
Cap. Imp. and CDBG Planner	316	1.00	1.00
Grant Fin. Monitoring Spec.	316	1.00	1.00
CPP Spec. Project Coordinator	315	1.00	1.00
Grant Compliance/Data Mgt. Spec.	313	1.00	1.00
Senior Secretary	219	1.00	1.00 Transfer to Office of Director
Office Technician II	219	1.00	1.00 Reclass from Secretary I (213)

Cap. Planning and Programming			
Division Total	10.00	9.00	

COMMUNITY and ECONOMIC DEVELOPMENT

1991-92 Position Title/Grade	Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
PERMITS & LICENSING			
Permits & Licensing Div. Mgr. 324	1.00	1.00	
Deputy Dir./Bd. of Adj. Admin. 322	1.00	1.00	Recl. from Supv. Strat. Pl. (324)
Planner III/Dev. Review Spec. 319	1.00	1.00	Reclass from City Planner III
Bus. Lic. Program Mgr. 317	1.00	1.00	Reclass from License Supervisor (318)
Planner II/Dev. Review Spec. 316	1.00	1.00	Title change from City Planner II
Zoning Plan Review Spec. 313	1.00	1.00	
Planner I/Dev. Review Spec. 313	2.00	2.00	Reclass from City Planner I (310)
Office Tech II 219	2.00	2.00	
Senior Secretary 219	2.00	2.00	
License/Permit Clerk 216	4.00	4.00	
PT-License/Permit Clerk		0.27	
Permits & Licensing Division Total	16.00	16.27	
PLANNING & ZONING			
Plng. & Zng. Div. Mgr. Plng. Off. 004	1.00	1.00	
Supv. Advanced Planning 324	1.00	1.00	
City Planner III 320	2.00	2.00	
City Planner II 316	7.00	7.00	
City Planner I 310	1.00	1.00	
Senior Secretary 219	2.00	2.00	
Secretary II 216	1.00	1.00	
City Planning Aide 216	2.00	2.00	
PT-Clerk II	1.70		
PT-Planning Intern		0.75	
Planning and Zoning Division Total	18.70	17.75	
COMMUNITY & ECONOMIC DEVELOPMENT			
DEPARTMENT TOTAL	83.58	81.97	
Full-time	79.00	80.00	
Part-time	4.58	1.97	

FINANCE

1991-92 Position Title/Grade	Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
OFFICE OF DIRECTOR			
Finance Director	003	1.00	1.00
Administrative Secretary II	312	1.00	1.00
		----	----
Finance Administration			
Division Total	2.00	2.00	
ACCOUNTING			
Financial Manager	006	1.00	1.00
Financial Reporting Mgr.	321	1.00	1.00
Accounting Supervisor	319	1.00	1.00
Accountant III	316	1.00	1.00
Budget Accountant II	315	1.00	1.00
P/R & Spec. Project Coord.	315	1.00	1.00
Contract Accountant	312	1.00	1.00
Accountant I	312	1.00	1.00
Accounts Payable Accountant I	312	1.00	1.00
Administrative Secretary	310	1.00	1.00
Financial Records Supervisor	218	1.00	1.00
Accounting Clerk II	216	1.00	1.00
PT-Cont. Gen Ledger		0.50	0.43
PT-Records Clerk I		0.65	0.66
		----	----
Accounting Division Total	13.15	13.09	
CASH MANAGEMENT			
City Treasurer	006	1.00	1.00
Deputy Treasurer	322	1.00	1.00
Parking Administrator	315	1.00	1.00
Special Assess. Coordinator	313	1.00	1.00
Administrative Secretary I	310	1.00	1.00
Asst. Parking Admin.	219	1.00	1.00
Head Cashier	218	1.00	
Cashiering Supervisor	313		1.00
Parking Clerk	216	5.00	5.00
Finance Cashier II	216	2.00	2.00
PT-Hearing Officer		1.00	1.02
PT-Parking Meter Collector		2.93	2.99
		----	----
Cash Management Division Total	17.93	18.01	
PURCHASING			
Chief Procurement Officer	325	1.00	1.00
Real Property Manager	320	1.00	1.00
Procurement Control Officer	319	1.00	1.00
Contract Specialist	317	1.00	1.00
Senior Buyer	314	1.00	1.00
Real Property Agent	314	2.00	2.00
Buyer II	312	2.00	2.00
Technical Writer	312	1.00	1.00
Property Control Agent	312	1.00	1.00
Contract Officer	312	1.00	1.00
Administrative Secretary I	310	1.00	1.00
Buyer I	306	2.00	1.00
Contract Buyer	312		1.00
Contract Tech II	218	1.00	1.00
Senior Purchasing Clerk	219	1.00	1.00
Purchasing Clerk	215	2.00	2.00
Secretary II	216	2.00	2.00
Clerk III	215	1.00	1.00
PT-Property Control Clerk		0.50	0.50
		----	----
Purchasing Division Total	22.50	22.50	

FINANCE

1991-92 Position Title/Grade	Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
POLICY AND BUDGET			
Policy and Budget Director	006	1.00	1.00
Budget Manager	323	1.00	1.00
Revenue Planner	319	1.00	1.00
Policy Planner	319	1.00	1.00
Sr. Budget Analyst	319	2.00	2.00
Budget Analyst	316	2.00	2.00
Administrative Secretary	310	1.00	1.00
		----	----
Policy and Budget Division Total		9.00	9.00
FINANCE DEPARTMENT TOTAL		64.58	64.60
General Fund:			
Part-time		5.58	5.60
Full-time		59.00	59.00

FIRE

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Change from 1990-91 to 1991-92
OFFICE OF FIRE CHIEF			
Fire Chief	002	0.90	0.90
Deputy Fire Chief	004	0.90	
Battalion Chief	323	0.25	Transfer to Services Bureau
Captain - Fire	320		Transfer to Oper. Bureau
Administrative Services Officer	318	0.90	New Position
Accountant II	314	0.85	
Administrative Secretary II	312	0.90	
Administrative Secretary I	310	0.90	Transfer to Services Bureau
Supplies/Inventory Tech	216	0.85	
Fire Dept. Payroll Clerk	214	0.85	
PT-Fire Secretary		0.50	
Office of Fire Chief Division Total		7.80	6.25
SERVICES BUREAU			
Fire Chief	002		0.10
Deputy Fire Chief	004		1.00
Fire Fighter	415	5.00	4.00
Fire Prevention Specialist	410	3.00	3.00
Battalion Chief	323	2.00	2.00
Director of Communications	322		1.00
Deputy Fire Marshall	320	1.00	1.00
Captain - Fire	320	2.00	1.00
Senior Communications Tech	320		1.00
Administrative Services Officer	318		0.10
Lieutenant - Fire	318	1.00	
Fire Code Enforcement Super	318	1.00	
Communications Technician	318		2.00
Chief Dispatcher-Fire	316		1.00
Public Safety Comm Center Super	315		3.00
Accountant II	314		0.15
Administrative Secretary II	312		0.10
Bldg & Grounds Maint Coord	311		1.00
Senior Dispatcher-Fire	311		2.00
Administrative Secretary I	310		1.00
Public Safety Senior Dispatcher	221		4.00
Police Dispatcher II	218		34.00
Dispatcher-Fire	218		15.00
Supplies/Inventory Tech	216		0.15
Secretary II	216	1.00	
Fire Dept. Payroll Clerk	214		0.15
Secretary I	213		1.00
Services Bureau Division Total		16.00	78.75
OPERATIONS BUREAU			
Fire Chief	002	0.10	
Deputy Fire Chief	004	1.10	1.00
Fire Fighter	415	229.00	230.00
Battalion Chief	323	6.75	7.00
Captain - Fire	320	41.00	43.00
Senior Communications Tech	320	1.00	

FIRE

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Change from 1990-91 to 1991-92
OPERATIONS BUREAU (Cont.)			
Administrative Services Officer 318	0.10		Transfer to Services Bureau
Communications Technician 318	3.00		Transfer to Services Bureau
Lieutenant - Fire 318	18.00	19.00	1 Transfer from Services Bureau
Fire Code Enforcement Super 318		1.00	Transfer from Services Bureau
Chief Dispatcher-Fire 316	1.00		Transfer to Services Bureau
Accountant II 314	0.15		Transfer to Services Bureau
Information Systems Super 313	3.00		Transfer to Services Bureau, Pos. Change to Public Safety Comm Center Super (315)
Administrative Secretary II 312	0.10		Transfer to Services Bureau
Bldg & Grounds Maint Coord 311	1.00		Transfer to Services Bureau
Senior Dispatcher - Fire 311	3.00		Transfer to Services Bureau, 1 Pos. Change to Director of Communications (322)
Administrative Secretary I 310	0.10		Transfer to Services Bureau
Office Technician II 219	1.00	1.00	
Police Dispatcher II 218	9.00		Transfer to Services Bureau, 4 Pos. Change to Public Safety Senior Dispatcher (221)
Dispatcher II 218	32.00		Transfer to Services Bureau, 31 Title Change to Police Dispatcher II, 1 Title Change to Dispatcher-Fire
Dispatcher - Fire 218	14.00		Transfer to Services Bureau
Supply/Inventory Tech 216	0.15		Transfer to Services Bureau
Secretary II 216		1.00	Transfer from Services Bureau
Payroll Clerk 214	0.15		Transfer to Services Bureau
Secretary I 213	1.00		Transfer to Services Bureau
PT-Fire Secretary	1.00		

Operations Bureau Division Total	366.70	303.00	
FIRE DEPARTMENT TOTAL			
	390.50	388.00	
General Fund:			
Full-time	389.00	388.00	
Part-time	1.50	0.00	

HUMAN RESOURCES and ADMINISTRATIVE SERVICES

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Change from 1990-91 to 1991-92
OFFICE OF DIRECTOR			
Director-Hum Res & Adm Serv 003	0.90	1.00	.10 Transfer from Risk Management
Deputy Director/Human Resources 006	2.00	2.00	1 Title Change from Deputy Director/Administrative Services
Administrative Secretary II 312	1.00	1.00	
Office of Director Division Total	3.90	4.00	
CITY RECORDER			
City Recorder 325	1.00	1.00	
Chief Deputy Recorder 318	2.00	2.00	1 Pos. Change from Records Analyst (314)
Deputy Recorder 221	2.00	2.00	1 Pos. Change from Clerk III (215), 1 Pos. Change from Records Tech (220)
Secretary II 216	1.00	1.00	
Clerk III 215	1.00	1.00	New Position
City Recorder Division Total	6.00	7.00	
ANIMAL CONTROL			
Animal Control Manager 322	1.00	1.00	
Animal Control Human Ed Off 314	1.00	1.00	
Clerk III 215	1.00	1.00	Pos. Change from Clerk II (213)
Clerk Typist II 210	1.00	1.00	
Animal Control Officer III 122	1.00	1.00	
Animal Control Officer II 117	6.00	6.00	
Animal Licensing Inspector 115	1.00	1.00	
Animal Shelter Kennel Off 115	1.00	1.00	
PT-Clerk	0.38	0.38	
PT-Animal Control Off - Trainee	0.93	1.56	
Animal Control Division Total	14.31	14.56	
SUPPORT SERVICES			
Support Services Manager 322	1.00	1.00	
Support Services Supervisor 317	1.00	1.00	Pos. Change from Fac Maint Super (315)
Facilities Maint Admin 314	1.00	1.00	Pos. Change from Gen Maint Wkr IV (119)
Maintenance Supervisor 312	2.00	2.00	2 Pos. Change from Sr Bldg Eq Op (309)
Secretary II 216	1.00	1.00	
HVAC Mechanic 123	1.00	1.00	Position Eliminated
Maint Electrician III 122	1.00	1.00	
General Maint Worker V 122	1.00	1.00	Pos. Change from Gen Maint Wkr IV (119)
General Maint Worker IV 119	11.00	11.00	11 Pos. Change from Bldg Eq Op (117)
PT-Custodian I	1.00	1.00	
Support Serv. Division Total	21.00	20.00	
PERSONNEL			
Compensation & Benefits Manager 324	0.60	0.67	.07 Transfer from Risk Management
Government Compliance Officer 324	1.00	1.00	
Human Resource Specialist 319	4.00	4.00	
Human Res Info Center Super 314	1.00	0.90	.10 Transfer to Risk Management
Employee & Corporate Rel Off 314	1.00	1.00	

HUMAN RESOURCES & ADMINISTRATIVE SERVICES

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Change from 1990-91 to 1991-92
PERSONNEL (Continued)			
Employment Supervisor	312	1.00	1.00
Office Technician I	216	1.00	1.00
Secretary II	216	1.00	1.17
Clerk III	215	2.00	2.00
			.17 Transfer from Risk Management 1 Pos. Change from Clerk II (213)
Personnel Division Total	12.60	12.74	
INFORMATION MANAGEMENT SERVICES			
Director of Infor Mgmt Services 004	1.00	1.00	
Systems Manager	323	3.00	3.00
Data Base Manager	323	1.00	1.00
Systems Service Manager	323	1.00	1.00
Computer Operations Manager	323	1.00	1.00
Communications Manager	321	1.00	1.00
Systems Programmer	321	1.00	2.00
			1 Transfer from Fleet and Pos. Change from Fleet Mechanic (118)
Senior Systems Analyst	321	2.00	2.00
Sys Prog/ 4th Gen Language	320	1.00	1.00
Systems Analyst	319	6.00	6.00
Senior Programmer/Analyst	319	7.00	7.00
Communications Analyst	316	1.00	1.00
Programmer Analyst	315	4.00	6.00
Data Trainer	315	1.00	1.00
Senior Data Comm Specialist	314	2.00	2.00
Computer Operations Shift Super	314	2.00	2.00
Microcomputer Specialist II	314	1.00	1.00
Telecommunications Technician	313	1.00	1.00
Data Communications Specialist	311	1.00	1.00
Microcomputer Specialist I	310	1.00	1.00
Administrative Secretary I	310	1.00	1.00
Computer Operator	306	2.00	2.00
Senior Secretary	219	2.00	2.00
Tape Librarian	216	1.00	1.00
Assistant Tape Librarian	211	1.00	1.00
Cont-Intern		1.96	
			2 New Positions
Information Management Serv. Division Total	47.96	49.00	Title Change From Computer Tech I Pos. Change from Secretary II (216)
FLEET MANAGEMENT			
General Fund			
Impound Lot Attendant	213	1.00	1.00
PT-Impound Lot Attendant		0.38	0.40
Subtotal - General Fund		1.38	1.40
Fleet Management Fund			
Fleet Manager	006	1.00	1.00
Asst Fleet Manager/Operations	318	1.00	1.00
Fleet Analyst	316	1.00	1.00
Fleet Service Manager	314	3.00	3.00
Parts Manager	314	1.00	1.00
Senior Radio Technician - Fire	313	1.00	1.00
Senior Secretary	219	1.00	1.00
Office Technician I	216	1.00	1.00
Accounting Clerk II	216	1.00	1.00
Senior Fleet Mechanic	123	5.00	5.00
Senior Fleet Body Rep/Painter	122	1.00	1.00
Fleet Motorcycle/Light Eq Mech	120	1.00	1.00
Fleet Mechanic	120	30.00	29.00
			Pay Class Change from 118 1 Transfer to IMS and Pos. Change to Systems Programmer (321), 29 Pay Class Change from 118
Fleet Body Repair/Painter	119	2.00	2.00
Fleet Service Coordinator	115	1.00	1.00
Fleet Tire Maintenance Worker	114	1.00	1.00
Fleet Storekeeper II	114	1.00	1.00
Apprentice Mechanic	114	1.00	1.00
			Pay Class Change from 118 Pos. Change from Fleet Mechanic (120) Pos. Change from Fleet Service Worker (111)

HUMAN RESOURCES & ADMINISTRATIVE SERVICES

1991-92 Position Title and Grade	Adopted 1990-91	Adopted 1991-92	Change from 1990-91 to 1991-92
FLEET MANAGEMENT (Continued)			
Tow Truck Driver	113	3.00	3.00
Fleet Storekeeper	112	2.00	2.00
Mechanic Trainee I	111	1.00	1.00
Body Repairer/Painter Trainee	111	1.00	1.00
Subtotal - Fleet Management Fund	61.00	60.00	
Fleet Management Division Total	62.38	61.40	
RISK MANAGEMENT			
Director-Human Resources	003	0.10	Transfer to Office of Director .07 Transfer to Personnel
Compensation & Benefits Manager	324	0.40	0.33
Loss Control Coordinator	321	1.00	1.00
Fleet Safety Train/Coordinator	315	1.00	1.00
Employee Benefits Supervisor	318	1.00	1.00
Human Res Info Center Super	314	1.00	0.10 Pay Class Change from 315 Transfer from Personnel
Worker Compensation Coordinator	312	1.00	1.00
Employee Benefits Specialist	312	1.00	1.00
Office Technician II	219	2.00	2.00 Pos. Change from Office Tech II (219)
Secretary II	216	1.00	0.83 .17 Transfer to Personnel
Risk Management Division Total	8.50	8.26	
HUMAN RESOURCES AND ADMINISTRATIVE SERVICES			
DEPARTMENT TOTAL	176.65	176.96	
General Fund	59.19	59.70	
Full Time	56.50	56.74	
Part Time	2.69	2.96	
IMS Fund	47.96	49.00	
Full Time	46.00	49.00	
Part Time	1.96	0.00	
Fleet Management Fund	61.00	60.00	
Full Time	61.00	60.00	
Part Time	0.00	0.00	
Risk Management Fund	8.50	8.26	
Full Time	8.50	8.26	
Part Time	0.00	0.00	

OFFICE OF INTERNAL AUDIT

1991-92 Position Title/Grade		Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
<hr style="border-top: 1px dashed black;"/>				
Auditing & Reporting Manager	006	1.00	1.00	
Internal Auditor	319	2.00	2.00	
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INTERNAL AUDIT TOTAL		3.00	3.00	
 General Fund:				
Full-time		3.00	3.00	

PARKS and RECREATION

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
PARK OFFICE OF DIRECTOR			

Director - Parks	003	0.69	0.69
Deputy Director - Parks	006	0.69	0.69
Admin. Asst. for Comm. Affairs	313	1.00	1.00 Title change from Admin. Assistant
Admin. Services Supervisor	313	1.00	1.00
Administrative Secretary II	312	1.00	1.00
Secretary I	213	1.00	1.00
PT-Secretary	0.36	0.36	0.49
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Office of Director			
Division Total	5.74	5.87	
PLANNING AND DEVELOPMENT			

Deputy Director - Parks	006	1.00	1.00 Reclass from Plan. & Dev. Dir. (324)
Urban Forester	320	1.00	1.00
Planning & Dev. Proj. Coord.	315	1.00	1.00
Field Supervisor	311	2.00	2.00
Urban Forest Technician	218	1.00	1.00
Urban Forestry Prog. Coord.	215	1.00	1.00
Arborist III	121	1.00	1.00
Arborist II	118	1.00	1.00
Equipment Operator III	117	1.00	1.00
Arborist I	115	1.00	1.00
Equipment Operator II	114	2.00	2.00
Equipment Operator I	113	1.00	1.00
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Planning and Development			
Division Total	14.00	14.00	
RECREATION			

General Fund			

Recreation Manager	320	1.00	1.00
Recreation Center Supervisor	315	1.00	1.00
Programs Super. - Recreation	315	1.00	1.00
Program Super. - Sports	315	1.00	1.00
Program Super. - Aquatics	315	1.00	1.00
Prog. Asst. Super. - Aquatics	312	1.00	1.00
Assistant Program Supervisor	312	2.00	2.00
Maint. Supervisor - Aquatics	312	1.00	1.00
Recreation Center Coordinator	312	1.00	1.00
Youth Organizer	211	1.00	1.00
PT-Children's Garden Super.		0.42	0.45
PT-Children's Garden Attendant		0.73	0.73
PT-Groundskeeper I		0.25	0.25
PT-Rec. Program Coordinator			3.84
PT-Children's Garden Assistant		0.31	0.30
PT-Rec. Program Supervisor		4.71	0.51
PT-Head Lifeguard		2.48	0.92
PT-Swimming Instructor II			2.48
PT-Clerk II			1.10
PT-Lifeguard		8.15	9.61
PT-Swimming Instructor			1.07
PT-Security Guard - Aquatics		1.05	0.83
PT-Admission Clerk		1.75	
PT-Receptionist		1.20	
PT-Concession Worker			1.60
PT-Clerk I			1.89
PT-General Maintenance Worker		3.15	
PT-Custodian I			1.68
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Subtotal General Fund	35.20	38.26	

PARKS and RECREATION

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
Golf Course Fund			
Director - Parks	003	0.31	
Deputy Director - Parks	006	1.31	
Golf Course Super. - 36-hole	316	1.00	1.00 Reclass from Recreation Dir. (325)
Golf Course Super. - 18-hole	315	4.00	4.00 Reclass from G.C. Supt. (314-316)
Golf Course Super. - 9-hole	314	2.00	2.00 Reclass from G.C. Supt. (314-316)
Parks Asst. for Golf	313	1.00	1.00 Reclass from Senior Secretary (219)
Field Supervisor	311	0.25	0.25
Golf Course Maint. Worker	117	2.00	2.00 Reclass from Irrigation Super. (114)
Equipment Mechanic II	116	1.00	1.00
Golf Maint. Operator	116	1.00	1.00
Assistant Golf Course Supt.	115	8.00	8.00
Equipment Mechanic I	115	1.00	1.00 Reclass from (112)
Golf Course Groundskeeper	111	7.00	7.00
PT-Nightwtr System Operator IV		0.53	0.53
PT-Nightwtr System Operator III		0.98	0.98
PT-Nightwtr System Operator II		1.17	1.17
PT-Golf Marshall		1.31	1.31
PT-Groundskeeper II		8.87	9.57
PT-Groundskeeper III		6.21	5.75
PT-Groundskeeper IV		7.55	6.76
Subtotal Golf Course Fund		56.49	55.94
Recreation Division Total		91.69	94.20
PARKS OPERATIONS			
Parks Maint. Superintendent	324	1.00	1.00 Reclass from (320)
Aviary Curator	319	1.00	1.00 Reclass from (318)
Asst. Parks Maint. Supt.	317	1.00	1.00 Reclass from Fleet Coordinator (311)
Parks Quadrant Supervisor	317	4.00	5.00 1 increase 12/90
Aviary Ed./P.R. Rep.	316	1.00	1.00
Field Supervisor	309-310	3.75	3.75
Bird Show Trainer	314	1.00	1.00
Cemetery Superintendent	314	1.00	1.00
Parks Warehouse Supv.	312	1.00	1.00
Secretary II	216	2.00	2.00 1 reclass from Secretary I (213)
General Maintenance Worker V	122	2.00	2.00
Assistant Quad Supervisor	121	4.00	4.00
Equipment Mechanic Super.	119	1.00	1.00 Reclass from Equip. Mechanic II (116)
General Maintenance Worker IV	119	3.00	4.00 1 transfer from part time
Senior Florist	119	2.00	2.00
Senior Aviary Attendant	119	1.00	1.00
Equipment Mechanic II	119	1.00	1.00 Title change from Auto. Mechanic II
Aviary Attendant	116	1.00	2.00 1 transfer from part time
General Maintenance Worker III	115	4.00	4.00
Senior Parks Groundskeeper	115	10.00	10.00
Equipment Operator II	114	1.00	1.00
Florist II	114	1.00	1.00
Equipment Operator I	113	1.00	1.00
Equipment Mechanic I	112	1.00	1.00
General Maintenance Repairer I	112	3.00	3.00
Parks Storekeeper	111	1.00	1.00
Vehicle Operator II	111	1.00	1.00
Parks Groundskeeper	110	2.00	2.00
Beautification Maint. Worker	109		1.00 Transfer from part time
PT-Vehicle Operator I		1.22	
PT-Bird Show Attendant			0.31
PT-Bird Show Assistant			0.34
PT-Aviary Program Worker		0.73	
PT-Account Clerk		1.80	
PT-Admission Clerk		0.46	
PT-Concessions Clerk		1.15	
PT-Aviary Clerk/Cashier			1.25
PT-Crew Supervisor I		2.01	1.48
PT-Groundskeeper IV			4.58
PT-Groundskeeper III		3.92	1.75
PT-Groundskeeper II		12.05	12.85
PT-Groundskeeper I		24.38	23.38
PT-Aviary P.R. Aid		1.92	2.64
PT-Aviary Clerk/Cashier		1.33	0.73
PT-Nightwater System Operator I		2.04	0.98
PT-Nightwater System Op. III		0.93	1.20
PT-Equipment Operator I		1.63	

PARKS and RECREATION

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
PT-Clerk II	0.96	0.98	
Park Operations Division Total	113.28	113.22	
PARKS DEPARTMENT TOTAL	224.71	227.29	
Parks & Recreation			
Full-time	87.13	91.13	
Part-time	81.09	80.22	
	-----	-----	
	168.22	171.35	
Golf			
Full-time	29.87	29.87	
Part-time	26.62	26.07	
	-----	-----	
	56.49	55.94	

POLICE

1991-92 Position Title/Grade	Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
OFFICE OF POLICE CHIEF			
Chief of Police	002	1.00	
Assistant Chief of Police	004	1.00	
Major - Police	004	2.00	1 reclass from Major 1 reclass to Ass't Chief 1 reclass to Lt.
Police Officer	501-017	9.00	8 transfers to Operations
Captain - Police	323	2.00	1 transfer to Operations 1 reclass to Sgt. Operations
Lieutenant - Police	321	2.00	1 reclass from Major 2 transfers to Operations
Admin. Asst. - Commun. Affairs	320	1.00	1 transfer to Operations
Sergeant - Police	318	6.00	2 transfers to Operations
Dir. Personnel Services	319	1.00	1 transfer to Operations
Fiscal Officer Manager	318	1.00	
Planning & Devel. Analyst	314	1.00	1 transfer to Operations
Police Admin. Planner	316	1.00	Title to Police Personnel Spec Reclass from 315
Video Technician	313	1.00	1 transfer to Operations
Administrative Secretary II	312	1.00	1 transfer to Investigative
Administrative Secretary I	310	1.00	
Engineering Tech. III	224	1.00	1 transfer to Operations
Crime Prevention Specialist	218	3.00	3 transfers to Operations
Police Personnel Technician	217	1.00	1 transfer to Operations
Accounting Clerk II	216	1.00	
Police Secretary II	216	3.00	2 transfers to Operations
Office of Police Chief Division Total	40.00	15.00	
POLICE OPERATION BUREAU			
Police Officer	501-517	203.00	8 transfers from Office of Chief 1 transfer from Investigative
Captain - Police	325	3.00	1 transfer from Office of Chief 1 reclass to Sgt. Reclass from 323
Lieutenant - Police	321	11.00	2 transfers from Office of Chief 1 transfer to Investigative
Sergeant - Police	318	25.00	1 reclass from Cpt. 3 transfers from Office of Chief 1 transfer to Investigative
Planning & Development Analyst	315		1 transfer from Office of Chief
Information System Supervisor	313	4.00	4 transfers to Investigative
Police Computer Serv. Coord.	220	1.00	1 transfer to Investigative
Evidence Technician	218	1.00	1 transfer to Investigative
Police Secretary II	216	5.00	
Senior Police Clerk	216	5.00	5 transfers to Investigative
Police Office Tech. I	216	3.00	3 transfers to Investigative
Printing Tech.	214	2.00	
Police Records Clerk	213	28.00	2 reclassified to Sec. II Operations 1 transfer to Public Works 25 transfers to Investigative
Police Personnel Technician	217		1 transfer from Office of Chief
Dir of Police Personnel Serv	319	1.00	1 transfer from Office of Chief
Police Personnel Spec	316	1.00	1 transfer from Office of Chief
Crime Prevention Spec	218	3.00	3 transfer from Office of Chief
Engineering Tech III	224	1.00	1 transfer from Office of Chief
PT-SR. Crossing Guard		1.00	
PT-Crossing Guard		47.12	
Police Operation Bureau Total	339.12	294.50	Due to chgs in comp plan

POLICE

1991-92 Position Title/Grade		Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
INVESTIGATIVE BUREAU				
Police Officer	501-517	78.00	74.00	1 reclass to Sgt. 1 transfer to Operations 2 reductions for chgs in X-Guards
Captain - Police	325	3.00	3.00	Reclass from 323
Lieutenant - Police	321	4.00	5.00	1 transfer from Operations
Sergeant - Police	318	12.00	14.00	1 transfer from Operations 1 reclass from Officer
Crime Lab Analyst	318	2.00	2.00	
Police Secretary II	216	6.00	9.00	2 reclassified from Clerk Operations 2 transfers from Operations
Police Office Technician I	216	1.00	4.00	1 FTE transfer to Atty's Office
Police Records Clerk	213	2.00	27.00	3 transfers from Operations
Senior Police Clerk	216		5.00	25 transfers from Operations
Police Computer Serv Coord.	216		1.00	5 transfers from Operations
Information Systems Supr	313		4.00	1 transfer from Operations
Evidence Tech	221		1.00	4 transfers from Operations
Video Technician	313		1.00	1 transfer from Operations
PT-Special Officer		0.36	0.37	
Investigative Bureau Total		108.36	150.37	
POLICE DEPARTMENT TOTAL				
General Fund:		487.48	459.87	
Full-time		439.00	435.00	
Part-time		48.48	24.87	

PUBLIC UTILITIES

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
OFFICE OF DIRECTOR -----			
Director-Public Utilities	002	1.00	1.00
Administrative Secretary II	312	1.00	1.00

Office Of Director			
Division Total	2.00	2.00	
SUPERINTENDENT WATER SUPPLY AND WORKS -----			
Superintendent-Water	004	1.00	1.00
Chief Engineer-Pub. Util.	005	0.60	0.60
Chief Finance & Acct. Off.	006	0.50	0.50
Oper. & Maint. Superint.	326	1.00	1.00
Asst. Op./Maint. Supt.-Dis./P.	323	1.00	1.00
Asst. Op./Maint. Supt.-Water	323	2.00	2.00
Computer Operation Manager	323	1.00	1.00
Laboratory Director	323	0.40	0.40
Chief Accountant Pub. Util.	322	0.50	0.50
Engineer V	322	1.80	1.80
Organization Development Mgr.	321	0.50	0.50
Customer Services Manager	320	1.00	1.00
Human Resource Specialist	319	0.50	0.50
Watershed Program Admin.	319	1.00	1.00
Engineer III	318	1.00	
Chief Maint. Electrician	318	1.00	1.00
Hydrologist	317	1.00	1.00
Water Treat. Plant Super.	317	3.00	3.00
Engineering Associate	317	.60	0.60
Water Distribution Super.	316	1.00	1.00
Permits Office Manager	316	0.50	0.50
Asst. Comp. Op. Manager	316	1.00	1.00
Field Supervisor	309-315	10.00	10.00
Material Handling Super.	314	1.00	1.00
Electronics Instrument Analyst	314	1.00	1.00
Customer Service Supv.	314	1.00	1.00
Computer Service Officer	314	1.00	1.00
Accountant II	314	2.00	2.00
Contracts & Connection Sup.	314	1.00	1.00
Irrigation Supervisor II	314	1.00	1.00
Commercial Accounts Rep.	313	1.00	1.00
Billing Office Supv.	313	1.00	1.00
Wtr. Rights & Stream Flow Sp.	313	1.00	1.00
Accountant I	312	2.00	2.00
Work Order Office Coordinator	309	1.00	1.00
W. W. Lab Analyst	308	1.00	1.00
Cross Connect. Control Coord.	306	1.00	1.00
Departmental Assistant	306	1.00	1.00
Sr. Engineering Technician II	225	1.80	1.80
Sr. Engineering Technician	224	9.40	9.40
Survey Party Chief I	224	1.20	1.20
Hydrology Technician	221	1.00	1.00
Engineering Technician	220	1.20	1.20
Senior Secretary	219	2.00	2.00
Accounting Clerk III	219	1.00	1.00
Customer Serv. Accts. Coll.	218	4.00	4.00
Contracts & Connections Ast.	218	0.50	0.50
Payroll/Accounting Tech.	217	1.00	1.00
Senior Billing Clerk	217	2.00	2.00
Public Utilities Field Invst.	217	1.00	1.00
Sr. Customer Service Rep.	217	1.00	1.00
Customer Serv. Rep/Investigator	216	2.00	2.00

Position Deleted

Reclass from Sr. Eng. Tech (224)

Reclass from Elect. Instr. Spec. (312)

Reclass from 313

Reclass from Pay. Acct. Tech. (217)

Reclass from Secretary II (216)

PUBLIC UTILITIES

1991-92 Position Title/Grade		Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
Water Supply Stat. Clerk	216	1.00	1.00	
Office Technician I	216	0.60	0.60	
Billing Clerk II	215	2.00	2.00	
Pub. Ut. Comm. Coordinator	215	4.00	4.00	
Customer Serv. Rep. II	215	7.00	7.00	
Clerk III	215	1.00	1.00	
Accounting Clerk I	213	1.00	1.00	
Clerk II	213	1.00	1.00	
Billing Clerk I	213	3.00	3.00	Reclass from Clerk I (210)
Maint. Electrician IV	125	5.00	5.00	
General Maint. Worker V	122	1.00	1.00	
General Maint. Worker IV	120	8.00	8.00	
Locator Supervisor	119	1.00	1.00	
Senior Water Maint. Worker	119	6.00	6.00	
Senior Water Meter Tech.	119	2.00	2.00	
Sr. Wtr. Dist. System Oper.	119	5.00	5.00	
Warehouse Operator	119	1.00	1.00	
Water Plant Operator II	119	25.00	25.00	
Sr. Water System Maint. Op.	119	7.00	7.00	
Sr. Watershed Patrol Officer	118	3.00	4.00	Reclass from PT-Canyon Att. I
Fleet Maintenance Coord.	118	1.00	1.00	Reclass from Gen. Maint. Repairer II (115)
Clean-up Crew Leadperson	117	1.00	1.00	
Asphalt Crew Leadperson	117	1.00	1.00	
Water Plant Operator I	117	2.00	2.00	
Water Dist. System Oper.	117	5.00	5.00	
Water System Maint Operators	116	7.00	7.00	
Sr. Pub. Util. Equip. Op.	116	6.00	6.00	
Water Meter Tech. II	116	4.00	4.00	
Locator	115	1.00	1.00	
Water Emergency Worker	115	7.00	7.00	
Water Maint. Worker II	115	6.00	6.00	
Irrigation Supervisor I	114	3.00	3.00	
Landscape Restoration Worker	114	1.00	1.00	
Light Equipment Operator	113	6.00	6.00	
Warehouse Worker II	113	1.00	2.00	New Position
Water Meter Tech. I	113	2.00	2.00	
Water Meter Reader II	112	2.00	2.00	
Vehicle Operator II	111	2.00		Positions Deleted
Water Dist. Value Oper. Asst.	111	3.00	3.00	
Water Maintenance Worker I	111	9.00	9.00	
Irrigation Operator	109	1.00	1.00	
Water Meter Reader I	108	10.00	10.00	
Wtr. Dist. Valve Oper. Asst.	108	3.00	3.00	
Custodian II	107		1.00	New Position
PT-Canyon Attendant I		3.23	2.23	
PT-Clerk Typist		0.50	1.00	
PT-Communications Coord.		0.50	0.50	
PT-Custodian II		1.00	1.00	
PT-Customer Serv. Rep. Trainee		1.50	1.00	
PT-Laborer		8.39	8.39	
PT-Lead Canyon Attendant		1.70	1.70	
PT-Lead Pump Operator		4.03	4.03	
PT-Water Meter Reader		2.00	2.00	
Superintendent Water Supply and Works Division Total		269.45	268.45	

SUPERINTENDENT WATER RECLAMATION

W.W. Superintendent	004	1.00	1.00	
Chief Engineer-Pub. Util.	005	0.40	0.40	
Chief Finance & Acct. Off.	006	0.50	0.50	
W.W. Facilities Manager	326	1.00	1.00	
Engineer VI	324	1.00	1.00	
Laboratory Director	323	0.60	0.60	
W.W. Plant Engineer	323	1.00	1.00	
Engineer V	322	1.20	1.20	
Chief Accountant Pub. Util.	322	0.50	0.50	
Organization Development Mgr.	321	0.50	0.50	
Engineer IV	320	1.00		Transfer to Public Works
Human Resource Specialist	319	0.50	0.50	
W.W. Plant Chief Oper.	318	1.00	1.00	
W.W. Business Manager	317	1.00	1.00	

PUBLIC UTILITIES

1991-92 Position Title/Grade -----		Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
W.W. Collections Manager	317	1.00	1.00	
Drainage & Streets Tech.	317	1.00		Transfer to Public Works
Engineering Associate	317	.40	0.40	Reclass from Sr. Eng. Tech. (224)
Permits Office Manager	316	0.50	0.50	
Field Supervisor	308-315	4.00	4.00	
W.W. Maint Supervisor	315	1.00	1.00	
Lift Station Maint Super.	315	1.00	1.00	
Electronics-Instrument Analyst	314	1.00	1.00	
Pre-Treatment Administrator	314	1.00	1.00	
Drainage Maint. Supervisor	314	1.00	1.00	
W.W. Lab Chemist	313	2.00	2.00	
Sewer Service Charge Admin.	312	1.00	1.00	
Preventive Maint Supervisor	312	1.00	1.00	
Waste Water Plant Computer OP	310	1.00	1.00	
W.W. Plant Sr. Oper.	310	4.00	4.00	
W.W. Lab Analyst	308	3.00	3.00	
Departmental Assistant	306	1.00	1.00	
Sr. Engineering Technician II	225	1.20	1.20	Reclass from Sr. Eng. tech. (224)
Sr. Engineering Technician	224	5.60	5.60	
Survey Party Chief	224	0.80	0.80	
Electronics Instr. Trainee	221	1.00	1.00	
Engineering Technician	220	0.80	0.80	
Senior Secretary	219	1.00	1.00	
Sewer Service Charge Specialist	218	1.00	1.00	
Contracts & Connec. Asst.	218	0.50	0.50	
Office Technician I	216	0.40	0.40	
Accounting Clerk II	216	1.00	1.00	
Customer Service Rep. II	215	1.00	1.00	
Permits Representative	215	1.00	1.00	
Accounting Clerk I	213	1.00	1.00	
Maint Electrician IV	125	1.00	1.00	
General Maint. Worker V	122	1.00	1.00	
Maintenance Electrician III	122	1.00	1.00	Reclass from Apprent. Maint. Elect. II (120)
W.W. Line Inspector	120	2.00	2.00	
W.W. Maint Worker III	119	6.00	6.00	
W.W. Prevent. Maint. Wrkr	119	1.00	1.00	Reclass from W.W. Maint Work. II (115)
General Maint. Worker IV	119	1.00	1.00	Reclass from Gen Maint. Work. III (118)
General Maint. Worker III	118	2.00	2.00	
W.W. Coll. Lead Maint. Wkr.	117	3.00	3.00	
W.W. Plant Operator	116	21.00	21.00	
W.W. Maint. Worker II	115	2.00	2.00	
Chief Storekeeper	114	1.00	1.00	
W.W. Coll. Maint. Wkr.	114	15.00	15.00	
Drainage Maint. Worker II	114	5.00	5.00	
Drainage Maint. Worker I	113	3.00	3.00	
Storekeeper II	111	1.00	1.00	
W.W. Maint Worker I	108	3.00	3.00	
PT-Laborer		0.18	0.18	
PT-W.W. Maint Worker I		2.00	2.00	
PT-Eng. Tech. Trainee		0.37	0.37	
		-----	-----	
Superintendent Water Recla- mation Division Total		123.95	121.95	
PUBLIC UTILITIES DEPARTMENT TOTAL		395.40	392.40	
Water Utility Fund:				
Full-time		246.60	246.60	
Part-time		22.85	21.85	
Sewer Utility Fund:				
Full-time		121.40	119.40	
Part-time		2.55	2.55	

PUBLIC WORKS

1991-92 Position Title/Grade -----	Adopted 1990-91 -----	Adopted 1991-92 -----	Changes from 1990-91 to 1991-92 -----
PUBLIC WORKS ADMINISTRATION AND MANAGEMENT			
Director-Public Works	002	1.00	1.00
Assistant Pub. Works Director	322	1.00	1.00
Administrative Secretary II	312	1.00	1.00
Public Works Admin. & Management Division Total	3.00	3.00	
TRANSPORTATION ENGINEERING			
Transportation Engineer	006	1.00	1.00
Deputy Transport. Engineer	324	2.00	2.00
Traffic Engineer II	320	1.00	1.00
Traffic Systems Analyst	319	1.00	1.00
Traffic Engineer I	318	1.00	1.00
Engineering Associate	317	1.00	1.00
Transportation Shop Mgr.	317	1.00	1.00
Accident Reconstruction Spec.	315	1.00	1.00
Field Supervisor	310-315	2.00	2.00
Transportation Office Manager	315	1.00	1.00
Traffic Signal Super.	315	1.00	1.00
Sr. Traffic Signal Tech.	313	1.00	1.00
Traffic Tech. Coord.	313	1.00	1.00
Neighborhood Parking Coord.	311	1.00	1.00
Administrative Secretary I	310	1.00	1.00
Traffic Technician III	224	1.00	1.00
Office Tech. II	219	2.00	2.00
Traffic Tech. II	219	7.00	7.00
Office Tech. I	216	1.00	2.00
Traffic Signal Tech. II	121	1.00	1.00
Sr. Parking Meter Mech.	119	1.00	1.00
Traffic Signal Tech. I	118	1.00	1.00
Sr. Transp. Maint. Wkr.	117	1.00	1.00
Assistant Supr. Park. Enf.	116	2.00	2.00
Parking Meter Mech. II	115	1.00	1.00
Transportation Maint. Wkr.	114	8.00	8.00
Parking Enforcement Officer	113	11.00	11.00
PT-Transp. Maint. Worker		0.43	0.44
Transportation Engineering Division Total	54.43	55.44	
CITY ENGINEERING			
City Engineer	005	1.00	1.00
Deputy City Engineer	326	3.00	3.00
Engineer VI	324	4.00	4.00
Engineer V	322	1.00	1.00
Architectural Engineer	322	1.00	1.00
Engineer IV	320	2.00	3.00
City Surveyor	320	1.00	1.00
Engineer III	318	2.00	2.00
Materials Lab Supervisor	317	1.00	1.00
Engineering Pavement Mgr.	317	1.00	1.00
Engineering Associate	317	7.00	7.00
Drainage & Street Tech.	317	1.00	1.00
Asst. City Surveyor	316	1.00	1.00
Eng. Support Serv. Mgr.	315	1.00	1.00
Professional Land Surveyor	314	4.00	4.00

Reclass from 309

Reclass from Trans. Disp. (215)

Transferred from Police Department

Reclass from 114

Transfer from Public Utilities

Title changed from Eng Pv Tch IV

Transfer from Public Utilities

Reclass from Eng Off Mgr (313)

PUBLIC WORKS

1991-92 Position Title/Grade		Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
Special Improv. Assess. Coord.	312	1.00	1.00	
Engineering Records Coord.	312	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Survey Party Chief	224	1.00	1.00	
Senior Engineering Technicians	224	11.00	11.00	
Engineering Pav. Tech. III	224	1.00	1.00	
Materials Lab Senior Tech.	224	2.00	2.00	
Surveyor III	222	5.00	5.00	
Surveyor II	221	1.00	1.00	
Engineering Technician	220	8.00	8.00	1 Reclass from Office Tech II (219)
Senior Secretary	219	1.00	1.00	
Office Technician II	219	1.00	1.00	
Engineering Records Tech.	217	2.00	2.00	
Secretary II	216	1.00	1.00	
Engineering Aide	212	1.00	1.00	
City Engineering Division Total		68.00	70.00	
STREETS AND SANITATION				
General Fund				
Superintendent St. & Sanit.	005	1.00	1.00	
Asst. Street Superintendent	325	2.35	2.15	Transfer to Refuse Fund
Construction Manager	321	1.00	1.00	
District Streets Manager	319	2.00	1.90	Transfer to Refuse Fund
Sweeping & Clean-up Manager	319	0.60	0.15	Transfer to Refuse Fund
Bus. Dist. Maint. Manager	319	1.00	1.00	
Concrete Program Manager	319	1.00	1.00	Reclass from Eng Tech IV (317)
Asphalt Plant Supervisor	316	1.00	1.00	
Streets Office Manager	316	1.00	1.00	
Field Supervisor	308-314	10.35	8.90	Transfer to Refuse Fund
Deteriorated Concrete Coord.	312	1.00	1.00	
P.W. Fleet Coordinator	311	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Senior Customer Service Rep.	217	1.00	1.00	
Secretary II	216	1.00	1.00	
Accounting Clerk II	212	1.00	1.00	
Gen. Maint. Worker V	122	1.00	1.00	
Asphalt Plant Operator	121	1.00	0.90	Transfer to Refuse Fund
Gen. Maint. Worker IV	119	2.00	2.00	
First Response Crew Supervisor	118	1.00	1.00	Reclass from 117
Equipment Operator III	117	3.00	3.00	
General Maint. Worker III	115	17.00	17.00	
Sanitation Operator II	115	1.00	1.00	
First Response Worker	115	2.00	2.00	Reclass from 113
Equipment Operator II	114	11.80	2.45	Transfer to Refuse Fund
Maintenance Custodian	114	1.00	1.00	
Gen. Maint. Worker II	114	2.00	2.00	
Equipment Operator I	113	14.00	13.60	Transfer to Refuse Fund
General Maint. Repairer I	112	1.00	1.00	
General Maint. Worker I	111	1.00	1.00	
Vehicle Operator II	111	6.80	6.10	Transfer to Refuse Fund
PT-Gen. Maint. Worker		6.73	3.87	
PT-Crew Supervisor		0.52	0.56	
PT-Vehicle Operator II		5.01	6.18	
PT-Equipment Operator		3.88	1.61	
PT-Equip. Operator II		0.56	6.55	
PT-Vehicle Operator		0.88		
PT-Clerk II			2.17	
Sub-Total General Fund		110.48	101.09	
Garbage Fund				
Asst. Street Superintendent	325	0.65	.85	Transfer from General Fund
Refuse Collection Supervisor	319	1.00	1.00	
Sweeping & Clean-up Manager	319	0.40	.85	Transfer from General Fund
District Streets Manager	319		.10	Transfer from General Fund
Field Supervisor	308-314	0.65	2.10	Transfer from General Fund

PUBLIC WORKS

1991-92 Position Title/Grade	Adopted 1990-91	Adopted 1991-92	Changes from 1990-91 to 1991-92
Asphalt Plant Operator 121		.10	Transfer from General Fund
Senior Sanitation Operator 117	3.00	3.00	
Container Maint. Worker 117	1.00	1.00	
Sanitation Operator II 115	13.00	13.00	
Equipment Operator II 114	2.20	11.55	Transfer from General Fund
Equipment Operator I 113		.40	Transfer from General Fund
Vehicle Operator II 111	1.20	1.90	Transfer from General Fund
PT-General Maint. Worker	2.54	2.69	
PT-Equipment Operator	1.00	1.00	
PT-Vehicle Operator	1.00	1.00	
PT-Vehicle Operator II	3.85	3.85	
Sub-Total Garbage Fund	31.49	44.39	
Street and Sanitation Division Total	141.97	145.48	
PUBLIC WORKS DEPARTMENT TOTAL	267.40	273.92	
Full-time	241.00	244.00	
Part-time	26.40	29.92	
General Fund:			
Full-time	217.90	208.15	
Part-time	18.01	21.38	
Refuse Collection Fund:			
Full-time	23.10	35.85	
Part-time	8.39	8.54	



SCHEDULES

FINANCIAL SCHEDULES

The financial schedules section contains detailed financial information for all City funds. It serves as a financial plan for city managers. State law requires the City to submit schedules upon adoption of the budget. The financial schedules appear in a separate section in order to avoid showing too much detail in the departmental sections, which are intended to be accessible to the nontechnical reader.

The following introductory material explains the City's basis for accounting and provides an overview of the schedules herein presented. It is intended as a reference should questions arise about a specific schedule.

Information presented in the schedules has been adjusted for comparability. Data shown in the FY 1989-90 Actual column include audit adjustments so the column compares to the FY 1989-90 Comprehensive Annual Financial Report (CAFR). Data shown in the FY 1990-91 Budget column are the Council Adopted Budget figures adjusted to include amendments.

ACCOUNTING BASIS

The City uses the modified accrual basis of budgeting and accounting for the following funds:

1. General Fund
2. Capital Projects Fund
3. Special Revenue Funds
5. Debt Service Fund

Under the modified accrual basis revenues are recognized on a cash basis - when they are measurable and available. Expenditures are recognized using the accrual method - when the City makes a commitment to pay (encumbrance). An encumbrance "earmarks" funds for an expenditure the City intends to make and has issued a purchase order for, but is not yet legally liable.

EXAMPLE 1

A	B					
	TOTAL ESTIMATED RESOURCES	GENERAL FUND	CODE OPERATING FUND	CAPITAL PROJECTS FUND	CENTRAL BUSINESS IMPROVEMENT DISTRICT FUND	STREET LIGHTING FUND
TAXES:						
Property Tax:						
Current Year Assessments	25,764,852	25,764,852				
Prior Year Assessments	1,807,478	1,807,478				
Sales Tax	2,106,718					
Franchise Tax	14,824,728					
Special Assessment Tax	1,807,531					
Aviation Fuel Tax	2,000,000					2,000,000
TOTAL TAXES	48,206,297	48,206,297				2,000,000
LICENSES & PERMITS:						
Independent Licenses	90,000					
Business/Other Licenses	1,000,000					
Total Licenses	1,090,000					
Construction Permits	1,000,000					
Dog Permits	100,000					
Other Permits	100,000					
Total Permits	1,200,000					
TOTAL LICENSES & PERMITS	2,290,000					
FINES & FORFEITURES	100,000					
PARKING METER COLLECTIONS	100,000					
INTEREST INCOME	100,000					
CHARGES FOR SERVICES:						
Departmental Charges	100,000					
Building Rental	100,000					
TOTAL CHARGES FOR SERVICES	200,000					
INTERGOVERNMENTAL REVENUE:						
State Class "C" Road Funds	2,000,000					
Redevelopment Agency	1,000,000					
UDOT & Federal Highway Admin.	1,000,000					
Community Development Block Grant	1,000,000					
Misc. Federal/State/County	1,000,000					
MP - Contractors	1,000,000					
Liquor & Beer Tax	1,000,000					
TOTAL INTERGOVERNMENTAL REVENUES	8,000,000					
INTERFUND REIMBURSEMENTS:						
Administrative Fees	1,000,000					
Airport Fire/Police Reimbursement	1,000,000					
TOTAL INTERFUND REIMBURSEMENTS	2,000,000					
MISCELLANEOUS	100,000					
TOTAL REVENUES	62,006,297					2,000,000
APPORTIONED FUND EXCHANGE	1,000,000					
TOTAL REVENUES & FUND BALANCE	63,006,297					2,000,000
BOND PROCEEDS/RESERVE FUNDS						
TRANSFER IN FROM OTHER FUNDS						
TOTAL RESOURCES	63,006,297					2,000,000

The modified accrual basis is a midway point between the cash basis of accounting where, like a check book, all entries are made when cash is either received or spent, and the full accrual accounting used in most businesses where revenues are recorded when earned and expenses when incurred regardless of when the business actually receives or disperses cash. The enterprise and internal service funds use the full accrual basis.

SUMMARY SCHEDULES

Budgeted Resources by Source and Fund. The Estimated Resources by Source and Fund schedule shows all the resources or funding the City will receive classified by type and by fund (see example 1). The rows (A) indicate the type of resource and the columns (B) indicate the fund receiving the resource. The schedule identifies:

- (1) Taxes -- listing the projected revenues from City-levied taxes,
- (2) Licenses and permits, such as business licenses and building permits,
- (3) Fines and forfeitures,

- (4) Parking meters,
- (5) Interest income,
- (6) Charges for Services, such as recreation fees,
- (7) Intergovernmental revenue -- mainly from the State and the Federal governments,
- (8) Interfund reimbursements -- funds received from other City funds. This is divided into two categories: administrative fees; and Airport payments for police and fire services,
- (9) Miscellaneous - all other sources not large enough to mention individually,
- 10) Total Revenues/Appropriated Fund Balances -- The total of all monies expected from all sources are added to any funds to be appropriated from fund balance to determine:
- (11) Total Revenues & Fund Balances. Funding through bonding and transfers in from other funds are then added to this number to determine
- (12) Total Resources available.

EXAMPLE 2

	TOTAL ESTIMATED RESOURCES	GENERAL FUND	CDBG OPERATING FUND
AIRPORT			
Office of Director	\$633,500		
Finance and Administration	78,462,500		
Engineering and Maintenance	12,275,400		
Operations	4,443,100		
TOTAL AIRPORT	83,814,500		
ATTORNEY			
Office of City Attorney	105,456	105,456	
Legal Support	1,474,971	1,474,971	
TOTAL ATTORNEY	1,580,427	1,580,427	
CITY COUNCIL			
Municipal Legislation	609,381	609,381	
TOTAL USES	\$296,928,028	\$86,303,586	
EXCESS REVENUES AND OTHER SOURCES OVER (UNDER) EXPENSES AND OTHER USES	(\$13,283,964)	\$0	(A)

Budgeted Uses by Division and Fund. The Estimated Uses by Division and Fund schedule represents the Mayor's recommended funding level for each division. The departments are listed in alphabetical order, with Nondepartmental and Capital Improvement Program (CIP) expenditures at the end. Funding sources are listed across the top of the schedule (see example 2). The final row of this schedule identifies any excess revenues anticipated at the completion of the fiscal year (A). A number in parentheses means that money from fund balance or retained earnings was appropriated to cover expenses.

Budgeted Resources by Fund. The Estimated Resources by Fund schedule is a three-year comparison of all City funding (see example 3). The top half of the schedule begins with funds received by the general fund; the lower half lists the resources of all of the other funds. In addition to presenting the information contained in the Budgeted Resources by Source and Fund schedule (Example 1), this schedule presents comparable information for

the two previous budget years (A) and a percent of change from the Fiscal Year 1990-91 budget to the Fiscal Year 1991-92 budget (B).

Budgeted Uses by Department. The Budgeted Uses by Department schedule presents the recommended expenditures as first presented in the Budgeted Uses by Division schedule (Example 2) with a three-year comparison. This schedule uses the same format as the Budgeted Resources by Fund schedule (Example 3).

The information contained in the summary schedules is broken down, by fund, into schedules which provide more detail.

EXAMPLE 3

	A				B
	Actual 1989-90	Budget 1990-91	Projected		Change From 1990-91 to 1991-92
	Actual	Budget	Actual	Budget	
Resources					
General Fund					
Taxes:					
Property Taxes	\$25,435,051	\$25,042,046	\$25,920,201	\$27,601,298	10.22%
Sales Taxes	20,828,436	21,345,156	21,636,397	22,215,857	4.06%
Franchise Taxes	14,600,302	14,634,736	12,366,392	14,125,800	-3.48%
Total Taxes	60,863,789	61,021,938	59,922,990	63,942,955	4.79%
Other Current Revenue					

FUND SUMMARIES

EXAMPLE 4

	Actual		Projected		Change From 1990-91 to 1991-92
	1989-90	1990-91	Actual 1990-91	Budget 1991-92	
<u>Revenues/Other sources</u>					
Revenue					
Other Sources					
Total					
<u>Expenses/Other Uses</u>					
<u>Expenses</u>					
Salaries and Wages					
Benefits					5 1
Total Personal Services:					
Operating and Maint. Supply:					2
<u>Charges/Services/Fees:</u>					
Travel/Training					
Utilities					5 3
Professional and Other Contractual Services					
Capital Outlay					4

The Budget Summary schedule (see example 4) is a three-year comparison of revenue, expenditures by major category, and any excess revenue (see example 2-A) for the recommended budget, the current year budget, and the prior year budget. Expenditure categories are:

- (1) Personal Services,
- (2) Operating and Maintenance Supplies,
- (3) Charges/Fees/Services, and
- (4) Capital Outlay.

The major categories are broken down into more specific entries as needed (5).

Budget summaries are provided for the following funds:

General Fund. The City's general fund is used to budget and account for traditional governmental services (e.g., Police, Fire, Public Works) and all financial resources not required to be accounted for in other funds. A general fund budget summary schedule by department is provided in addition to the regular budget summary schedule.

Capital Projects Fund. The City's capital projects fund is used to account for resources designated to construct or make major repairs or renovations to general fixed assets which, by their nature, may require more than one budgetary cycle for completion. The capital projects fund is prepared by project and does not lapse at year end. Encumbrances are not reported as expenditures until they are liquidated or paid.

The capital projects fund budget summary is presented by project rather than by major expenditure category.

Special Revenue Funds. Special revenue funds account for certain property taxes, grant funds, and other special revenues restricted by law for specific purposes. The City budgets for the following special revenue funds:

Community Development Block Grant Operating Fund – Monies received by the City as a federal grantee participant in the Community Development Block Grant (CDBG) program, except for CDBG projects accounted for in the Capital Projects Fund or the proprietary funds. This schedule is organized by project.

Central Business Improvement Fund – Special license fees which are restricted for downtown projects or improvements.

Weed Abatement Fund – Costs associated with enforcement of the City's weed abatement ordinance. This fund is used to pay for weed removal.

Demolition Fund – Costs associated with demolition of deteriorated housing units.

Grants Operating Fund – Monies, received by the City as grantee, from various governmental agencies.

Street Lighting Fund – Installation and operation of additional street lights, the costs for which are paid by the City and by property owners who benefit from the improvements.

E911 Dispatch Fund – Monies received from fees assessed to telephone users to pay for E911 dispatch services.

Enterprise Funds. Enterprise funds are used to account for operations that are financed and operated in a manner similar to private businesses (hence the designation "proprietary fund"), where the costs of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges, or where it has been decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The City budgets for the following enterprise funds:

Water Utility Fund – Water service to the residents of the City and certain residents of Salt Lake County.

Sewer Utility Fund – Sewer service to the residents of the City.

Drainage Utility Fund – Storm water drainage service to the residents of the City.

Airport Authority Fund – Operation of City airports.

Golf Course Fund – Operation of golf course facilities for use by the general public.

Refuse Collection Fund – Operations and activities related to the collection of garbage and the annual neighborhood cleanup.

Internal Service Funds. Internal service funds are used to account for the financing of services provided by one department or agency to other departments or agencies of the City. The City budgets for the following internal service funds:

Fleet Management Fund – Vehicles for use by City departments and vehicle maintenance on a cost-reimbursement basis.

Information Management Fund – Data processing services, and telephone administration and operation services to City departments. Costs are recovered by charges to user departments.

Risk Management Fund – Insurance for employee health, accident, long-term disability, and unemployment and workers' compensation.

Governmental Immunity Fund – Payment of general liability claims against the City.

Municipal Building Authority Fund – Lease revenue bond financing purchases of city owned facilities and major assets.

Debt Service Funds. Debt service funds are used to account for bond proceeds and expenses associated with servicing debt repayments. The City budgets for the following debt service funds:

Building Restoration Fund – Debt retirement of the City & County Building and the Canterbury Apartments.

Special Improvement District Fund – Debt retirement of special service districts such as curb and gutter, water main, and sewer extensions.

FUND BALANCE SUMMARY

Summary of FY 1990 Through FY 1992 Fund Balance by Fund. The Summary of FY 1991-92 Fund Balance by Fund projects fund balance or retained earnings at the end of Fiscal Year 1992. The schedule shows the actual data for Fiscal Year 1990, projected data for Fiscal Year 1991, and the projected fund balance at the end of Fiscal Year 1992 based upon the adopted budget.

Each year of the schedule is organized by fund type (A) (governmental type funds: general fund, special revenue funds, debt service funds, and proprietary type funds: enterprise and internal service) and then by fund (B & C). The columns show

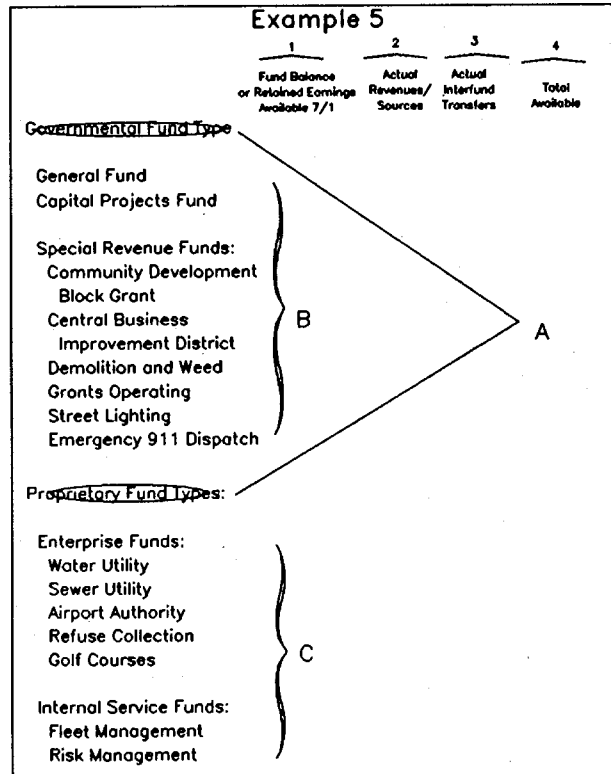
- (1) Fund balance at the beginning of the year,
- (2) Funds available,
- (3) Total needs, and
- (4) Calculated fund balance.

Then fund balance is adjusted for encumbrances to calculate available fund balance, or that amount available for use.

A column for depreciation and other adjustments is also included for use with the proprietary funds. Since these items are not budgeted, separate adjustments must be made.

STAFFING SUMMARY

Staffing Document Summary. The Staffing Document Summary presents a three-year comparison of both full-time positions and full-time equivalents (FTE). The Full-Time Equivalent comparison includes part time and hourly positions giving a better indication of the total personnel hours used in the City. One FTE is equal to either a full-time position or 2080 hours of hourly or part-time work.



SALT LAKE CITY CORPORATION
 BUDGETED RESOURCES BY SOURCE AND FUND
 FY 1991-92

	1991-92 TOTAL BUDGETED RESOURCES	GENERAL FUND	CAPITAL PROJECTS FUND	CENT. BUS. DIST. IMPR. SPECIAL REVENUE FUND	CDBG OPERATING SPECIAL REVENUE FUND	DEMO/WEED SPECIAL REVENUE FUND	E911 DISPATCH SPECIAL REVENUE FUND	GRANTS OPERATING SPECIAL REVENUE FUND	STREET LIGHTING SPECIAL REVENUE FUND
TAXES:									
Property Tax:									
Current Year Assessments	26,673,457	\$26,673,457	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Prior Year Assessments	1,550,000	1,550,000	-	-	-	-	-	-	-
Sales Tax	22,310,747	22,310,747	-	-	-	-	-	-	-
Franchise Tax	13,188,093	13,188,093	-	-	-	-	-	-	-
Special Assessment Tax	3,601,966	-	2,150,000	-	-	-	-	-	355,195
Aviation Fuel Tax	5,739,500	-	-	-	-	-	-	-	-
TOTAL TAXES	73,063,763	63,722,297	2,150,000	-	-	-	-	-	355,195
LICENSES & PERMITS:									
Inkeeper's Licenses	830,000	830,000	-	-	-	-	-	-	-
Business/Other Licenses	2,138,828	2,138,828	-	-	-	-	-	-	-
Total Licenses	2,968,828	2,968,828	-	-	-	-	-	-	-
Construction Permits	1,499,415	1,499,415	-	-	-	-	-	-	-
Dog Permits	160,000	160,000	-	-	-	-	-	-	-
Other Permits	120,703	120,703	-	-	-	-	-	-	-
Total Permits	1,780,118	1,780,118	-	-	-	-	-	-	-
TOTAL LICENSES & PERMITS	4,748,946	4,748,946	-	-	-	-	-	-	-
FINES & FORFEITURES	3,151,435	3,151,435	-	-	-	-	-	-	-
PARKING METER COLLECTIONS	1,228,000	1,228,000	-	-	-	-	-	-	-
INTEREST INCOME	5,920,386	2,575,000	-	-	-	10,000	-	-	-
CHARGES FOR SERVICES:									
Departmental Charges/Sales	95,255,496	2,828,020	-	-	-	-	-	-	-
Building Rental	15,188,194	727,094	-	-	-	-	-	-	-
TOTAL CHARGES FOR SERVICES	110,443,690	3,555,114	-	-	-	-	-	-	-
INTERGOVERNMENTAL REVENUE:									
State Class 'C' Road Funds	2,280,000	1,370,000	910,000	-	-	-	-	-	-
Redevelopment Agency	1,000,000	-	1,000,000	-	-	-	-	-	-
UDOT & Federal Highway Admin.	38,000	38,000	-	-	-	-	-	-	-
Community Development Block Grant	5,046,328	-	1,429,760	-	3,616,568	-	-	-	-
Misc. Federal/State/County	10,529,294	318,000	2,425,000	-	-	-	492,136	80,158	-
AIP - Contributions	20,526,800	-	-	-	-	-	-	-	-
Liquor & Beer Tax	470,000	470,000	-	-	-	-	-	-	-
TOTAL INTERGOVERNMENTAL REVENUE	39,890,422	2,196,000	5,764,760	-	3,616,568	-	492,136	80,158	-
INTERFUND REIMBURSEMENTS:									
Administrative Fees	3,114,330	3,114,330	-	-	-	-	-	-	-
Airport Fire/Police Reimburse	1,470,936	1,470,936	-	-	-	-	-	-	-
TOTAL INTERFUND REIMBURSEMENTS	4,585,266	4,585,266	-	-	-	-	-	-	-
MISCELLANEOUS	9,158,266	113,310	698,265	-	-	-	-	-	-
TOTAL REVENUES	252,190,174	85,875,368	8,613,025	-	3,616,568	-	502,136	80,158	355,195
BOND PROCEEDS	-	-	-	-	-	-	-	-	-
OTHER ENTERPRISE SOURCES	812,018	-	-	-	-	-	-	-	-
TRANSFER IN FROM OTHER FUNDS	12,593,793	1,406,635	5,000,000	-	-	-	-	-	118,395
TOTAL RESOURCES	\$265,595,985	\$87,282,003	\$13,613,025	\$-	\$3,616,568	\$-	\$502,136	\$80,158	\$473,590

SALT LAKE CITY CORPORATION
 BUDGETED RESOURCES BY SOURCE AND FUND
 FY 1991-92

BLDG. RESTORE/ SPEC. IMPROVE. DEBT SERVICE FUNDS	AIRPORT ENTERPRISE FUND	GOLF ENTERPRISE FUND	REFUSE COLLECTION ENTERPRISE FUND	SEWER UTILITY ENTERPRISE FUND	WATER UTILITY ENTERPRISE FUND	FLEET MANAGEMENT INTERNAL SERVICE FUND	GOVERNMENT IMMUNITY INTERNAL SERVICE FUND	INFORMATION MANAGEMENT SERVICES INTERNAL SERVICE FUND	MUNICIPAL BUILDING AUTHORITY INTERNAL SERVICE FUND	RISK MANAGEMENT INTERNAL SERVICE FUND
\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
1,096,771	-	-	-	-	-	-	-	-	-	-
-	5,739,500	-	-	-	-	-	-	-	-	-
1,096,771	5,739,500	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
416,886	1,500,000	-	-	500,000	500,000	25,000	75,000	-	318,500	-
-	21,628,400	5,360,431	3,807,540	13,408,800	21,363,000	5,065,355	-	5,127,848	3,566,625	13,099,477
-	14,461,100	-	-	-	-	-	-	-	-	-
-	36,089,500	5,360,431	3,807,540	13,408,800	21,363,000	5,065,355	-	5,127,848	3,566,625	13,099,477
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	3,034,000	-	-	900,000	3,280,000	-	-	-	-	-
-	20,526,800	-	-	-	-	-	-	-	-	-
-	23,560,800	-	-	900,000	3,280,000	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
500,000	5,819,500	-	385,991	710,100	931,100	-	-	-	-	-
2,013,657	72,709,300	5,360,431	4,193,531	15,518,900	26,074,100	5,090,355	75,000	5,127,848	3,885,125	13,099,477
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	737,000	-	75,018	-	-	-	-
3,737,763	-	-	-	-	-	1,756,000	-	-	575,000	-
\$5,751,420	\$72,709,300	\$5,360,431	\$4,193,531	\$16,255,900	\$26,074,100	\$6,921,373	\$75,000	\$5,127,848	\$4,460,125	\$13,099,477

SALT LAKE CITY CORPORATION
BUDGETED USES BY DIVISION AND FUND
FY 1991-92

DEPT.	DIVISION	1991-92 TOTAL BUDGETED USES	GENERAL FUND	CAPITAL PROJECTS FUND	CENT. BUS. DIST. IMPR. SPECIAL REVENUE FUND	CDBG OPERATING SPECIAL REVENUE FUND	DEMO/WEED SPECIAL REVENUE FUND	F911 DISPATCH SPECIAL REVENUE FUND	GRANTS OPERATING SPECIAL REVENUE FUND	STREET LIGHTING SPECIAL REVENUE FUND
AIRPORT	Office of Director	\$777,400	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
	Finance and Administration	71,255,400	-	-	-	-	-	-	-	-
	Engineering and Maintenance	13,939,100	-	-	-	-	-	-	-	-
	Operations	5,016,600	-	-	-	-	-	-	-	-
	TOTAL AIRPORT	90,988,500	-	-	-	-	-	-	-	-
ATTORNEY	Office of City Attorney	113,815	113,815	-	-	-	-	-	-	-
	Legal Support	1,487,242	1,072,276	-	-	-	-	-	-	-
	TOTAL ATTORNEY	1,601,057	1,186,091	-	-	-	-	-	-	-
CITY COUNCIL	Municipal Legislation	624,916	624,916	-	-	-	-	-	-	-
COMMUNITY AND ECONOMIC DEVELOPMENT	Office of Director	279,343	279,343	-	-	-	-	-	-	-
	Planning and Zoning	802,457	802,457	-	-	-	-	-	-	-
	Building and Housing	1,386,034	1,386,034	-	-	-	-	-	-	-
	Cap. Planning & Programming	426,916	426,916	-	-	-	-	-	-	-
	Arts Council Support	137,870	137,870	-	-	-	-	-	-	-
	Permits and Licensing	751,422	751,422	-	-	-	-	-	-	-
	TOTAL CED	3,784,042	3,784,042	-	-	-	-	-	-	-
FINANCE	Office of Director	164,506	164,506	-	-	-	-	-	-	-
	Cash Management	1,357,418	1,357,418	-	-	-	-	-	-	-
	Accounting	1,102,043	1,102,043	-	-	-	-	-	-	-
	Policy and Budget	520,697	520,697	-	-	-	-	-	-	-
	Purchasing	1,092,962	1,092,962	-	-	-	-	-	-	-
	TOTAL FINANCE	4,237,626	4,237,626	-	-	-	-	-	-	-
FIRE	Office of Fire Chief	1,261,032	1,261,032	-	-	-	-	-	-	-
	Operations Bureau	13,732,857	13,732,857	-	-	-	-	-	-	-
	Services Bureau	3,769,731	3,769,731	-	-	-	-	-	-	-
	TOTAL FIRE	18,763,620	18,763,620	-	-	-	-	-	-	-
HUMAN RESOURCE AND ADMIN. SERVICES	Office of Director	371,723	371,723	-	-	-	-	-	-	-
	Fleet Management Services	7,779,713	144,340	-	-	-	-	-	-	-
	Information Mgmt. Services	5,127,848	-	-	-	-	-	-	-	-
	Animal Control	563,407	563,407	-	-	-	-	-	-	-
	City Recorder	467,876	467,876	-	-	-	-	-	-	-
	Support Services	1,833,241	1,833,241	-	-	-	-	-	-	-
	Human Resource Management	734,008	734,008	-	-	-	-	-	-	-
	Risk Management	13,868,477	-	-	-	-	-	-	-	-
	TOTAL HRAS	30,746,293	4,114,595	-	-	-	-	-	-	-
INTERNAL AUDITING	Internal Auditing	177,065	177,065	-	-	-	-	-	-	-
MAYOR	Mayor's Executive Staff	695,871	695,871	-	-	-	-	-	-	-
	Community Affairs	321,340	321,340	-	-	-	-	-	-	-
	TOTAL MAYOR	1,017,211	1,017,211	-	-	-	-	-	-	-
PARKS	Office of Director	426,455	426,455	-	-	-	-	-	-	-
	Operations	4,428,525	4,428,525	-	-	-	-	-	-	-
	Planning and Development	833,128	833,128	-	-	-	-	-	-	-
	Recreation	6,680,016	1,319,585	-	-	-	-	-	-	-
	TOTAL PARKS	12,368,124	7,007,693	-	-	-	-	-	-	-
POLICE	Office of Police Chief	965,662	965,662	-	-	-	-	-	-	-
	Police Operations Bureau	12,905,487	12,905,487	-	-	-	-	-	-	-
	Investigative Bureau	8,157,859	8,157,859	-	-	-	-	-	-	-
	TOTAL POLICE	22,029,008	22,029,008	-	-	-	-	-	-	-
PUBLIC UTILITIES	Office of Director	122,962	-	-	-	-	-	-	-	-
	Water Utility	33,023,543	-	-	-	-	-	-	-	-
	Sewer Utility	19,329,646	-	-	-	-	-	-	-	-
	TOTAL PUBLIC UTILITIES	52,476,151	-	-	-	-	-	-	-	-
PUBLIC WORKS	Office of Director	420,153	420,153	-	-	-	-	-	-	-
	Engineering	3,382,806	3,382,806	-	-	-	-	-	-	-
	Streets and Sanitation	10,516,285	6,336,747	-	-	-	-	-	-	-
	Transportation	3,502,827	3,502,827	-	-	-	-	-	-	-
	TOTAL PUBLIC WORKS	17,822,071	13,642,533	-	-	-	-	-	-	-
NON DEPART- MENTAL	Civic Support	463,100	463,100	-	-	-	-	-	-	-
	Municipal Contributions	440,657	440,657	-	-	-	-	-	-	-
	Governmental Transactions	20,413,790	9,793,846	-	48,066	3,616,568	35,000	502,136	80,158	364,688
	Special Rev. Fund Accounting	4,646,616	-	-	-	-	-	-	-	-
	TOTAL NON-DEPARTMENTAL	25,964,163	10,697,603	-	48,066	3,616,568	35,000	502,136	80,158	364,688
CAPITAL IMPROVEMENT PROGRAM	Street Improvements	6,237,360	-	6,237,360	-	-	-	-	-	-
	Drainage Improvements	35,000	-	35,000	-	-	-	-	-	-
	Parks and Public Buildings	7,133,000	-	7,133,000	-	-	-	-	-	-
	Contingency and Other	207,665	-	207,665	-	-	-	-	-	-
	TOTAL CAPITAL IMPROVEMENT PROGRAM	13,613,025	-	13,613,025	-	-	-	-	-	-
	TOTAL USES	\$296,212,872	\$87,282,003	\$13,613,025	\$48,066	\$3,616,568	\$35,000	\$502,136	\$80,158	\$364,688
EXCESS REVENUES AND OTHER SOURCES OVER (UNDER) EXPENSES AND OTHER USES		(\$30,616,887)	\$-	\$-	(\$48,066)	\$-	(\$35,000)	\$-	\$-	\$108,902

SALT LAKE CITY CORPORATION
 BUDGETED USES BY DIVISION AND FUND
 FY 1991-92

BLDG.RESTORE/ SPEC.IMPROVE. DEBT SERVICE FUNDS	AIRPORT ENTERPRISE FUND	COLF ENTERPRISE FUND	REFUSE COLLECTION ENTERPRISE FUND	SEWER UTILITY ENTERPRISE FUND	WATER UTILITY ENTERPRISE FUND	FLEET MANAGEMENT INTERNAL SERVICE FUND	GOVERNMENT IMMUNITY INTERNAL SERVICE FUND	INFORMATION MANAGEMENT SERVICES INTERNAL SERVICE FUND	MUNICIPAL BUILDING AUTHORITY INTERNAL SERVICE FUND	RISK MANAGEMENT INTERNAL SERVICE FUND
\$-	\$777,400	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
-	71,255,400	-	-	-	-	-	-	-	-	-
-	13,939,100	-	-	-	-	-	-	-	-	-
-	5,016,600	-	-	-	-	-	-	-	-	-
-	90,988,500	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	414,966	-	-	-
-	-	-	-	-	-	-	414,966	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	7,635,373	-	-	-	-
-	-	-	-	-	-	-	-	5,127,848	-	-
-	-	-	-	-	-	-	-	-	-	13,868,477
-	-	-	-	-	-	7,635,373	-	5,127,848	-	13,868,477
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	5,360,431	-	-	-	-	-	-	-	-
-	-	5,360,431	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	61,131	61,831	-	-	-	-	-
-	-	-	-	19,329,646	33,023,543	-	-	-	-	-
-	-	-	-	19,390,777	33,085,374	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	4,179,538	-	-	-	-	-	-	-
-	-	-	4,179,538	-	-	-	-	-	-	-
6,478,319	-	-	-	-	-	-	-	-	4,141,625	-
6,478,319	-	-	-	-	-	-	-	-	4,141,625	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
6,478,319	90,988,500	5,360,431	4,179,538	19,390,777	33,085,374	7,635,373	414,966	5,127,848	4,141,625	13,868,477
(\$726,899)	(\$18,279,200)	\$-	\$13,993	(\$3,134,877)	(\$7,011,274)	(\$714,000)	(\$339,966)	\$-	\$318,500	(\$769,000)

SALT LAKE CITY CORPORATION
BUDGETED RESOURCES BY FUND
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92
Resources					
General Fund					
Taxes:					
Property Taxes	\$25,920,201	\$27,601,298	\$27,722,612	\$28,223,457	2.25%
Sales & Use Taxes	21,772,348	22,215,857	21,921,711	22,310,747	0.43%
Franchise Taxes	13,237,937	14,125,800	13,653,379	13,188,093	-6.64%
Total Taxes	60,930,486	63,942,955	63,297,702	63,722,297	-0.35%
Other Current Revenue:					
Licenses & Permits	4,700,519	4,819,768	4,912,038	4,748,946	-1.47%
Fines & Forfeitures	3,198,361	3,097,340	3,255,952	3,151,435	1.75%
Interest	2,895,526	2,700,000	2,729,744	2,575,000	-4.63%
Charges For Services	1,880,651	2,783,915	2,844,986	3,555,114	27.70%
State Beer/Liquor Tax	417,298	470,000	470,000	470,000	0.00%
Intergovernmental Revenue	1,605,647	1,501,500	1,695,699	1,726,000	14.95%
Parking Meter Collections	1,276,671	1,223,000	1,271,566	1,228,000	0.41%
Interfund Reimbursement	3,896,416	4,172,279	4,285,658	4,585,266	9.90%
Other Revenue	224,865	386,550	194,531	113,310	-70.69%
Total Other Current Revenue	20,095,954	21,154,352	21,660,174	22,153,071	4.72%
Other Sources:					
Interfund Transfers:					
CDBG Operating Fund	531,550	543,500	560,970	665,200	22.39%
Debt Service Fund	1,534,155	-	-	-	-
Central Fire Dispatch Fund	103,390	-	-	-	-
STT Account Fund	14,000	-	-	-	-
Risk Mgmt. (Work.Comp.) Fund	47,600	-	-	194,000	100.00%
E911 Dispatch Fund	-	424,079	424,079	447,435	5.51%
SID Debt Service Fund	-	238,700	238,700	100,000	-58.11%
Total Other Sources	2,230,695	1,206,279	1,223,749	1,406,635	16.61%
Total General Fund Resources	83,257,135	86,303,586	86,181,625	87,282,003	1.13%
Other Fund Resources					
Capital Projects Fund	13,132,430	23,136,310	17,757,540	13,613,025	-41.16%
Central Business Improvement District Fund	110,765	115,000	115,345	-	-100.00%
Community Development Block Grant Operating Fund	2,937,858	4,343,587	3,154,967	3,616,568	-16.74%
Demolition/Weed Abatement Fund	57,842	35,000	44,982	-	-100.00%
E911 Dispatch Fund	484,906	492,734	492,734	502,136	1.91%
Grants Operating Fund	1,291,198	5,048,198	2,359,338	80,158	-98.41%
Street Lighting Fund	327,364	427,404	431,790	473,590	10.81%
Debt Service Funds:					
Building Restoration	4,182,332	3,734,942	3,777,084	3,737,763	0.08%
Special Improvement Districts	980,236	1,747,464	1,752,681	2,013,657	15.23%
Airport Authority Fund	52,141,394	63,460,300	55,427,400	72,709,300	14.57%
Golf Course Fund	3,795,885	4,502,539	4,344,784	5,360,431	19.05%
Refuse Collection Fund	2,741,249	3,513,487	3,616,960	4,193,531	19.36%
Sewer Utility Fund	12,173,846	11,004,500	10,798,500	16,255,900	47.72%
Water Utility Fund	26,945,111	31,177,800	27,003,000	26,074,100	-16.37%
Central Fire Dispatch Fund	-	-	-	-	-
Fleet Management Fund	7,383,564	8,258,351	9,100,052	6,921,373	-16.19%
Government Immunity Fund	408,115	393,532	1,393,532	75,000	-80.94%
Information Management Fund	4,634,042	4,887,913	4,977,706	5,127,848	4.91%
Municipal Building Authority	5,829,478	4,455,853	4,982,357	4,460,125	0.10%
Risk Management Fund	11,916,302	11,986,153	11,820,862	13,099,477	9.29%
Total Resources	\$234,731,052	\$269,024,653	\$249,533,239	\$265,595,985	-1.27%

SALT LAKE CITY CORPORATION
BUDGETED USES BY DEPARTMENT
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change From 1990-91 to 1991-92
DEPARTMENT USES					
Airport					
Airport Fund	60,377,320	97,989,600	80,511,800	90,988,500	-7.14%
Attorney					
General Fund	1,115,083	1,157,957	1,073,448	1,186,091	2.43%
Governmental Immunity Fund	468,310	422,470	385,275	414,966	-1.78%
City Council					
General Fund	555,938	609,381	597,533	624,916	2.55%
Community and Economic Devel.					
General Fund	3,482,296	3,543,020	3,482,799	3,784,042	6.80%
Finance					
General Fund	4,143,531	4,138,683	4,096,187	4,237,626	2.39%
Fire					
General Fund	17,601,538	18,622,940	18,955,069	18,763,620	0.76%
Central Fire Dispatch Fund	103,389	-	-	-	-
Human Res. & Ad. Serv.					
General Fund	3,748,962	3,826,680	3,814,704	4,114,595	7.52%
Fleet Management	7,838,563	8,311,220	8,443,650	7,635,373	-8.13%
Information Management Serv.	4,445,611	4,888,513	4,917,816	5,127,848	4.90%
Risk Management	10,887,121	12,018,268	11,747,318	13,868,477	15.39%
Mayor					
General Fund	868,241	985,273	946,264	1,017,211	3.24%
Non-Departmental					
General Fund	11,797,362	12,271,851	11,538,983	10,697,603	-12.83%
Special Revenue Funds	4,411,906	10,391,811	6,247,426	4,646,616	-55.29%
Debt Service Funds	6,635,809	6,506,106	6,320,218	5,978,319	-8.11%
MBA	9,405,484	5,564,980	5,565,821	4,141,625	-25.58%
Downtown Economic SID	-	-	-	500,000	100.00%
Office of Internal Auditing					
General Fund	-	169,594	169,588	177,065	4.41%
Parks					
General Fund	5,746,230	6,414,448	6,383,952	7,007,693	9.25%
Golf Fund	4,226,269	6,070,089	5,943,589	5,360,431	-11.69%
Police					
General Fund	19,223,050	20,919,454	21,049,100	22,029,008	5.30%
Public Utilities					
Water Utility	22,946,533	41,181,298	29,658,712	33,085,374	-19.66%
Sewer Utility	15,460,565	22,011,855	16,105,507	19,390,777	-11.91%
Public Works					
General Fund	13,908,333	13,644,305	14,003,706	13,642,533	-0.01%
Refuse Collection Fund	2,886,523	3,188,855	3,260,836	4,179,538	31.07%
Capital Projects Fund	13,132,430	23,136,310	17,757,540	13,613,025	-41.16%
TOTAL USES	\$245,416,397	\$327,984,961	\$282,976,841	\$296,212,872	-9.69%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$10,685,345)	(\$58,960,308)	(\$33,443,602)	(\$30,616,887)	-48.07%

GENERAL FUND
BUDGET SUMMARY
(BY DEPARTMENT)
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Taxes:					
Property Taxes	\$25,920,201	\$27,601,298	\$27,722,612	\$28,223,457	2.25%
Sales and Use Taxes	21,772,348	22,215,857	21,921,711	22,310,747	0.43%
Franchise Taxes	13,237,937	14,125,800	13,653,379	13,188,093	-6.64%
Total Taxes	60,930,486	63,942,955	63,297,702	63,722,297	-0.35%
Other Current Revenue:					
Licenses and Permits	4,700,519	4,819,768	4,912,038	4,748,946	-1.47%
Fines and Forfeitures	3,198,361	3,097,340	3,255,952	3,151,435	1.75%
Interest	2,895,526	2,700,000	2,729,744	2,575,000	-4.63%
Charges for Services	1,880,651	2,783,915	2,844,986	3,555,114	27.70%
State Beer/Liquor Tax	417,298	470,000	470,000	470,000	0.00%
Intergovernmental Revenue	1,605,647	1,501,500	1,695,699	1,726,000	14.95%
Parking Meter Collections	1,276,671	1,223,000	1,271,566	1,228,000	0.41%
Interfund Reimbursement	3,896,416	4,172,279	4,285,658	4,585,266	9.90%
Other Revenue	224,865	386,550	194,531	113,310	-70.69%
Total Other Current Revenue	20,095,954	21,154,352	21,660,174	22,153,071	4.72%
Other Sources					
Interfund Transfers:					
CDBG Operating Fund	531,550	543,500	560,970	665,200	22.39%
Debt Service Fund	1,534,155	-	-	-	-
Central Fire Dispatch Fund	103,390	-	-	-	-
STT Account Fund	14,000	-	-	-	-
Risk Management Fund	47,600	-	-	194,000	100.00%
E911 Dispatch Fund	-	424,079	424,079	447,435	5.51%
SID Guarantee Fund	-	238,700	238,700	100,000	-58.11%
Total Other Sources	2,230,695	1,206,279	1,223,749	1,406,635	16.61%
Total Revenue and Other Sources	\$83,257,135	\$86,303,586	\$86,181,625	\$87,282,003	1.13%
Expenses and Other Uses:					
Expenditures					
Attorney	\$1,115,083	\$1,157,957	\$1,073,448	\$1,186,091	2.43%
City Council	555,938	609,381	597,533	624,916	2.55%
Community and Economic Dev.	3,482,296	3,543,020	3,482,799	3,784,042	6.80%
Finance	4,143,531	4,138,683	4,096,187	4,237,626	2.39%
Fire	17,601,538	18,622,940	18,955,069	18,763,620	0.76%
Human Resource & Admin. Serv.	3,748,962	3,826,680	3,814,704	4,114,595	7.52%
Mayor	868,241	985,273	946,264	1,017,211	3.24%
Non Departmental	1,279,512	1,262,690	1,293,436	1,033,657	-18.14%
Office of Internal Audit	-	169,594	169,588	177,065	4.41%
Parks	5,746,230	6,414,448	6,383,952	7,007,693	9.25%
Police	19,223,050	20,919,454	21,049,100	22,029,008	5.30%
Public Works	13,908,333	13,644,305	14,003,706	13,642,533	-0.01%
Total Expenditures	71,672,714	75,294,425	75,865,786	77,618,057	3.09%
Other Uses (Non-Departmental)					
Interfund Transfers:					
Street Lighting Fund	102,668	106,850	106,853	118,398	10.81%
Capital Projects Fund	5,162,500	4,670,706	4,670,706	5,000,000	7.05%
Refuse Collection Fund	555,915	-	-	-	-
Fleet Replacement Fund	2,286,871	3,043,750	2,793,750	1,756,000	-42.31%
Demolition Fund	20,000	20,000	20,000	-	-100.00%
Weed Abatement Fund	15,000	15,000	15,000	-	-100.00%
Governmental Immunity	63,532	63,532	63,532	-	-100.00%
Risk Management Fund	112,400	-	-	-	-
Information Management Ser	36,730	-	-	-	-
Contingency	-	513,617	-	347,591	-32.32%
Bond Payment/Note Expense	36,221	30,000	30,000	30,000	0.00%
Interest Expense	1,081,597	1,093,750	1,093,750	850,000	-22.29%
Lease Amortization	1,044,416	1,451,956	1,451,956	1,561,957	7.58%
Total Other Uses	10,517,850	11,009,161	10,245,547	9,663,946	-12.22%
To Reserve/Fund Balance	1,066,571	-	70,292	-	-
Total Expenses and Other Uses	\$83,257,135	\$86,303,586	\$86,181,625	\$87,282,003	1.13%

GENERAL FUND
BUDGET SUMMARY
(BY CATEGORY)
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Taxes:					
Property Taxes	\$25,920,201	\$27,601,298	\$27,722,612	\$28,223,457	2.25%
Sales and Use Taxes	21,772,348	22,215,857	21,921,711	22,310,747	0.43%
Franchise Taxes	13,237,937	14,125,800	13,653,379	13,188,093	-6.64%
Total Taxes	60,930,486	63,942,955	63,297,702	63,722,297	-0.35%
Other Current Revenue:					
Licenses and Permits	4,700,519	4,819,768	4,912,038	4,748,946	-1.47%
Fines and Forfeitures	3,198,361	3,097,340	3,255,952	3,151,435	1.75%
Interest	2,895,526	2,700,000	2,729,744	2,575,000	-4.63%
Charges for Services	1,880,651	2,783,915	2,844,986	3,555,114	27.70%
State Beer/Liquor Tax	417,298	470,000	470,000	470,000	0.00%
Intergovernmental Revenue	1,605,647	1,501,500	1,695,699	1,726,000	14.95%
Parking Meter Collections	1,276,671	1,223,000	1,271,566	1,228,000	0.41%
Interfund Reimbursement	3,896,416	4,172,279	4,285,658	4,585,266	9.90%
Other Revenue	224,865	386,550	194,531	113,310	-70.69%
Total Other Current Revenue	20,095,954	21,154,352	21,660,174	22,153,071	4.72%
Other Sources					
Transfer-in From Other Funds	2,230,695	1,206,279	1,223,749	1,406,635	16.61%
Total Other Sources	2,230,695	1,206,279	1,223,749	1,406,635	16.61%
Total Revenue and Other Sources	\$83,257,135	\$86,303,586	\$86,181,625	\$87,282,003	1.13%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$39,474,056	\$41,947,668	\$42,547,768	\$43,559,148	3.84%
Benefits	11,356,058	12,904,684	12,616,855	13,795,065	6.90%
Total Personal Services	50,830,114	54,852,352	55,164,623	57,354,213	4.56%
Operating and Maint. Supply	3,739,249	3,867,431	4,211,425	3,890,599	0.60%
Charges/Services/Fees:					
Travel/Training	227,224	253,824	255,841	253,350	-0.19%
Utilities	2,882,956	3,071,658	3,050,490	3,211,061	4.54%
Professional and Other Contractual Services	1,747,494	1,692,694	1,659,670	1,716,732	1.42%
Buildings, Equipment, and Janitorial Maintenance	846,235	926,229	892,723	906,075	-2.18%
Rentals/Leases	2,000,584	2,482,989	2,451,911	2,566,853	3.38%
Interfund Charges:					
Data Processing	2,880,185	2,956,761	2,924,228	3,105,159	5.02%
Fleet Maintenance Services	3,516,745	3,423,535	3,484,410	3,236,504	-5.46%
Risk Management Premiums	1,906,203	1,369,132	1,291,893	1,460,292	6.66%
Contingency	923	513,617	-	347,591	-32.32%
Other Charges/Fees/Services	1,528,686	1,349,388	1,397,615	1,044,971	-22.56%
Total Charges/Fees/Services	17,537,235	18,039,827	17,408,781	17,848,588	-1.06%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	733,649	621,388	647,136	573,480	-7.71%
Total Capital Outlay	733,649	621,388	647,136	573,480	-7.71%
Total Operating Expenses	72,840,247	77,380,998	77,431,965	79,666,880	2.95%
Other Uses					
Bonding/Debt/Interest Charges	1,117,744	1,123,750	1,123,750	880,000	-21.69%
Other Non-Operating Uses	-123,043	-121,000	-114,223	-139,275	15.10%
Transfers Out	8,355,616	7,919,838	7,669,841	6,874,398	-13.20%
Total Other Uses	9,350,317	8,922,588	8,679,368	7,615,123	-14.65%
Total Expenses and Other Uses	\$82,190,564	\$86,303,586	\$86,111,333	\$87,282,003	1.13%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses					
	\$1,066,571	\$ -	\$70,292	\$ -	-

CAPITAL PROJECTS FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92
Resources				
General Fund	\$ -	\$ -	\$ -	\$5,000,000
CDBG	-	-	-	1,429,760
Federal, State & County	-	-	-	3,335,000
Property Owners	-	-	-	2,150,000
Redevelopment Agency	-	-	-	1,000,000
Other	-	-	-	540,000
Surplus Property Account	-	-	-	38,265
Parks CIP Account	-	-	-	120,000
Prior Year Funds	13,132,430	23,136,310	17,757,540	-
Total Resources	\$13,132,430	\$23,136,310	\$17,757,540	\$13,613,025
Projects				
Street Improvements:				
Prior Year Projects	\$5,711,096	\$11,491,429	\$8,415,014	\$ -
Sidewalk SID (Rose Park)	-	-	-	600,000
Traffic Safety Management	-	-	-	100,000
California Avenue	-	-	-	2,548,000
900 E. Street Reconstruction	-	-	-	450,000
Railroad Crossing Safety	-	-	-	620,000
Amanda Avenue Improvements	-	-	-	23,000
1500 East/900 South Improvements	-	-	-	30,000
South Temple Design	-	-	-	40,000
400 West Reconstruction	-	-	-	490,000
Cent. Business Dist. Beaut.	-	-	-	655,000
800 N./300-400 W. St. Imp.	-	-	-	140,000
800 E./400-500 S. St. Design	-	-	-	12,000
600 E./600-900 S. Med. Island	-	-	-	240,000
800 E./S. Temple Med. Island	-	-	-	20,000
Onequa Target Area Improvements	-	-	-	20,000
Handicapped Ramp	-	-	-	29,360
Sidewalk Replacement	-	-	-	220,000
Total Street Improvements	5,711,096	11,491,429	8,415,014	6,237,360
Drainage Improvements:				
Prior Year Projects	1,076,365	874,741	543,957	-
17th East/17th South Detention	-	-	-	30,000
Guadalupe/Jackson Ditch	-	-	-	5,000
Total Drainage Improvements	1,076,365	874,741	543,957	35,000
Parks and Public Facilities:				
Prior Year Projects	6,339,373	10,474,405	8,609,932	-
City and County Building	-	-	-	3,355,000
City and County Bldg. Reserve	-	-	-	50,000
Fire Station #7 Construction	-	-	-	650,000
Animal Control Facility Upgrade	-	-	-	100,000
City/County Landfill Duck Pond	-	-	-	700,000
City/County Landfill Modules	-	-	-	500,000
Underground Storage Tank Replace	-	-	-	28,000
Cemetery Irrigation Master Plan	-	-	-	50,000
Wasatch Hollow Park	-	-	-	132,000
Dee Smith Park	-	-	-	130,000
Tanner Fountain & Bandstand	-	-	-	600,000
Mountain Dell Bowery	-	-	-	40,000
Memory Grove/Memorial House	-	-	-	120,000
Jordan Park	-	-	-	50,000
Westpointe Park	-	-	-	200,000
Elk's Park Restroom	-	-	-	53,000
Nettie Gregory Center	-	-	-	15,000
Athletic Park	-	-	-	95,000
Urban Forestry Planting	-	-	-	35,000
Hidden Hollow Park	-	-	-	15,000
Marmalade Hill Center	-	-	-	40,000
Children's Museum of Utah	-	-	-	25,000
10th East Sr. Citizen's Center	-	-	-	150,000
Total Parks and Public Facilities	6,339,373	10,474,405	8,609,932	7,133,000
Other Projects:				
Prior Year Projects	5,596	70,972	44,381	-
% for Art	-	-	-	17,800
Transfer to General Fund	-	-	-	38,265
Contingency	-	224,763	144,256	151,600
Total Projects	\$13,132,430	\$23,136,310	\$17,757,540	\$13,613,025

CENTRAL BUSINESS IMPROVEMENT DISTRICT
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Business License Fees	\$103,424	\$115,000	\$107,614	\$ -	-100.00%
Other Revenue	2,539	-	6,700	-	-
Total Revenue	105,963	115,000	114,314	-	-100.00%
Other Sources					
Interest	4,802	-	1,031	-	-
Transfers In from General Fund	-	-	-	-	-
Total Other Sources	4,802	-	1,031	-	-
Total Revenue and Other Sources	\$110,765	\$115,000	\$115,345	\$ -	-100.00%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$26,000	\$24,000	\$6,000	-76.92%
Benefits	-	2,000	1,800	500	-75.00%
Total Personal Services	-	28,000	25,800	6,500	-76.79%
Operating and Maint. Supply	59,825	10,500	10,500	-	-100.00%
Charges/Services/Fees:					
Travel/Training	5,678	4,000	2,100	-	-100.00%
Utilities	-	-	-	-	-
Professional and Other Contractual Services	82,522	55,200	55,200	41,566	-24.70%
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	1,365	4,800	4,800	-	-100.00%
Other Interfund Charges	-	-	-	-	-
Contingency	12,387	12,500	-	-	-100.00%
Other Charges/Fees/Services	20,448	-	8,905	-	-
Total Charges/Fees/Services	122,400	76,500	71,005	41,566	-45.67%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	182,225	115,000	107,305	48,066	-58.20%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
Total Expenses and Other Uses	\$182,225	\$115,000	\$107,305	\$48,066	-58.20%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$71,460)	\$ -	\$8,040	(\$48,066)	100.00%

COMMUNITY DEVELOPMENT BLOCK GRANT
OPERATING FUND
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1991-92

Resources	Actual	Budget	Projected	Budget
	1989-90	1990-91	Actual 1990-91	1991-92
1991 (17th Year) Entitlement	\$ -	\$ -	\$ -	\$2,906,240
Prior Year Entitlements	2,937,858	4,343,587	3,154,967	710,328
Total Resources	\$2,937,858	\$4,343,587	\$3,154,967	\$3,616,568
Projects				
Prior Year Projects:	\$2,937,858	\$4,343,587	\$3,154,967	\$ -
Assist CD16	-	-	-	22,000
NHS CD16	-	-	-	35,000
Security Lock CD16	-	-	-	10,000
Housing Condition Survey CD1	-	-	-	5,000
Canterbury Apt. CD16	-	-	-	121,728
SLACC CD16	-	-	-	10,000
Women's Shelter CD14	-	-	-	150,000
Neighborhood Attorney CD16	-	-	-	2,000
Impact CD16	-	-	-	1,000
Operation Paintbrush CD16	-	-	-	10,000
Mixed Use Housing/Art Space CD16	-	-	-	35,000
New Hope Cultural Cntr. CD15/16	-	-	-	31,000
First Step House CD15	-	-	-	52,000
Cleaning and Securing CD16	-	-	-	2,000
Salt Lake CDC CD15	-	-	-	13,000
At Risk CD15	-	-	-	30,000
S.L. Historic Survey CD14	-	-	-	5,000
Downtown Master Plan CD15	-	-	-	8,000
Zoning Ordinance Rewrite CD1	-	-	-	8,000
Foothill Open Space CD12	-	-	-	6,400
% for Art CD12	-	-	-	2,000
Current Year Projects:	-	-	-	-
Redevelopment Housing Rehab.	-	-	-	725,000
Assist/Emerg. Home Repair	-	-	-	260,000
NHS Revolving Loan	-	-	-	100,000
Security Lock Program	-	-	-	30,000
Operation Paint Brush	-	-	-	40,000
Cleaning and Securing Property	-	-	-	14,000
Neighborhood Attorney	-	-	-	7,000
Preston Elderly Housing	-	-	-	50,000
Heritage Foundation Revolving	-	-	-	100,000
S.L. Community Development Corp.	-	-	-	78,500
Section 108 Canterbury	-	-	-	300,000
Renovation of YWCA	-	-	-	13,000
Housing Outreach Rental Program	-	-	-	35,500
Westside Food Pantry	-	-	-	26,000
Crime Prevention	-	-	-	81,000
Men/Women/Family Shelter Oper.	-	-	-	100,000
Capitol West Boys and Girls Club	-	-	-	32,000
S.L. CDC 'Own in Salt Lake'	-	-	-	50,000
Crossroads Urban Cntr Food Pantry	-	-	-	5,000
Wasatch Fish and Garden	-	-	-	10,000
Neighborhood Improvement Project	-	-	-	5,000
Lotus Project	-	-	-	18,000
The Children's Community Daycare	-	-	-	2,000
Alliance House	-	-	-	10,000
Women's Shelter Construction	-	-	-	110,000
S.L. Alcohol Treatment Cente	-	-	-	18,400
Urban Amenities (Bike Paths)	-	-	-	8,240
Minority Business Technical Asst.	-	-	-	3,000
Develop New Zoning Ordinance	-	-	-	31,250
Urban Forestry Plan	-	-	-	25,000
S.L. Master Plans	-	-	-	36,000
Update Cent.Comm.Devel.Plan	-	-	-	24,000
3 Year CDBG Plan	-	-	-	5,000
Multi-Cultural Complex Plan	-	-	-	30,000
S.L. Comm. Hsng. Resource Board	-	-	-	3,000
Inner Block Redesigns	-	-	-	10,000
SLACC Staffing	-	-	-	37,000
Administrative Support:	-	-	-	-
Capital Planning	-	-	-	302,000
Finance	-	-	-	45,100
Community Affairs	-	-	-	54,500
Attorney	-	-	-	47,000
Planning	-	-	-	100,000
Environmental Assessments	-	-	-	35,600
Operating Fund Contingency	-	-	-	40,350
Total Projects	\$2,937,858	\$4,343,587	\$3,154,967	\$3,616,568

DEMOLITION AND WEED ABATEMENT FUND
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Demolition Assessments	\$10,164	\$ -	\$1,577	\$ -	-
Weed Abatement Fees	12,381	-	8,405	-	-
Total Revenue	22,545	-	9,982	-	-
Other Sources					
Interest	297	-	-	-	-
Transfers In from General Fund	35,000	35,000	35,000	-	-100.00%
Total Other Sources	35,297	35,000	35,000	-	-100.00%
Total Revenue and Other Sources	\$57,842	\$35,000	\$44,982	\$ -	-100.00%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	-
Benefits	-	-	-	-	-
Total Personal Services	-	-	-	-	-
Operating and Maint. Supply	-	-	-	-	-
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other Contractual Services	22,619	35,000	21,500	35,000	0.00%
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-
Total Charges/Fees/Services	22,619	35,000	21,500	35,000	0.00%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	22,619	35,000	21,500	35,000	0.00%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
Total Expenses and Other Uses	\$22,619	\$35,000	\$21,500	\$35,000	0.00%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses					
	\$35,223	\$ -	\$23,482	(\$35,000)	100.00%

E911 DISPATCH FUND
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
E911 Surcharge	\$465,216	\$482,734	\$482,734	\$492,136	1.95%
Total Revenue	465,216	482,734	482,734	492,136	1.95%
Other Sources					
Interest	19,690	10,000	10,000	10,000	0.00%
Transfer from General Fund	-	-	-	-	-
Total Other Sources	19,690	10,000	10,000	10,000	0.00%
Total Revenue and Other Sources	\$484,906	\$492,734	\$492,734	\$502,136	1.91%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$265,808	\$ -	\$ -	\$ -	-
Benefits	60,379	-	-	-	-
Total Personal Services	326,187	-	-	-	-
Operating and Maint. Supply	25,923	10,000	5,536	10,000	0.00%
Charges/Services/Fees:					
Travel/Training	4,785	-	1,000	3,900	100.00%
Utilities	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-
Buildings, Equipment, and Janitorial Maintenance	77,150	5,301	5,000	3,301	-37.73%
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	4,662	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	19,989	8,789	8,789	12,000	36.53%
Other Interfund Charges	-	-	-	-	-
Contingency	-	19,565	18,000	-	-100.00%
Other Charges/Fees/Services	4,964	-	600	500	100.00%
Total Charges/Fees/Services	111,550	33,655	33,389	19,701	-41.46%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	3,175	-	-
Total Capital Outlay	-	-	3,175	-	-
Total Operating Expenses	463,660	43,655	42,100	29,701	-31.96%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	25,000	25,000	25,000	0.00%
Transfer to General Fund	-	424,079	424,079	447,435	5.51%
Total Other Uses	-	449,079	449,079	472,435	5.20%
Total Uses	\$463,660	\$492,734	\$491,179	\$502,136	1.91%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	\$21,246	\$ -	\$1,555	\$ -	-

GRANTS OPERATING FUND
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Parkview Plaza	\$83,190	\$ -	\$56,608	\$ -	-
City Center Loan Fund	274,531	-	124,909	-	-
Urban Development Recapture	174,700	2,500,000	1,000,000	-	-100.00%
Heartland HODAG Loan Fund	232,935	-	95	-	-
Homeless Mentally Ill State	-	219	219	-	-100.00%
State/County EMS	72,068	60,158	119,205	60,158	0.00%
Renter Rehabilitation 87-88	107,986	57,236	57,236	-	-100.00%
Renter Rehabilitation 88-89	-	295,000	200,000	-	-100.00%
Rick Warner Ford UDAG	66,552	-	35,621	-	-100.00%
Mckinney Shelter	37,812	24,187	48,186	-	-100.00%
Urban Homestead	125,000	-	-	-	-
Hazardous Materials State	-	20,000	40,375	20,000	0.00%
Renter Rehabilitation 89-90	63,500	334,237	200,000	-	-100.00%
Downtown Parking Study UTA	5,000	-	-	-	-
Downtown Parking Study RDA	15,000	-	-	-	-
New Women's Shelter County	3,212	106,287	50,000	-	-100.00%
Heartland ARP Projects	29,109	56,280	56,280	-	-100.00%
UDAG Revolving Payback	-	679,198	200,000	-	-100.00%
New Women's Shelter Private	603	614,896	604	-	-100.00%
Youth Sport's Club	-	25,000	15,000	-	-100.00%
First Step County	-	20,000	10,000	-	-100.00%
New Hope County	-	36,000	15,000	-	-100.00%
Emergency Shelter	-	98,000	60,000	-	-100.00%
Fellowship Foundation County	-	25,000	25,000	-	-100.00%
Drug Prevention Coalition Cnty	-	96,500	45,000	-	-100.00%
Total Revenue and Other Sources	\$1,291,198	\$5,048,198	\$2,359,338	\$80,158	-98.41%
Expenses and Other Uses:					
Expenses					
Operating and Maint. Supply	\$3,233	\$ -	\$11,119	\$ -	-
Charges/Services/Fees:					
Travel/Training	19,022	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other	-	-	-	-	-
Contractual Services	202,903	80,158	529,697	80,158	0.00%
Buildings, Equipment, and	-	-	-	-	-
Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative	-	-	-	-	-
Service Fee	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	29,110	152,780	116,280	-	-100.00%
Total Charges/Fees/Services	251,035	232,938	645,977	80,158	-65.59%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	205,029	4,128,787	1,435,406	-	-100.00%
Total Capital Outlay	205,029	4,128,787	1,435,406	-	-100.00%
Total Operating Expenses	459,297	4,361,725	2,092,502	80,158	-98.16%
Other Uses					
Capital Improvements	-	-	-	-	-
Other Non-Operating Uses	-	686,473	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	686,473	-	-	-
Total Expenses and Other Uses	\$459,297	\$5,048,198	\$2,092,502	\$80,158	-98.41%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	\$831,901	\$ -	\$266,836	\$ -	-

STREET LIGHTING FUND
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Special Assessments	\$218,692	\$320,551	\$320,551	\$355,195	10.81%
Total Revenue	218,692	320,551	320,551	355,195	10.81%
Other Sources					
Interest	6,004	-	4,386	-	-
Transfer from General Fund	102,668	106,853	106,853	118,395	10.80%
Total Other Sources	108,672	106,853	111,239	118,395	10.80%
Total Revenue and Other Sources	\$327,364	\$427,404	\$431,790	\$473,590	10.81%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	-
Benefits	-	-	-	-	-
Total Personal Services	-	-	-	-	-
Operating and Maint. Supply	-	-	-	-	-
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	211,247	229,622	218,858	212,046	-7.65%
Professional and Other Contractual Services Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	135,000	127,670	152,629	152,642	19.56%
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-
Total Charges/Fees/Services	346,247	357,292	371,487	364,688	2.07%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	346,247	357,292	371,487	364,688	2.07%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	8,486	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	8,486	-	-
Total Uses	\$346,247	\$357,292	\$379,973	\$364,688	2.07%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$18,883)	\$70,112	\$51,817	\$108,902	55.33%

BUILDING RESTORATION
DEBT SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	-
Other Revenue	1,293	-	-	-	-
Total Revenue	1,293	-	-	-	-
Other Sources					
Interest	209,136	-	42,142	-	-
Transfer from CIP Fund	3,877,885	3,350,688	3,350,688	3,355,000	0.13%
Transfer from CDBG Operating	94,018	384,254	384,254	382,763	-0.39%
Bond Proceeds	-	-	-	-	-
Total Other Sources	4,181,039	3,734,942	3,777,084	3,737,763	0.08%
Total Revenue and Other Sources	\$4,182,332	\$3,734,942	\$3,777,084	\$3,737,763	0.08%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	-
Benefits	-	-	-	-	-
Total Personal Services	-	-	-	-	-
Operating and Maint. Supply	-	-	-	-	-
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-
Total Charges/Fees/Services	-	-	-	-	-
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	-	-	-	-	-
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	3,460,518	3,734,942	3,734,942	3,737,763	0.08%
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	1,634,155	623,700	623,700	575,000	-7.81%
Total Other Uses	5,094,673	4,358,642	4,358,642	4,312,763	-1.05%
Total Expenses and Other Uses	5,094,673	4,358,642	4,358,642	4,312,763	-1.05%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$912,341)	(\$623,700)	(\$581,558)	(\$575,000)	-7.81%

SPECIAL IMPROVEMENT DISTRICTS
DEBT SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Special Assessment Tax	\$655,473	\$1,148,000	\$1,148,304	\$1,096,771	-4.46%
Other Revenue	10,311	-	4,729	500,000	100.00%
Total Revenue	665,784	1,148,000	1,153,033	1,596,771	39.09%
Other Sources					
Interest	314,452	599,464	599,648	416,886	-30.46%
Transfer from CIP Fund	-	-	-	-	-
Transfer from CDBG Operating	-	-	-	-	-
Bond Proceeds	-	-	-	-	-
Total Other Sources	314,452	599,464	599,648	416,886	-30.46%
Total Revenue and Other Sources	\$980,236	\$1,747,464	\$1,752,681	\$2,013,657	15.23%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	-
Benefits	-	-	-	-	-
Total Personal Services	-	-	-	-	-
Operating and Maint. Supply	-	-	-	-	-
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other	-	-	-	-	-
Contractual Services	-	-	-	-	-
Buildings, Equipment, and	-	-	-	-	-
Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative	-	-	-	-	-
Service Fee	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	500,000	100.00%
Total Charges/Fees/Services	-	-	-	500,000	-
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	-	-	-	500,000	-
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	1,541,136	1,747,464	1,561,576	1,565,556	-10.41%
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	400,000	400,000	100,000	-75.00%
Total Other Uses	1,541,136	2,147,464	1,961,576	1,665,556	-22.44%
Total Expenses and Other Uses	1,541,136	2,147,464	1,961,576	2,165,556	0.84%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$560,900)	(\$400,000)	(\$208,895)	(\$151,899)	-62.03%

AIRPORT AUTHORITY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Landing Fees	\$6,449,539	\$7,397,200	\$7,573,800	\$7,924,400	7.13%
Terminal Rent	12,181,017	12,882,200	13,287,400	14,461,100	12.26%
Automobile Rent	3,206,962	3,250,800	3,335,300	4,007,600	23.28%
Automobile Parking	4,012,671	3,835,000	3,730,800	4,646,200	21.15%
Aviation Fuel Tax	4,784,152	4,500,000	5,086,900	5,739,500	27.54%
Terminal Concession Fees	2,559,657	2,778,900	2,716,300	2,885,400	3.83%
Flight Kitchens	2,027,976	2,088,000	2,075,400	2,164,800	3.68%
Other Revenue	4,997,466	5,375,100	5,358,600	5,819,500	8.27%
Total Revenue	40,219,440	42,107,200	43,164,500	47,648,500	13.16%
Other Sources					
Interest	4,716,201	2,895,800	3,233,000	1,500,000	-48.20%
AIP/Other Contributions	7,205,753	2,612,900	9,029,900	23,560,800	801.71%
Bond Proceeds	-	15,844,400	-	-	-100.00%
Total Other Sources	11,921,954	21,353,100	12,262,900	25,060,800	17.36%
Total Revenue and Other Sources	\$52,141,394	\$63,460,300	\$55,427,400	\$72,709,300	14.57%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$6,368,887	\$7,277,700	\$7,216,100	\$8,209,300	12.80%
Benefits	1,609,402	1,810,700	1,833,700	2,195,400	21.25%
Total Personal Services	7,978,289	9,088,400	9,049,800	10,404,700	14.48%
Operating and Maint. Supply	1,252,212	1,312,800	1,308,300	1,599,800	21.86%
Charges/Services/Fees:					
Travel/Training	85,620	91,000	88,000	107,000	17.58%
Utilities	1,878,071	2,491,400	2,298,300	2,870,200	15.20%
Professional and Other Contractual Services	558,434	494,900	510,600	496,900	0.40%
Buildings, Equipment, and Janitorial Maintenance	1,120,241	1,310,000	1,317,900	1,700,000	29.77%
Rents/Leases (Shuttle Service)	618,320	1,375,000	1,410,000	900,000	-34.55%
Airline Rebates	2,392,076	2,400,000	2,573,500	2,650,700	10.45%
Interfund Charges:					
Data Processing Services	160,690	171,000	174,000	182,800	6.90%
Risk Management Premiums	375,545	312,000	310,000	350,000	12.18%
General Fund Administrative Service Fee	627,190	628,000	641,500	663,900	5.72%
Fire Services	1,228,720	1,274,300	1,271,000	1,385,500	8.73%
Police Services	111,376	116,000	112,300	113,600	-2.07%
Other Charges/Fees/Services	859,040	1,202,800	1,173,400	1,643,800	36.66%
Total Charges/Fees/Services	10,015,323	11,866,400	11,880,500	13,064,400	10.10%
Capital Equipment	1,087,680	1,480,500	1,473,700	1,400,100	-5.43%
Total Capital Outlay	1,087,680	1,480,500	1,473,700	1,400,100	-5.43%
Total Operating Expenses	20,333,504	23,748,100	23,712,300	26,469,000	11.46%
Other Uses					
Capital Improvements	31,879,076	66,046,100	48,395,200	53,834,200	-18.49%
Bonding/Debt/Interest Charges	8,164,740	8,195,400	8,404,300	10,685,300	30.38%
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	40,043,816	74,241,500	56,799,500	64,519,500	-13.10%
Total Expenses and Other Uses	\$60,377,320	\$97,989,600	\$80,511,800	\$90,988,500	-7.14%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$8,235,926)	(\$34,529,300)	(\$25,084,400)	(\$18,279,200)	-47.06%

GOLF FUND
ENTERPRISE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Charges for Services	\$3,571,902	\$4,427,539	\$4,259,784	\$5,360,431	21.07%
Total Revenue	3,571,902	4,427,539	4,259,784	5,360,431	21.07%
Other Sources					
Interest	223,983	75,000	85,000	-	-100.00%
Total Other Sources	223,983	75,000	85,000	-	-100.00%
Total Revenue and Other Sources	\$3,795,885	\$4,502,539	\$4,344,784	\$5,360,431	19.05%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$867,451	\$1,008,349	\$1,051,470	\$1,058,358	4.96%
Benefits	168,431	209,260	200,008	237,978	13.72%
Total Personal Services	1,035,882	1,217,609	1,251,478	1,296,336	6.47%
Operating and Maint. Supply	303,436	554,021	438,447	588,960	6.31%
Charges/Services/Fees:					
Travel/Training	5,843	5,202	4,688	5,202	0.00%
Utilities	450,040	527,666	421,976	474,500	-10.08%
Professional and Other Contractual Services	485,991	647,356	613,255	699,493	8.05%
Buildings, Equipment, and Janitorial Maintenance	27,651	147,754	56,293	140,000	-5.25%
Rentals/Leases	18,537	21,488	24,010	22,619	5.26%
Insurance Claims/Damages	2,497	2,750	6,500	5,500	100.00%
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	87,765	132,609	111,899	102,785	-22.49%
Risk Management Premiums	16,963	41,047	41,047	19,677	-52.06%
Employee Insurance Payments	-	-	-	-	-
Gen. Fund Admin. Service Fee	74,111	104,500	104,500	169,000	61.72%
Other Interfund Charges	-	-	-	-	-
Contingency	3,206	1,860	1,860	128,954	6,833.01%
Other Charges/Fees/Services	54,183	29,682	18,400	20,160	-32.08%
Total Charges/Fees/Services	1,226,787	1,661,914	1,404,428	1,787,890	7.58%
Fleet Vehicle Acquisitions	57,404	34,000	24,000	-	-100.00%
Other Capital Outlay	549,884	138,500	346,397	163,500	18.05%
Total Capital Outlay	607,288	172,500	370,397	163,500	-5.22%
Total Operating Expenses	3,173,393	3,606,044	3,464,750	3,836,686	6.40%
Other Uses					
Capital Improvements	716,311	1,144,000	1,166,294	203,700	-82.19%
Bonding/Debt/Interest Charges	321,298	1,307,045	1,307,045	1,307,045	0.00%
Other Non-Operating Uses	15,267	13,000	5,500	13,000	0.00%
Transfers Out	-	-	-	-	-
Total Other Uses	1,052,876	2,464,045	2,478,839	1,523,745	-38.16%
Total Expenses and Other Uses	\$4,226,269	\$6,070,089	\$5,943,589	\$5,360,431	-11.69%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses					
	(\$430,384)	(\$1,567,550)	(\$1,598,805)	\$ -	-100.00%

REFUSE COLLECTION
ENTERPRISE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Charges for Services	\$2,185,334	\$3,465,455	\$3,575,517	\$3,807,540	9.87%
Other	-	48,032	41,443	385,991	703.61%
Total Revenue	2,185,334	3,513,487	3,616,960	4,193,531	19.36%
Other Sources					
Interest	-	-	-	-	-
Transfer From General Fund	555,915	-	-	-	-
Total Other Sources	555,915	-	-	-	-
Total Revenue and Other Sources	\$2,741,249	\$3,513,487	\$3,616,960	\$4,193,531	19.36%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$508,622	\$747,048	\$747,048	\$1,099,360	47.16%
Benefits	126,109	171,257	171,257	289,476	69.03%
Total Personal Services	634,731	918,305	918,305	1,388,836	51.24%
Operating and Maint. Supply	96,668	20,000	20,698	59,698	198.49%
Charges/Services/Fees:					
Travel/Training	-	2,600	3,129	2,958	-
Utilities	-	240	291	300	-
Professional and Other Contractual Services	11,090	29,375	29,375	29,375	0.00%
Buildings, Equipment, and Janitorial Maintenance	1,255	-	1,389	-	-
Rentals/Leases	786,809	1,389	-	2,011	44.78%
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	145,049	168,842	169,231	170,846	1.19%
Fleet Maintenance Services	562,348	747,330	848,556	944,199	26.34%
Risk Management Premiums	53,726	29,444	29,444	37,403	27.03%
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	6,820	168,255	120,255	131,255	-21.99%
Other Interfund Charges	140,000	200,000	200,000	150,000	-25.00%
Contingency	335	16,742	16,742	17,742	5.97%
Other Charges/Fees/Services	434,627	493,882	504,070	534,715	8.27%
Total Charges/Fees/Services	2,142,059	1,858,099	1,922,482	2,020,804	8.76%
Fleet Vehicle Acquisitions	-	345,000	351,900	677,700	-
Other Capital Outlay	-	41,598	41,598	27,500	-33.89%
Total Capital Outlay	-	386,598	393,498	705,200	82.41%
Total Operating Expenses	2,873,458	3,183,002	3,254,983	4,174,538	31.15%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	13,065	5,853	5,853	5,000	-14.57%
Other Non-Operating Uses	-	-	-	-	-
Total Other Uses	13,065	5,853	5,853	5,000	-14.57%
Total Expenses and Other Uses	\$2,886,523	\$3,188,855	\$3,260,836	\$4,179,538	31.07%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$145,274)	\$324,632	\$356,124	\$13,993	-95.69%

SEWER UTILITY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Sales & Charges for Services					
Old Rate	\$4,623,760	\$4,800,000	\$4,760,000	\$4,760,000	-0.83%
1981 Rate Increase	875,114	812,000	880,000	880,000	8.37%
201 Rate Increase	3,499,317	3,244,900	3,600,000	3,600,000	10.94%
Interest	1,874,950	1,600,000	779,000	500,000	-68.75%
Storm Drain Fee	-	-	-	4,168,800	100.00%
Total Revenue	10,873,141	10,456,900	10,019,000	13,908,800	33.01%
Other Sources					
Other Revenue	1,247,860	547,600	779,500	710,100	29.67%
Aid To Construction-Private	52,845	-	-	-	-
Loan Repayment-Water	-	-	-	565,000	100.00%
County Flood Reimbursement	-	-	-	900,000	100.00%
Storm Drain Loan Repayment	-	-	-	172,000	100.00%
Total Other Sources	1,300,705	547,600	779,500	2,347,100	328.62%
Total Revenue and Other Sources	\$12,173,846	\$11,004,500	\$10,798,500	\$16,255,900	47.72%
Expenses and Other Uses:					
Expenses					
Salaries and Wages					
Salaries and Wages	\$2,736,296	\$3,376,406	\$3,205,133	\$3,373,787	-0.08%
Benefits	745,614	908,396	874,800	1,003,899	10.51%
Total Personal Services	3,481,910	4,284,802	4,079,933	4,377,686	2.17%
Operating and Maint. Supply					
Operating and Maint. Supply	791,768	867,784	927,000	981,340	13.09%
Charges/Services/Fees:					
Travel/Training	28,352	25,600	25,600	28,600	11.72%
Utilities	461,948	498,909	550,616	576,800	15.61%
Professional and Other Contractual Services	50,404	403,782	595,332	425,000	5.25%
Buildings, Equipment, and Janitorial Maintenance	19,145	21,670	21,446	28,520	31.61%
Rentals/Leases	33,256	43,870	97,878	77,763	77.26%
Insurance Claims/Damages	168	11,000	11,000	11,000	0.00%
Interfund Charges:					
Data Processing Services	138,740	145,000	136,200	388,042	167.62%
Fleet Maintenance Services	165,904	335,302	226,667	241,942	-27.84%
Risk Management Premiums	70,000	72,475	70,000	40,318	-44.37%
General Fund Administrative Service Fee	213,700	239,831	239,831	232,000	-3.27%
Payment in Lieu of Taxes	-	271,000	271,000	201,000	-25.83%
Sewer Billing Costs	540,000	562,500	540,000	338,000	-39.91%
Storm Drainage Billing Costs	-	-	-	110,000	100.00%
Other Charges/Fees/Services	195,262	161,389	123,756	273,161	-69.26%
Total Charges/Fees/Services	1,916,879	2,792,328	2,909,326	2,972,146	6.44%
Fleet Vehicle Acquisitions					
Fleet Vehicle Acquisitions	215,281	1,065,707	1,055,957	355,500	-66.64%
Other Capital Outlay					
Other Capital Outlay	408,385	877,520	502,100	1,077,900	22.83%
Total Capital Outlay	623,666	1,943,227	1,558,057	1,433,400	-26.24%
Total Operating Expenses	6,814,223	9,888,141	9,474,316	9,764,572	-1.25%
Other Uses					
Capital Improvements					
Capital Improvements	7,941,907	11,422,414	5,925,000	8,752,105	-23.38%
Bonding/Debt/Interest Charges					
Bonding/Debt/Interest Charges	704,435	701,300	706,191	702,100	0.11%
Storm Drainage-Repayment Sewer					
Storm Drainage-Repayment Sewer	-	-	-	172,000	100.00%
Total Other Uses	8,646,342	12,123,714	6,631,191	9,626,205	-20.60%
Total Expenses and Other Uses	\$15,460,565	\$22,011,855	\$16,105,507	\$19,390,777	-11.91%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses					
	(\$3,286,719)	(\$11,007,355)	(\$5,307,007)	(\$3,134,877)	-71.52%

WATER UTILITIY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Sales & Charges for Services	\$22,137,872	\$21,200,000	\$21,325,000	\$21,363,000	0.77%
Interest	964,557	500,000	1,000,000	500,000	0.00%
Other Revenue	780,634	1,121,000	998,000	931,100	-16.94%
Total Revenue	23,883,063	22,821,000	23,323,000	22,794,100	-0.12%
Other Sources					
Grants & Other Related Income	3,029,486	7,951,000	3,630,000	3,280,000	-58.75%
Transfer From Reservoir & Supply Line Fees	32,562	405,800	50,000	-	-100.00%
Total Other Sources	3,062,048	8,356,800	3,680,000	3,280,000	-60.75%
Total Revenue and Other Sources	\$26,945,111	\$31,177,800	\$27,003,000	\$26,074,100	-16.37%
Expenses					
Salaries and Wages	\$5,910,007	\$6,341,830	\$6,498,767	\$6,465,210	1.95%
Benefits	1,744,118	1,824,894	1,868,897	2,029,675	11.22%
Total Personal Services	7,654,125	8,166,724	8,367,664	8,494,885	4.02%
Operating and Maint. Supply	995,134	1,132,162	962,480	1,166,660	3.05%
Charges/Services/Fees:					
Travel/Training	26,718	19,000	19,000	21,000	10.53%
Utilities	1,573,857	1,899,400	1,808,200	1,873,050	-1.39%
Professional and Other Contractual Services	368,247	551,491	447,000	487,850	-11.54%
Buildings, Equipment, and Janitorial Maintenance	21,483	18,400	17,300	17,600	-4.35%
Rentals/Leases	26,289	28,620	26,100	83,900	193.15%
Insurance Claims/Damages	8,381	20,000	10,000	20,000	0.00%
Interfund Charges:					
Data Processing Services	424,253	445,477	438,900	259,271	-41.80%
Fleet Maintenance Services	475,353	450,000	448,880	448,880	-0.25%
Risk Management Premiums	74,300	74,000	74,000	77,118	4.21%
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	469,258	570,700	570,700	507,000	-11.16%
Payment in Lieu of Taxes	-	116,000	116,000	203,000	-
Other Interfund Charges	837	4,000	2,000	2,000	-50.00%
Contingency	-	-	-	-	-
Metro Water Purchases	2,777,423	2,860,000	3,160,000	3,160,000	10.49%
Other Charges/Fees/Services	825,147	269,630	123,088	174,985	-35.10%
Total Charges/Fees/Services	7,071,546	7,326,718	7,261,168	7,335,654	0.12%
Fleet Vehicle Acquisitions	379,714	371,000	371,000	170,313	-54.09%
Other Capital Outlay	184,716	707,305	617,505	458,650	-35.16%
Total Capital Outlay	564,430	1,078,305	988,505	628,963	-41.67%
Total Operating Expenses	16,285,235	17,703,909	17,579,817	17,626,162	-0.44%
Other Uses					
Capital Improvements	4,026,106	20,227,389	9,418,895	12,251,900	-39.43%
Bonding/Debt/Interest Charges	2,635,192	3,250,000	2,660,000	3,207,312	-1.31%
Other Non-Operating Uses	-	-	-	-	-
Total Other Uses	6,661,298	23,477,389	12,078,895	15,459,212	-34.15%
Total Expenses and Other Uses	\$22,946,533	\$41,181,298	\$29,658,712	\$33,085,374	-19.66%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	\$3,998,578	(\$10,003,498)	(\$2,655,712)	(\$7,011,274)	-29.91%

CENTRAL FIRE DISPATCH FUND
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1990-91	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Dispatch For Other Cities	\$ -	\$ -	\$ -	\$ -	-
Total Revenue	-	-	-	-	-
Other Sources					
Interest	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-
Total Other Sources	-	-	-	-	-
Total Revenue and Other Sources	\$ -	\$ -	\$ -	\$ -	-
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	-
Benefits	-	-	-	-	-
Total Personal Services	-	-	-	-	-
Operating and Maint. Supply	-	-	-	-	-
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Other Interfund Charges	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-
Total Charges/Fees/Services	-	-	-	-	-
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	-	-	-	-	-
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfer to General Fund	103,389	-	-	-	-
Total Other Uses	103,389	-	-	-	-
Total Uses	\$103,389	\$ -	\$ -	\$ -	-
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$103,389)	\$ -	\$ -	\$ -	-

FLEET MANAGEMENT
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Charges for Services	\$4,863,693	\$5,048,601	\$5,147,630	\$5,065,355	0.33%
Other Revenue	6,148	-	18,770	-	-
Total Revenue	4,869,841	5,048,601	5,166,400	5,065,355	0.33%
Other Sources					
Interest	20,325	16,000	26,784	25,000	56.25%
Insurance Claims-Replacement	29,034	-	59,888	-	-
Sale of Vehicles	177,494	150,000	158,230	75,018	-49.99%
Transfers In from General Fund	2,286,870	3,043,750	3,688,750	1,756,000	-42.31%
Total Other Sources	2,513,723	3,209,750	3,933,652	1,856,018	-42.18%
Total Revenue and Other Sources	\$7,383,564	\$8,258,351	\$9,100,052	\$6,921,373	-16.19%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$1,545,178	\$1,626,119	\$1,600,211	\$1,679,109	3.26%
Benefits	406,440	434,869	430,602	477,011	9.69%
Total Personal Services	1,951,618	2,060,988	2,030,813	2,156,120	4.62%
Operating and Maint. Supply	2,002,825	2,311,500	2,538,116	2,331,750	0.88%
Charges/Services/Fees:					
Travel/Training	4,995	13,250	9,124	10,000	-24.53%
Utilities	112,479	127,366	84,458	113,343	-11.01%
Professional and Other Contractual Services	90,754	96,275	88,002	91,000	-5.48%
Buildings, Equipment, and Janitorial Maintenance	11,904	16,750	8,334	9,250	-44.78%
Rentals/Leases	18,849	17,737	17,072	18,617	4.96%
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	55,428	56,677	56,659	55,301	-2.43%
Fleet Management Services	-	-	-	-	-
Risk Management Premiums	100,790	151,362	151,362	71,275	-52.91%
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	44,894	231,000	231,000	270,000	16.88%
Other Interfund Charges	-	500	-	250	-50.00%
Contingency	2,349	20,405	21,900	32,767	60.58%
Other Charges/Fees/Services	165,893	1,160	560	700	-39.66%
Total Charges/Fees/Services	608,335	732,482	668,471	672,503	-8.19%
Fleet Vehicle Acquisitions	3,273,655	3,193,750	3,193,750	2,470,000	-22.66%
Other Capital Outlay	2,130	12,500	12,500	5,000	-60.00%
Total Capital Outlay	3,275,785	3,206,250	3,206,250	2,475,000	-22.81%
Total Operating Expenses	7,838,563	8,311,220	8,443,650	7,635,373	-8.13%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	-	-
Total Expenses and Other Uses	\$7,838,563	\$8,311,220	\$8,443,650	\$7,635,373	-8.13%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$454,999)	(\$52,869)	\$656,402	(\$714,000)	1,250.51%

GOVERNMENTAL IMMUNITY FUND
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Property Taxes	\$300,000	\$300,000	\$300,000	\$ -	-100.00%
Total Revenue	300,000	300,000	300,000	-	-100.00%
Other Sources					
Interest	44,584	30,000	30,000	75,000	150.00%
Transfer from General Fund	63,531	63,532	1,063,532	-	-100.00%
Total Other Sources	108,115	93,532	1,093,532	75,000	-19.81%
Total Revenue and Other Sources	\$408,115	\$393,532	\$1,393,532	\$75,000	-80.94%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$102,642	\$111,242	\$111,242	\$107,633	-3.24%
Benefits	20,321	26,542	26,542	22,645	-14.68%
Total Personal Services	122,963	137,784	137,784	130,278	-5.45%
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other Contractual Services	10,167	20,000	20,000	20,000	0.00%
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	320,595	250,000	212,259	250,000	0.00%
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	7,390	12,186	12,186	12,188	0.02%
Contingency	-	-	-	-	-
Other Charges/Fees/Services	7,195	2,500	3,046	2,500	0.00%
Total Charges/Fees/Services	345,347	284,686	247,491	284,688	0.00%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	468,310	422,470	385,275	414,966	-1.78%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	468,310	422,470	385,275	414,966	-1.78%
Total Expenses and Other Uses	468,310	422,470	385,275	414,966	-1.78%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$60,195)	(\$28,938)	\$1,008,257	(\$339,966)	1,074.81%

INFORMATION MANAGEMENT SERVICES
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Computer Charges	\$3,742,953	\$4,037,808	\$4,069,605	\$4,262,996	5.58%
Telephone Lease Revenue	854,138	850,105	893,717	864,852	1.73%
Other Revenue	221	-	1,156	-	-
Total Revenue	4,597,312	4,887,913	4,964,478	5,127,848	4.91%
Other Sources					
Interest	-	-	13,228	-	-
Transfer From General Fund	36,730	-	-	-	-
Total Other Sources	36,730	-	13,228	-	-
Total Revenue and Other Sources	\$4,634,042	\$4,887,913	\$4,977,706	\$5,127,848	4.91%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$1,495,318	\$1,589,432	\$1,612,883	\$1,683,455	5.92%
Benefits	337,098	363,273	372,600	421,355	15.99%
Total Personal Services	1,832,416	1,952,705	1,985,483	2,104,810	7.79%
Operating and Maint. Supply	122,063	74,857	57,045	78,006	4.21%
Charges/Services/Fees:					
Travel/Training	25,436	23,695	25,920	23,695	0.00%
Utilities	386,947	440,377	440,225	419,134	-4.82%
Professional and Other Contractual Services	6,638	4,300	4,225	4,300	0.00%
Buildings, Equipment, and Janitorial Maintenance	381,572	411,961	436,918	501,877	21.83%
Rentals/Leases	1,558,156	1,743,975	1,750,574	1,772,194	1.62%
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	6,548	2,986	3,905	3,402	13.93%
Risk Management Premiums	27,084	17,490	17,490	20,342	16.31%
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	82,405	110,000	109,152	143,000	30.00%
Other Interfund Charges	-52,204	-38,431	-48,008	-47,107	22.58%
Contingency	-	28,996	26,950	4,808	-83.42%
Other Charges/Fees/Services	4,440	4,645	5,130	4,810	3.55%
Total Charges/Fees/Services	2,427,022	2,749,994	2,772,481	2,850,455	3.65%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	29,750	47,487	37,487	28,521	-39.94%
Total Capital Outlay	29,750	47,487	37,487	28,521	-39.94%
Total Operating Expenses	4,411,251	4,825,043	4,852,496	5,061,792	4.91%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	34,360	63,470	65,320	66,056	4.07%
Transfers Out	-	-	-	-	-
Total Other Uses	34,360	63,470	65,320	66,056	4.07%
Total Expenses and Other Uses	\$4,445,611	\$4,888,513	\$4,917,816	\$5,127,848	4.90%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	\$188,431	(\$600)	\$59,890	\$ -	-100.00%

MUNICIPAL BUILDING AUTHORITY
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Lease proceeds	\$2,700,141	\$3,432,804	\$3,450,900	\$3,566,625	3.90%
Total Revenue	2,700,141	3,432,804	3,450,900	3,566,625	3.90%
Other Sources					
Interest	400,840	238,049	248,047	318,500	33.80%
Transfer from SID Guarantee Fd	-	161,300	161,300	-	100.00%
Transfer from Debt Service Fd.	-	623,700	623,700	575,000	100.00%
Transfer from CIP Fd.	813,838	-	-	-	-
Bond Proceeds	1,814,659	-	-	-	-
Private Contributions	100,000	-	498,410	-	-
Total Other Sources	3,129,337	1,023,049	1,531,457	893,500	-12.66%
Total Revenue and Other Sources	\$5,829,478	\$4,455,853	\$4,982,357	\$4,460,125	0.10%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$ -	\$ -	\$ -	\$ -	-
Benefits	-	-	-	-	-
Total Personal Services	-	-	-	-	-
Operating and Maint. Supply	-	-	-	-	-
Charges/Services/Fees:					
Travel/Training	-	-	-	-	-
Utilities	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-
Buildings, Equipment, and Janitorial Maintenance	-	-	-	-	-
Rentals/Leases	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-
Interfund Charges:					
Data Processing Services	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-	-
Contingency	-	-	-	-	-
Other Charges/Fees/Services	13,244	-	-	-	-
Total Charges/Fees/Services	13,244	-	-	-	-
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	6,122,554	1,430,487	1,430,487	-	-100.00%
Total Capital Outlay	6,122,554	1,430,487	1,430,487	-	-100.00%
Total Operating Expenses	6,135,798	1,430,487	1,430,487	-	-100.00%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	3,269,686	4,134,493	4,135,334	4,141,625	0.17%
Other Non-Operating Uses	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Other Uses	3,269,686	4,134,493	4,135,334	4,141,625	0.17%
Total Expenses and Other Uses	9,405,484	5,564,980	5,565,821	4,141,625	-25.58%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	(\$3,576,006)	(\$1,109,127)	(\$583,464)	\$318,500	-128.72%

RISK MANAGEMENT
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1991-92

	Actual 1989-90	Budget 1990-91	Projected Actual 1990-91	Budget 1991-92	Change from 1990-91 to 1991-92
Revenues and Other Sources:					
Revenue					
Insurance Premiums	\$11,708,960	\$11,771,665	\$11,769,895	\$13,099,477	11.28%
Other Revenue	249	214,488	-	-	-100.00%
Total Revenue	11,709,209	11,986,153	11,769,895	13,099,477	9.29%
Other Sources					
Interest	94,693	-	50,967	-	-
Transfer From General Fund	112,400	-	-	-	-
Total Other Sources	207,093	-	50,967	-	-
Total Revenue and Other Sources	\$11,916,302	\$11,986,153	\$11,820,862	\$13,099,477	9.29%
Expenses and Other Uses:					
Expenses					
Salaries and Wages	\$145,013	\$214,004	\$221,200	\$215,868	0.87%
Benefits	41,498	53,928	43,874	60,913	12.95%
Early Retirement Payouts	-	-	-	575,000	100.00%
Total Personal Services	186,511	267,932	265,074	851,781	217.91%
Operating and Maint. Supply	5,862	8,508	8,508	8,508	0.00%
Charges/Services/Fees:					
Travel/Training	8,765	8,800	8,800	8,800	0.00%
Utilities	761	626	626	443	-29.23%
Professional and Other Contractual Services	72,705	96,440	96,440	122,149	26.66%
Buildings, Equipment, and Janitorial Maintenance	450	1,000	1,000	1,000	0.00%
Rentals/Leases	2,721	2,616	2,616	5,822	122.55%
Insurance Claims/Damages	1,458,548	1,389,606	1,146,341	1,350,213	-2.83%
Interfund Charges:					
Data Processing Services	28,147	18,736	18,736	20,265	8.16%
Fleet Maintenance Services	-	-	-	-	-
Risk Management Premiums	1,183,304	958,000	955,231	651,306	-32.01%
Employee Insurance Payments	7,793,443	9,151,990	9,151,432	10,462,887	14.32%
General Fund Administrative Service Fee	92,874	81,000	81,000	189,000	133.33%
Other Interfund Charges	47,600	-	-	-	-
Contingency	-	32,014	10,514	1,303	-95.93%
Other Charges/Fees/Services	5,430	1,000	1,000	1,000	0.00%
Total Charges/Fees/Services	10,694,748	11,741,828	11,473,736	12,814,188	9.13%
Fleet Vehicle Acquisitions	-	-	-	-	-
Other Capital Outlay	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Total Operating Expenses	10,887,121	12,018,268	11,747,318	13,674,477	13.78%
Other Uses					
Capital Improvements	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-
Other Non-Operating Uses	-	-	-	194,000	100.00%
Transfers Out	-	-	-	-	-
Total Other Uses	-	-	-	194,000	100.00%
Total Expenses and Other Uses	\$10,887,121	\$12,018,268	\$11,747,318	\$13,868,477	15.39%
Excess Revenues and Other Sources Over (Under) Expenses and Other Uses	\$1,029,181	(\$32,115)	\$73,544	(\$769,000)	2,294.52%

Summary of FY 1990 through FY 1992 Fund Balance by Fund
(Generally Accepted Accounting Practices Basis)

Governmental Fund Types:	Actual 1989-90				Actual 1989-90				Actual 1989-90				Actual 1989-90				Unreserved Fund Balance or Retained Earnings Available 7/1/90	Adjustment For Encumbrances/ Other Reserves Available 7/1/90	Fund Balance or Retained Earnings Available 7/1/90
	Fund Balance or Retained Earnings Available 7/1/89	Actual 1989-90 Revenues/ Other Sources	Actual 1989-90 Interfund Transfers	Total Available	Actual 1989-90 Expenditures/ Other Uses	Actual 1989-90 Depreciation/ Other Adjustments	Actual 1989-90 Debt Service Requirements	Total Needs	Fund Balance or Retained Earnings Available 7/1/90	Adjustment For Encumbrances/ Other Reserves Available 7/1/90	Fund Balance or Retained Earnings Available 7/1/90								
General Fund	3,904,488	81,026,440	2,230,695	87,161,623	72,464,819	8,355,616	1,080,637	81,901,072	4,220,677	1,039,874	5,260,551								
Capital Projects Fund	2,014,302	9,272,557	5,262,500	16,549,359	8,952,091	4,180,338	-	13,132,429	3,416,930	-	3,416,930								
Special Revenue Funds:																			
Community Development Block Grant	-	2,931,444	806,402	3,737,846	734,940	2,202,906	-	2,937,846	800,000	-	800,000								
Central Business Improvement District	111,481	110,770	-	222,251	182,225	-	-	182,225	40,026	-	40,026								
Demolition and Weed Grants Operating	82,719	22,845	35,000	140,564	22,619	-	-	22,619	17,926	-	17,926								
Grants Operating	14,721,211	14,721,211	-	29,442,422	14,721,211	-	-	14,721,211	14,721,211	-	14,721,211								
Refuse Collection	471,204	224,695	102,668	798,567	346,247	-	-	346,247	452,320	-	452,320								
Emergency 911 Dispatch	134,667	484,909	-	619,576	463,659	-	-	463,659	155,917	-	155,917								
Debt Service Funds:																			
Building Restoration	2,058,830	720,403	3,366,500	6,145,733	675,000	1,634,155	2,691,500	5,000,655	1,145,078	-	1,145,078								
Special Improvements	3,095,306	980,236	94,018	4,075,542	1,144,244	-	396,889	1,541,133	2,534,409	-	2,534,409								
Other Projects	18,999	1,411	-	114,428	-	-	94,018	94,018	20,410	-	20,410								
Proprietary Fund Types:																			
Enterprise Funds:																			
Water Utility	43,163,007	24,093,057	-	67,256,064	15,162,321	-	1,472,444	19,046,541	42,563,825	5,645,688	48,209,523								
Sewer Utility	51,846,200	12,215,278	-	64,061,478	6,180,866	-	8,344,230	36,704,402	43,617,760	12,331,855	56,000,215								
Refuse Collection	95,022,853	49,198,350	555,915	144,777,118	18,266,795	-	-	10,093,377	101,975,296	5,571,565	107,546,861								
Golf Courses	3,822,417	3,795,283	-	7,617,700	2,867,338	-	-	2,867,338	55,597	-	55,597								
Internal Service Funds:																			
Fleet Management	5,720,990	4,829,949	2,296,871	12,837,810	4,579,966	-	-	7,974,138	4,863,672	-	4,863,672								
Information Management	-163,202	4,553,007	35,730	4,425,535	3,423,972	-	399,038	5,011,986	-585,451	-	-585,451								
Risk Management	-264,306	11,784,506	112,400	11,613,390	10,843,726	47,600	-	10,891,326	737,256	-	737,256								
Central Fire Dispatch	50,754	52,636	63,532	166,922	468,311	-	-	468,311	-4,719	-	-4,719								
Governmental Immunity	55,475	344,535	-	400,010	468,311	-	-	468,311	-	-	-								
Municipal Building Authority	-1,544,083	3,200,981	813,838	2,470,736	13,244	-	1,421,812	2,926,332	-455,596	-	-455,596								

Governmental Fund Types:	Projected 1990-91				Projected 1990-91				Projected 1990-91				Unreserved Fund Balance or Retained Earnings Available 7/1/91	Adjustment For Encumbrances/ Other Reserves Available 7/1/91	Fund Balance or Retained Earnings Available 7/1/91
	Fund Balance or Retained Earnings Available 7/1/90	Projected 1990-91 Revenues/ Other Sources	Projected 1990-91 Interfund Transfers	Total Available	Projected 1990-91 Expenditures/ Other Uses	Projected 1990-91 Depreciation/ Other Adjustments	Projected 1990-91 Debt Service Requirements	Total Needs	Fund Balance or Retained Earnings Available 7/1/91	Adjustment For Encumbrances/ Other Reserves Available 7/1/91	Fund Balance or Retained Earnings Available 7/1/91				
General Fund	5,260,551	84,957,876	1,223,749	91,442,176	76,959,536	7,669,841	1,481,956	86,111,333	4,290,969	1,039,874	5,330,843				
Capital Projects Fund	3,416,930	13,086,834	4,670,706	21,174,470	14,406,852	3,350,688	-	17,757,540	3,416,930	-	3,416,930				
Special Revenue Funds:															
Community Development Block Grant	800,000	3,154,967	-	3,954,967	2,611,467	543,500	-	3,154,967	800,000	-	800,000				
Central Business Improvement District	40,026	115,345	-	155,371	107,305	-	-	107,305	48,066	-	48,066				
Demolition and Weed Grants Operating	117,945	9,982	35,000	162,927	21,500	-	-	21,500	141,427	-	141,427				
Grants Operating	14,261,914	2,359,338	-	16,621,252	2,092,502	-	-	2,092,502	14,261,914	-	14,261,914				
Street Lighting	452,320	324,937	106,853	884,110	371,487	-	8,486	379,973	1,362,115	-	1,362,115				
Emergency 911 Dispatch	155,917	492,734	-	648,651	42,100	-	-	42,100	157,472	-	157,472				
Debt Service Funds:															
Building Restoration	1,145,078	42,142	3,734,942	4,922,162	700,000	623,700	3,034,942	4,388,642	563,520	-	563,520				
Special Improvements	2,534,409	1,752,681	-	4,287,090	1,144,244	400,000	417,332	1,961,576	2,325,514	-	2,325,514				
Other Projects	20,410	-	-	20,410	-	-	-	-	20,410	-	20,410				
Proprietary Fund Types:															
Enterprise Funds:															
Water Utility	48,209,523	27,003,000	-	75,212,523	26,010,207	-	2,660,000	31,202,572	38,364,253	5,645,688	44,009,951				
Sewer Utility	56,009,615	10,798,500	-	66,808,115	14,147,450	-	4,400,000	16,547,097	37,260,018	12,331,855	49,591,873				
Airport Authority	107,546,861	55,427,400	-	162,974,261	70,633,252	-	8,404,300	89,037,552	67,762,550	5,571,565	73,334,115				
Refuse Collection	55,597	4,193,531	-	4,249,128	2,867,338	-	-	2,867,338	1,362,115	-	1,362,115				
Golf Courses	4,330,210	4,344,784	-	8,734,994	4,266,147	-	1,307,045	5,894,316	2,840,678	-	2,840,678				
Internal Service Funds:															
Fleet Management	4,863,672	5,411,302	3,688,750	13,963,724	5,237,400	-	-	8,801,281	5,162,443	-	5,162,443				
Information Management	-595,451	4,877,706	-	4,282,255	4,880,329	-	391,721	6,520,475	-2,128,220	-	-2,128,220				
Risk Management	737,256	11,820,862	-	12,558,118	11,747,318	-	-	11,751,483	806,635	-	806,635				
Central Fire Dispatch	-4,719	330,000	1,063,532	1,388,813	385,275	-	-	50,754	1,003,538	-	1,003,538				
Governmental Immunity	-455,596	4,197,357	785,000	4,526,761	-	-	4,135,334	5,701,174	-1,174,413	-	-1,174,413				
Municipal Building Authority	-	-	-	-	-	-	-	-	-	-	-				

	Fund Balance or Retained Earnings Projected to be Available 7/1/91		Budgeted 1991-92 Revenues		Budgeted 1991-92 Transfers		Total Available		Budgeted 1991-92 Expenditures/Other Uses		Budgeted 1991-92 Debt Service Requirements/Other Adjustments		Budgeted 1991-92 Depreciation/Other Adjustments		Total Needs		Unreserved Fund Balance or Retained Earnings Projected 7/1/92		Adjustment For Retained Earnings Encumbrances/Other Reserves Available 7/1/92		Fund Balance or Retained Earnings Projected to be Available 7/1/92	
	1991-92	Other Sources	1991-92	Transfers	1991-92	Interfund	1991-92	Transfers	1991-92	Other Uses	1991-92	Debt Service	1991-92	Other Adjustments	1991-92	Other Adjustments	1991-92	Other Adjustments	1991-92	Other Reserves	1991-92	Other Reserves
Governmental Fund Types:																						
Capital Projects Fund																						
General Fund	5,330,843		85,875,368	1,406,635	92,612,846	6,874,398	6,874,398	17,029,955	78,815,648	10,258,025	1,591,957	-	-	-	-	87,282,003	5,330,843	1,039,874	-	6,370,717	3,416,930	
Special Revenue Funds:																						
Community Development	800,000		3,616,568	-	4,416,568	-	-	4,416,568	3,616,568	-	-	-	-	-	-	3,616,568	800,000	-	-	-	-	800,000
City Business	48,056		-	-	48,056	-	-	48,056	48,056	-	-	-	-	-	-	48,056	-	-	-	-	-	-
Improvement District	141,427		-	-	141,427	-	-	141,427	141,427	-	-	-	-	-	-	141,427	-	-	-	-	-	-
Demolition and Weed	14,528,750		80,158	-	14,608,908	-	-	14,608,908	80,158	-	-	-	-	-	-	14,528,750	14,528,750	-	-	-	-	14,528,750
Grants Operating	304,137		355,195	118,395	777,727	447,435	447,435	1,225,162	364,688	-	-	-	-	-	364,688	1,225,162	364,688	-	-	-	-	1,225,162
Street Lighting	157,472		502,136	-	659,608	-	-	659,608	54,791	-	-	-	-	-	502,136	157,472	157,472	-	-	-	-	157,472
Emergency 911 Dispatch	563,520		-	3,737,763	4,301,283	800,000	800,000	4,301,283	800,000	-	2,937,763	-	-	-	4,301,283	4,301,283	4,301,283	-	-	-	-	4,301,283
Debt Service Funds:	2,325,514		2,013,657	-	4,339,171	100,000	100,000	4,339,171	917,332	-	1,148,224	-	-	-	2,165,556	2,165,556	2,165,556	-	-	-	-	2,165,556
Building Restoration																						
Special Improvements																						
Proprietary Fund Types:																						
Enterprise Funds:																						
Water Utility	44,009,951		26,074,100	-	70,084,051	-	-	70,084,051	29,249,099	-	3,207,312	-	-	-	35,115,394	35,115,394	35,115,394	-	-	-	-	35,115,394
Sewer Utility	50,234,018		72,705,300	-	122,939,318	-	-	122,939,318	78,903,100	-	10,685,300	-	-	-	100,716,348	100,716,348	100,716,348	-	-	-	-	100,716,348
Airport Authority	71,322,115		3,513,487	-	74,835,602	-	-	74,835,602	3,489,888	-	1,307,045	-	-	-	3,494,997	3,494,997	3,494,997	-	-	-	-	3,494,997
Refuse Collection	2,840,678		5,360,431	-	8,201,109	-	-	8,201,109	3,689,888	-	-	-	-	-	5,594,111	5,594,111	5,594,111	-	-	-	-	5,594,111
Golf Courses																						
Internal Service Funds:																						
Fleet Management	5,162,443		5,165,373	1,756,000	12,083,816	-	-	12,083,816	5,160,373	-	-	-	-	-	8,902,448	8,902,448	8,902,448	-	-	-	-	8,902,448
Information Management	-2,128,220		5,127,848	-	2,999,628	-	-	2,999,628	5,098,327	-	325,611	-	-	-	6,735,784	6,735,784	6,735,784	-	-	-	-	6,735,784
Services	806,635		13,099,477	-	13,906,112	194,000	194,000	14,100,112	13,674,477	-	-	-	-	-	13,674,477	13,674,477	13,674,477	-	-	-	-	13,674,477
Governmental Immunity	1,003,538		75,000	-	1,078,538	-	-	1,078,538	414,966	-	-	-	-	-	414,966	414,966	414,966	-	-	-	-	414,966
Municipal Building Authority	-1,174,413		3,885,125	575,000	3,285,712	-	-	3,285,712	1,716,625	-	2,425,000	-	-	-	4,141,625	4,141,625	4,141,625	-	-	-	-	4,141,625

STAFFING DOCUMENT
SUMMARY
COMPARISON OF YEARS 1989-90 THROUGH 1991-92

DEPARTMENT	FULL-TIME POSITIONS				FULL-TIME EQUIVELENT POSITIONS			
	ADOPTED 1989-90	ADOPTED 1990-91	ADOPTED 1991-92	FY-91/92 VARIANCE	ADOPTED 1989-90	ADOPTED 1990-91	ADOPTED 1991-92	FY-91/92 VARIANCE
ATTORNEY	17.10	16.80	17.95	1.15	19.10	18.80	19.95	1.15
COUNCIL	13.00	13.00	14.00	1.00	13.13	13.13	14.00	0.87
COMMUNITY & ECONOMIC DEVELOPMENT	79.00	79.00	80.00	1.00	82.70	83.58	81.97	-1.61
HUMAN RES. & ADMINISTRATIVE SERV.	55.50	56.50	56.74	0.24	58.28	59.19	59.70	0.51
FINANCE	59.00	59.00	59.00	0.00	64.58	64.58	64.60	0.02
FIRE	378.67	389.00	388.00	-1.00	380.25	390.50	388.00	-2.50
MAYOR	16.00	17.00	17.00	0.00	17.28	18.28	18.28	0.00
OFFICE OF INTERNAL AUDIT	-	3.00	3.00	0.00	-	3.00	3.00	0.00
PARKS	80.13	87.13	91.13	4.00	148.88	168.22	171.35	3.13
POLICE	387.00	439.00	435.00	-4.00	434.48	487.48	459.87	-27.61
PUBLIC WORKS	235.60	217.90	208.15	-9.75	260.83	235.91	229.53	-6.38
GENERAL FUND TOTAL	1321.00	1377.33	1369.97	-7.36	1479.51	1542.67	1510.25	-32.42
AIRPORT	238.00	256.00	268.00	12.00	243.67	265.17	279.22	14.05
GOLF	29.87	29.87	29.87	0.00	50.97	56.49	55.94	-0.55
PUBLIC UTILITIES	354.00	368.00	366.00	-2.00	383.73	395.40	392.40	-3.00
GARBAGE	19.40	23.10	35.85	12.75	20.03	31.49	44.39	12.90
ENTERPRISE FUND TOTAL	641.27	676.97	699.72	22.75	698.40	748.55	771.95	23.40
INFORMATION MANAGEMENT SERVICES	44.00	46.00	49.00	3.00	45.95	47.96	49.00	1.04
FLEET MANAGEMENT	61.00	61.00	60.00	-1.00	61.00	61.00	60.00	-1.00
RISK MANAGEMENT	8.50	8.50	8.26	-0.24	8.50	8.50	8.26	-0.24
E911	10.33	-	-	0.00	10.33	-	-	0.00
GOVERNMENT IMMUNITY	1.90	2.20	2.05	-0.15	1.90	2.20	2.05	-0.15
INTERNAL SERVICE FUND TOTAL	125.73	117.70	119.31	1.61	127.68	119.66	119.31	-0.35
TOTAL POSITIONS	2088.00	2172.00	2189.00	17.00	2305.59	2410.88	2401.51	-9.37



CAPITAL
IMPROVEMENTS
PROGRAM

Capital Improvement Program

Budget and Policies

The City is in the process of reorganizing its general fund Capital Improvement Program (CIP) process to develop written criteria and policies to guide decision makers in identifying annual and long-term capital projects. To date, the City's practice has been to solicit applications for capital improvement projects from City departments to be submitted to the Capital Planning and Programming Division of the Department of Community and Economic Development. A committee, composed of representatives of City departments, reviews the applications and makes a presentation to the Salt Lake Association of Community Councils and recommendations to the Mayor. The Mayor then forwards his recommendations to the City Council.

The following guidelines currently serve as the City's capital budget policies:

- * Review annually a five-year CIP plan and appropriate funding for the first year of the plan.
- * Allocate approximately \$5,000,000 annually from the general fund for CIP projects.
- * Fund all enterprise fund capital projects from enterprise operating funds and bond proceeds.
- * Fund all general fund capital projects from general fund cash, bond proceeds, Federal, State, and County grants, private property owner assessments, and miscellaneous contributions.
- * Solicit citizen response to general fund CIP plans.
- * Coordinate general fund CIP plans with the City's community master plans.
- * Reserve 1% of the cost of designated general fund CIP projects for the commission of art works permanently associated with the projects.
- * Implement a plan to seismically upgrade public buildings which would need to remain operational after a major earthquake.
- * Implement a plan to set aside a reserve fund for critical preventive maintenance in designated public buildings, most notably the City & County Building.

CAPITAL IMPROVEMENTS BUDGET
NON ENTERPRISE FUND
DETAIL PROJECT SCHEDULE
1991-92 BUDGET

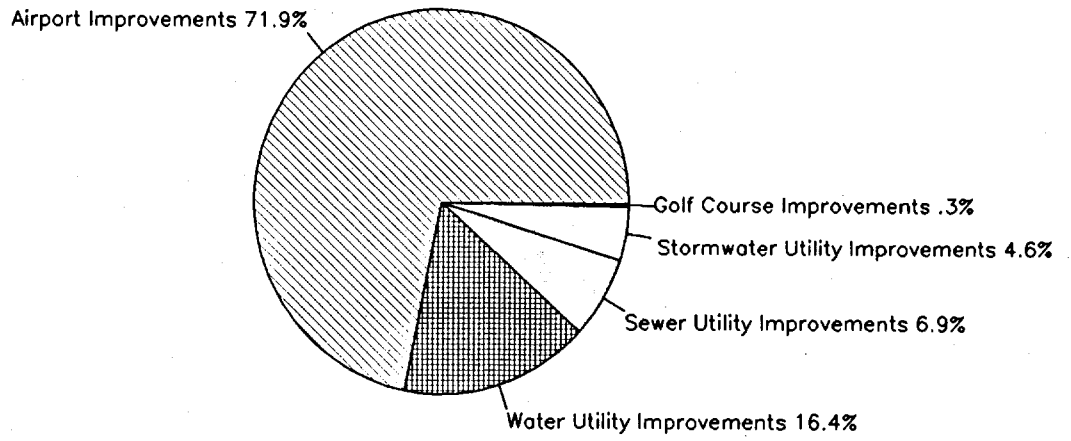
	TOTAL	GENERAL FUND	CDBG	FEDERAL/STATE & COUNTY SOURCES	PROPERTY OWNERS	OTHERS
STREET IMPROVEMENTS						
Sidewalk SID (Rose Park)	\$600,000	\$300,000	\$ -	\$ -	\$300,000	\$ -
Traffic Safety Management	100,000	100,000	-	-	-	-
California Avenue	2,548,000	-	-	848,000	1,700,000	-
900 East Reconstruction	450,000	450,000	-	-	-	-
Railroad Crossing Safety	620,000	-	-	620,000	-	-
Amanda Avenue Improvements	23,000	23,000	-	-	-	-
1500 East/900 South	30,000	30,000	-	-	-	-
South Temple Design	40,000	40,000	-	-	-	-
400 West Reconstruction	490,000	-	-	-	-	490,000
Central Business District	655,000	-	-	-	150,000	505,000
City-County Landfill Pond	700,000	-	-	700,000	-	-
City-County Landfill Modules	500,000	-	-	500,000	-	-
800 N./300-400 W. St. Imp.	140,000	-	140,000	-	-	-
800 E./400-500 S. St. Design	12,000	-	12,000	-	-	-
600 E./600-900 S. Med.Island	240,000	-	240,000	-	-	-
800 E./S. Temple Med.Island	20,000	-	20,000	-	-	-
Onequa Target Area	20,000	-	20,000	-	-	-
Handicapped Ramp	29,360	-	29,360	-	-	-
Sidewalk Replacement	220,000	-	220,000	-	-	-
Total Street Improvements	7,437,360	943,000	681,360	2,668,000	2,150,000	995,000
DRAINAGE IMPROVEMENTS						
1700 E/1700 S Deten. Basin	30,000	-	-	30,000	-	-
Guadalupe/Jackson Ditch	5,000	-	5,000	-	-	-
Total Drainage Improvements	35,000	-	5,000	30,000	-	-
PUBLIC FACILITIES						
City and County Building	3,355,000	2,718,000	-	637,000	-	-
C & C Bldg. Capital Reserve	50,000	50,000	-	-	-	-
Fire Station #7 Construction	650,000	650,000	-	-	-	-
Animal Control Upgrade	100,000	100,000	-	-	-	-
Underground Storage Tank	28,000	28,000	-	-	-	-
Total Public Facilities	4,183,000	3,546,000	-	637,000	-	-
PARKS						
Cemetery Irrigation Plan	50,000	50,000	-	-	-	-
Wasatch Hollow - Phase I	132,000	82,000	-	-	-	50,000
Dee Smith (Bonneville)	130,000	90,000	-	-	-	40,000
Tanner Ftn. & Bandstand	600,000	150,000	-	-	-	450,000
Memorial House Renovation	120,000	-	-	-	-	120,000
Mtn. Dell Bowery Reroof	40,000	40,000	-	-	-	-
Jordan Park	50,000	-	50,000	-	-	-
Westpointe Park	200,000	-	200,000	-	-	-
Elk's Park Restroom	53,000	-	53,000	-	-	-
Nettle Gregory Center	15,000	-	15,000	-	-	-
Athletic Park	95,000	-	95,000	-	-	-
Urban Forestry Planting	35,000	-	35,000	-	-	-
Hidden Hollow Park	15,000	-	15,000	-	-	-
Marmalade Hill Center	40,000	-	40,000	-	-	-
Children's Museum of Utah	25,000	-	25,000	-	-	-
10th East Sr. Citizen's Ctr.	150,000	-	150,000	-	-	-
Total Parks	1,750,000	412,000	678,000	-	-	660,000
% for Art	17,800	7,400	5,400	-	-	5,000
Contingency	151,600	91,600	60,000	-	-	-
Transfer to General Fund	38,265	-	-	-	-	38,265
Total Projects	13,613,025	5,000,000	1,429,760	3,335,000	2,150,000	1,698,265

CAPITAL IMPROVEMENT BUDGET
ENTERPRISE FUNDS
DETAIL PROJECT SCHEDULE
FY 1991-92

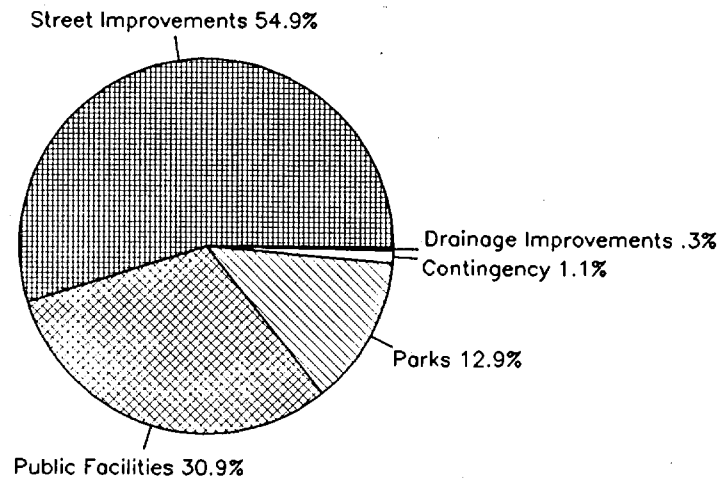
	TOTAL	AIP		BOND PROCEEDS
		OPERATIONS	ENTITLEMENT DISCRETIONARY	
AIRPORT AUTHORITY				
TU#2 Bag Exp.s & Dlta ramp tower	1,517,800	379,450	-	1,138,350
Shared Tenant Tele. Prog.	450,000	450,000	-	-
ARRF Burn Pit Relocation	1,550,000	155,000	1,395,000	-
Parking Structure	6,300,000	1,890,000	-	4,410,000
Environmental Assessment	51,400	5,140	46,260	-
Cargo Facility - Emery Worldwide	925,000	925,000	-	-
Security Access System	4,000,000	400,000	3,600,000	-
Taxi. T&S Cntrln Lights Refurb.	410,000	41,000	369,000	-
Instrument Approach System	2,220,500	222,050	1,998,450	-
McDonnell Douglas Expansion	340,800	340,800	-	-
Airport II Ramp Refurbishing	40,000	4,000	36,000	-
Airline Maint. Hangar & Ramp	858,200	85,820	-	772,380
Concourse D Apron Repair	2,150,000	2,150,000	-	-
Terminal Loop Road Overlay	100,000	100,000	-	-
Runway 34X/16X Conceptuel Design	386,000	38,600	347,400	-
Ticket Counter Design/Expansion	2,380,000	2,380,000	-	-
Terminal #2 Panel Replacement	600,000	600,000	-	-
Concourse D Ext./Mailsort Design	679,000	679,000	-	-
Term #1 VIP/Bus Plaza Modific.	130,000	130,000	-	-
Term #2 VIP/Bus Plaza Modific.	250,000	250,000	-	-
Cargo Taxiway Rehab.	80,000	8,000	72,000	-
Airport II Shldr. Stab./Lghtng	250,000	25,000	225,000	-
Gen Av. Taxi. & Roadway Dev.	450,000	450,000	-	-
Cargo Access Road Overlay/Lndscp	255,000	76,500	178,500	-
Apron Repair Concourse A-B	165,000	16,500	148,500	-
Taxiway M Rehabilitation	1,700,000	170,000	1,530,000	-
Terminal Road Realign Finish	600,000	600,000	-	-
Terminal Road Landscaping	325,000	325,000	-	-
Maintenance Facility Overlay	200,000	200,000	-	-
Community College Hangar	325,000	325,000	-	-
Rental Car Service Site Improv.	775,000	775,000	-	-
Employee Parking Modifications	240,000	240,000	-	-
Slurry Seal - Tooele Airport	75,000	7,500	67,500	-
Storage Facility-Tooele Airport	55,000	55,000	-	-
800 Htz Radio Trunking System	1,348,000	1,348,000	-	-
Automated Vehicle I.D. System	300,000	300,000	-	-
ARRF Facility Relocation Design	67,500	6,750	60,750	-
Executive Terminal Expansion	275,000	275,000	-	-
Site Drainage-Runway 34X/16X	850,000	425,000	425,000	-
Wetlands Mitigation	4,200,000	2,100,000	2,100,000	-
Power Line Relocation	7,000,000	3,500,000	3,500,000	-
Surplus Canal Relocation	8,000,000	4,000,000	4,000,000	-
Landside Facility Remodel	150,000	150,000	-	-
Firing Range Improvements	85,000	85,000	-	-
Runway 34R RVR & VASI Upgrade	175,000	175,000	-	-
Entrance Road Signage	250,000	250,000	-	-
RTR Relocation & Taxi Widening	300,000	30,000	270,000	-
AIRPORT TOTAL	\$53,834,200	\$27,144,110	\$20,369,360	\$6,320,730
GOLF				
Forest Dale Clubhouse Plan	\$30,000	\$30,000	-	-
Golf Carts	120,000	120,000	-	-
Computer Cash Register System	40,000	40,000	-	-
Miscellaneous	13,700	13,700	-	-
GOLF TOTAL	\$203,700	\$203,700	-	-
WATER UTILITY FUND				
Treatment Plant	\$6,000,000	\$6,000,000	-	-
Land	1,500,000	1,500,000	-	-
Dams and Reservoirs	1,700,000	1,700,000	-	-
Wells and Water Sources	100,000	100,000	-	-
Distribution Mains & Hydrants	1,591,900	1,591,900	-	-
Water Conduits & Supply Lines	250,000	250,000	-	-
Other Improvements	60,000	60,000	-	-
Service Connections	1,050,000	1,050,000	-	-
WATER TOTAL	\$12,251,900	\$12,251,900	-	-
SEWER UTILITY FUND				
Buildings & Landscaping	\$160,000	\$160,000	-	-
Lift Stations	180,000	180,000	-	-
Treatment Plant	2,017,000	2,017,000	-	-
Sewer Collection Lines	2,321,315	2,321,315	-	-
Sewer Trunk Lines	480,000	480,000	-	-
SEWER TOTAL	\$5,158,315	\$5,158,315	-	-
STORMWATER UTILITY FUND				
Drainage Lines	\$3,128,615	\$3,128,615	-	-
Avenues Cross Drains	20,000	20,000	-	-
Spring Mitigation Need	200,000	200,000	-	-
Public Works Projects	95,175	95,175	-	-
STORMWATER TOTAL	\$3,443,790	\$3,443,790	-	-

Capital Improvement Projects

Enterprise Funds



Non Enterprise Funds



CAPITAL IMPROVEMENT PROGRAM

PROJECT DESCRIPTIONS, POLICIES and OPERATING BUDGET IMPACT 1991-92 ANNUAL BUDGET

STREET IMPROVEMENTS

1) SIDEWALK, CURB, AND GUTTER: SPECIAL IMPROVEMENT DISTRICT

Description: Combination of general fund money and property owner assessments for partial replacement of deteriorated existing sidewalk, curb and gutter in the Rose Park area north of 600 No., 900 West to Redwood Road.

Policy: Annually replace deteriorated infrastructure in non-CDBG areas with property owners paying an approximately 50% share and the general fund paying approximately 50%.

Operating Budget Impact: Negligible.

2) TRAFFIC SAFETY MANAGEMENT (TSM) IMPROVEMENTS

Description: Street improvements including upgrading intersections, left and right turn lanes, guard rails, school turn-outs, etc. This year's projects include adding traffic signals at 200 West and 800 South, and at 300 North and Main Street.

Policy: Improve traffic systems to increase public safety and decrease City liability.

Operating Budget Impact: Increase of \$2,400 annually for the two traffic signals.

3) CALIFORNIA AVENUE STREET IMPROVEMENTS

Description: Extension of California Avenue from 3400 West to West Valley Highway by constructing four lanes of street pavement, providing drainage improvements, realigning existing railroad tracks, and constructing a "T" intersection at the West Valley Highway (4000 West). Property owners in this area will contribute \$1.7 million towards the cost of this project.

Policy: Improve traffic flow and encourage economic development in the Northwest Quadrant, provide adequate storm drainage for every City street, and maximize use of CIP funds through a large property owner investment in Westside infrastructure.

Operating Budget Impact: Increase of \$7,000 annually in maintenance costs.

4) 900 EAST STREET IMPROVEMENTS

Description: Reconstruction of 900 East from 2700 to 3000 South to include reshaping of existing pavement, replacement of street sub-base, and replacement of deteriorated sidewalk, curb and gutter. Pavement recycling will be used when feasible.

Policy: Rehabilitate deteriorated streets to enhance traffic safety, and provide adequate curb, gutter, and sidewalk.

Operating Budget Impact: Decrease of \$5,100 annually in maintenance costs.

5) RAILROAD CROSSING SAFETY IMPROVEMENTS

Description: Improvements to three existing crossings at 700 South and 2910 West (Gladiola), 600 West South Temple, and 700 West South Temple to include flashing signals and gates, and rubber rail crossing materials. This project is federally funded with the required 10% City match coming from State Class "C" funding.

Policy: Improve traffic safety and reduce City liability.

Operating Budget Impact: None. Maintenance is the responsibility of the railroad.

6) AMANDA AVENUE CUL-DE-SAC

Description: Construct a cul-de-sac at the north end of Amanda Avenue to prohibit traffic from travelling through this street from 900 South to Sunnyside Avenue.

Policy: Reduce impact of neighborhood traffic due to new developments in the University of Utah and Guardsman Way area.

Operating Budget Impact: Negligible.

7) 1500 EAST AND 900 SOUTH IMPROVEMENTS

Description: Realignment of existing curblines at this intersection.

Policy: Reduce impact of neighborhood traffic due to new developments in the University of Utah and Guardsman Way area.

Operating Budget Impact: Negligible.

8) SOUTH TEMPLE STREET IMPROVEMENT DESIGN

Description: Planning, preliminary design, cost estimates, and alternative analysis for reconstruction of South Temple from State Street to 1300 East. The design will consider enhancing the historical character of this landmark street, correcting poor drainage, improving street lighting, and developing the most cost effective ways of upgrading the street as a whole.

Policy: Rehabilitate City streets to preserve historical significance, improve traffic safety, and provide adequate drainage.

Operating Budget Impact: None until construction.

9) 400 WEST STREET IMPROVEMENTS -- PHASE I

Description: Reconstruction of 400 West from North Temple to 200 South including pavement reconstruction, new curb and gutter, brick pavers, trees, landscaping and street lighting improvements. Construction will be funded by the Redevelopment Agency in conjunction with the new Jazz arena.

Policy: Rehabilitate deteriorated streets, provide adequate curb and gutter, and through attractive landscaping encourage economic development in this area.

Operating Budget Impact: The Central Business District will extend their current maintenance to include this area.

10) CENTRAL BUSINESS DISTRICT (CBD) BEAUTIFICATION

Description: Street improvements and amenities such as brick pavers, trees and street furniture funded jointly by the Redevelopment Agency and property owners in the Central Business District. This project will be done at the following locations: Block 56 -- sidewalk adjacent to Broadway Centre development and parking structure on State Street, 300 South, Edison and Floral Avenues; and Block 57 -- 200 South from the Boyer Building to State Street and selected locations on State and 300 South. This project also includes funds to proceed with planning and design for FY 92-93 projects including the south side of South Temple from Main to State Streets.

Policy: Make aesthetic improvements in the central business district, with costs shared by property owners and the Redevelopment Agency, in order to revitalize downtown and promote economic development.

Operating Budget Impact: The Central Business District will maintain this area with current funding.

11) CITY/COUNTY LANDFILL -- DUCK POND

Description: Construction of a duck pond in a low lying area at the landfill where fill material has been removed to cover a full module. This project is funded by the Landfill.

Policy: Implement the new City/County landfill masterplan, aid reclamation efforts for future use of the landfill area, and encourage birds and wildlife to inhabit the area.

Operating Budget Impact: None. The Landfill will maintain this area.

12) CITY/COUNTY LANDFILL -- MODULES

Description: Construction of one landfill module which will complete the last phase of the old masterplan. This project will be funded by the Landfill.

Policy: Complete old City/County masterplan so construction can begin which adheres to the updated plan.

Operating Budget Impact: None. The Landfill will maintain this area.

DRAINAGE IMPROVEMENTS

1) 2700 SOUTH STORM DRAIN CONSTRUCTION

Description: Construction of storm drainage facilities on 2700 South from 1000 to 1300 East to tie into the detention basin at Forest Dale Golf Course.

Policy: Construct needed storm drains to accommodate water runoff with little or no flooding.

Operating Budget Impact: Negligible.

2) WASATCH HOLLOW DETENTION BASIN STUDY

Description: Planning and design of a new flood control facility to coordinate with City development of a park at this site. The community council in this area and Wasatch Presbyterian Church are active participants in the development of this vacant land.

Policy: Coordinate construction of detention basins with new open space development to accommodate water runoff with little or no flooding.

Operating Budget Impact: None.

PUBLIC FACILITIES

1) CITY & COUNTY BUILDING DEBT SERVICE

Description: Third-year bond payment on debt service used to rehabilitate and furnish the City & County Building. Salt Lake County makes a portion of the payment by leasing the first floor of the building.

Policy: Make City & County Building bond payments for 30 years from the CIP budget.

Operating Budget Impact: None.

2) CITY & COUNTY BUILDING MAINTENANCE RESERVE

Description: Reserve money for a capital maintenance fund for the City & County Building.

Policy: Establish a capital maintenance fund for the City & County Building to protect the City's capital investment by making non-routine repairs, e.g., spraying stone hardener on the exterior.

Operating Budget Impact: None.

3) CONSTRUCTION OF #7 FIRE STATION

Description: Demolition of the current seismically unsound station, which is over 65 years old, located near the State Fairgrounds, and rebuilding of a new station on the same site with a two bay drive-through similar to the station on 11th Avenue. Nearby stations will provide needed services during reconstruction.

Policy: Locate and construct seismically sound fire stations to adequately protect Salt Lake City residents.

Operating Budget Impact: A savings is anticipated because maintenance and energy costs will be lower on the new station.

3) ANIMAL CONTROL FACILITY UPGRADE

Description: Immediate purchase of new kennels to correct new unsanitary viral conditions, and upgrading of security fencing to reduce vandalism.

Policy: Provide sanitary and safe conditions for all animals housed at the Animal Control Facility.

Operating Budget Impact: Negligible savings from the less frequent need for disinfecting more sanitary kennels.

4) UNDERGROUND STORAGE TANK PLACEMENT

Description: Removal and replacement of two 1,000 gallon fuel tanks, which are over 20 years old, at Liberty Park, and relocation of fuel island.

Policy: Comply with Federal regulations which mandate that all underground storage fuel tanks be replaced if they are more than 20 years old or are leaking.

Operating Budget Impact: None, but the City will avoid fines from noncompliance.

PARKS

1) CEMETERY IRRIGATION MASTER PLAN

Description: Design of a master plan to replace the Cemetery's antiquated, decrepit, manual watering system with a fully automated system.

Policy: Automate irrigation in all City parks to improve water conservation, effectively water turf, trees, shrubs and plants, and reduce maintenance costs.

Operating Budget Impact: None until construction, at which time maintenance costs will be reduced through the elimination of watermen, and a reduction in water consumption will occur because of more effective irrigation.

2) WASATCH HOLLOW (EMIGRATION PARK) DEVELOPMENT -- PHASE I

Description: Construction of the first phase of this neighborhood park at 1700 South and 1700 East on land owned by the City and Wasatch Presbyterian Church, which will donate its land to the City if the park is constructed within a specified amount of time. Construction of this park will be coordinated with County Flood Control which is designing and constructing a detention basin for the site. The neighborhood has organized a committee to raise funds and to work with the City to develop the park.

Policy: Develop new parks to meet national open space standards and meet neighborhood needs for safe public areas to congregate and play.

Operating Budget Impact: Increase of \$9,000 annually in maintenance costs.

3) DEE GLEN SMITH (BONNEVILLE) PARK -- PHASE I

Description: Reconstruction of a baseball diamond, construction of a new parking lot, and drainage improvements for this park located in the center of Bonneville Golf Course. The local Little League will participate in the funding and construction.

Policy: Upgrade City parks to modernize and repair restrooms, accessory buildings, irrigation systems, lighting and playgrounds/ball fields in order to increase safety and comfort and decrease some maintenance costs.

Operating Budget Impact: Decrease of \$1,300 annually because of improved irrigation.

4) TANNER FOUNTAIN AND BANDSTAND AT LIBERTY PARK

Description: Upgrade of approximately one acre of central Liberty park through the integration of a monumental scale fountain/water feature on the former 600 East adjacent to the greenhouse. A picnic area with benches, a small group performing area, and additional lighting will also be incorporated into the project. Mr. O.C. Tanner is contributing approximately \$500,000 towards the cost of this project.

Policy: Upgrade City parks to modernize and repair restrooms, accessory buildings, irrigation systems, lighting and playgrounds/ball fields in order to increase safety and comfort and decrease some maintenance costs.

Operating Budget Impact: Increase of \$15,000 annually for maintenance of fountain mechanical system and operations.

5) MOUNTAIN DELL PARK BOWERY REROOF

Description: Construction of a new roof on the existing picnic bowery.

Policy: Upgrade City parks to modernize and repair restrooms, accessory buildings, irrigation systems, lighting and playgrounds in order to increase safety and comfort and decrease some maintenance costs.

Operating Budget Impact: Average decrease of \$1,000 annually for roof repairs.

6) MEMORIAL HOUSE IMPROVEMENTS

Description: Partial renovation of Memorial House that includes exterior building renovation and repair, landscape improvements, and mechanical system upgrades. Funding is available from the Parks Capital Improvement Fund.

Policy: Use the Parks CIP Facilities Fund to improve structures and open space operated by the Parks Department.

Operating Budget Impact: Negligible.

PERCENT FOR ART ALLOCATION

Description: Enhancements such as decorative pavement, railings, sculptures, fountains, and other works of art for certain CIP projects including CBD Beautification and CDBG funded parks and public buildings.

Policy: Reserve 1% of the cost of designated general fund CIP projects for the commission of art works permanently associated with the projects in accordance with the City's Percent for Art ordinance.

Operating Budget Impact: Negligible.

CONTINGENCY

This amount is set aside to pay for any unanticipated cost overruns or emergency needs during the year.



GLOSSARY

GLOSSARY OF TERMS

AIRPORT AUTHORITY FUND. An enterprise fund established to account for revenue and the operating and capital costs of the Salt Lake City International Airport and Airport No. 2.

AMENDED BUDGET. The annually adopted budget as adjusted through Council action.

APPROPRIATION. A specific amount of money authorized by the City Council for the purchase of goods and services. The City's appropriation level is set at the department and fund levels.

ASSESSED PROPERTY VALUE. The value set upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

BALANCED BUDGET. A budget in which planned funds available equal planned expenditures.

BONDS. A certificate of debt issued by an entity, guaranteeing payment of the original investment plus interest, by a specified future date.

BUDGET. An annual financial plan that identifies revenues, specifies the type and level of services to be provided, and establishes the amount of money which can be spent.

BUDGET COMMITTEE. The committee established to make budget recommendations to the Mayor. It consists of the Finance Director, Mayor's Chief of Staff and Deputy Chief of Staff, City Controller, City Treasurer, Director of Policy & Budget, Budget Manager, Budget Analysts, Revenue Planner, and Policy Planner.

CAFR - COMPREHENSIVE ANNUAL FINANCIAL REPORT. The City's annual financial statement prepared in accordance with generally accepted accounting practices. This document is usually published in December, following the year-end closing in July and the annual financial audit conducted by an independent accounting firm.

CAPITAL EQUIPMENT. Equipment with an expected life of more than one year such as automobiles, typewriters, and furniture.

CAPITAL IMPROVEMENT BUDGET. The budgeted costs to provide needed infrastructure, park development, building construction or rehabilitation and other related items. Funding is received from various sources.

CAPITAL PROJECTS FUND. A governmental fund established to account for capital projects.

CDBG OPERATING FUND. A special revenue fund established to account for projects funded by the Federal Community Development Block Grant program of the Housing and Urban Development Department which are not accounted for within the capital projects fund, and which include the administrative costs, housing rehabilitation, costs, pass through project costs, and other costs of a non-capital improvement nature.

CENTRAL BUSINESS IMPROVEMENT DISTRICT. A special revenue fund established to account for resources received from business license fees collected from downtown merchants for the primary purpose of purchasing, operating, and maintaining holiday lighting for the downtown area, and other downtown aesthetic purposes.

CHARGES FOR SERVICES. A variety of fees for services charged by City agencies, generally categorized under Parks, Public Safety, Cemetery, Animal Control, Public Works, and Building Rental.

CONTINGENCY. A general fund appropriation available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse to fund balance at year end. This is not the same as Fund Balance or Retained Earnings.

DEBT SERVICE. The payment of principal and interest on borrowed funds such as bonds.

DEBT SERVICE FUND. A fund used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest, and related costs.

DEMOLITION FUND. A special revenue fund accounting for resources and expenditures for the purpose of demolishing dangerous or unsafe private housing structures. The property on which the targeted structure sits is bonded for the cost of demolishing and money revolves back into the fund as owners of the properties involved are either assessed and pay or as the property is sold and the lien cleared.

ENTERPRISE FUND. A self supporting fund designed to account for activities supported by user charges; the City's enterprise funds are Water, Refuse Collection, Sanitary Sewer, Airport, Storm Water, and Golf funds.

FINES AND FORFEITURES. A variety of fees, fines, and forfeitures collected by the State Court System, including bail forfeitures, garnishments, and legal defenders, recoupment.

FLEET MANAGEMENT FUND. The internal service fund within the Human Resources & Administrative Services Department established to control the maintenance and purchase of City-owned vehicles, except for the Salt Lake City Airport Authority, which purchases and maintains its vehicles, and the Public Utilities Department, which purchases its vehicles but uses Fleet Management to maintain them.

FRANCHISE TAX. Tax imposed on all local sales of public utility services, including electricity, gas, water, sewer, and cable television.

F.T.E. - FULL-TIME EQUIVALENT. A term used when developing personal services budgets; 2080 hours worked equates to 1.0 full-time equivalent position.

FUND. A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. Some of the City's funds are: the general fund, used to account for governmental services; the airport fund for the Salt Lake International Airport and Airport number 2; and the demolition fund for the demolition of dangerous or unsafe private housing structures.

FY - FISCAL YEAR. Any period of 12 consecutive months designated as the budget year. The City's budget year begins July 1 and ends June 30.

GAAP - GENERALLY ACCEPTED ACCOUNTING PRACTICES. A set of rules governing the way in which the City's revenues and expenditures are accounted for in its quarterly and annual financial statements. The rules are codified by the Governmental Accounting Standards Board and the National Council on Governmental Accounting.

GENERAL FUND. A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

GOLF COURSE FUND. An enterprise fund established to account for resources and uses of city municipal golf courses.

GOVERNMENTAL IMMUNITY. A special revenue fund established to provide a cost-effective method to finance legal claims made against the City.

INFORMATION MANAGEMENT SERVICES FUND. The internal service fund within the Human Resources & Administrative Services Department established to control the operations of city-wide data processing services and telephone administration.

INTEREST INCOME. Revenue from investing the City's fund balances.

INTERFUND REIMBURSEMENT. Administrative fees charged by the general fund to other City funds (e.g., Airport, Water) for the provision of administrative and other city services.

INTERGOVERNMENTAL REVENUE. Federal, state, and county grants and other forms of revenue. These include CDBG, Class "C" Road Funds, Liquor Control Funds, noise pollution inspection fees, and occasional grant funds.

INTERNAL SERVICE FUND. A fund established to account for charges made by one City entity for goods and services provided to other city entities.

LICENSE REVENUE. Both a "revenue fee" and "regulatory fee" imposed on businesses, including the Innkeeper's Tax (1% tax on lodging rental).

MARKET RATE VALUE. The appraised value assigned to property by the County Assessor.

MISCELLANEOUS (OTHER) REVENUE. Sales of land, equipment, materials and supplies, impounds/evidence, industrial revenue bond application fees, and sundry revenue.

OPERATING BUDGET. A budget for general expenditures such as salaries, utilities, and supplies.

PARKING METER COLLECTION. Revenues received from parking meters, bagging of parking meters, and residential parking permits.

PARKING TICKET REVENUE. Fees collected for civil violation of vehicle parking ordinances.

PERMIT REVENUE. Fees imposed on construction-related activities and for the acquisition of other nonbusiness permits (e.g., dog, bicycle, house-moving, etc.).

PRIVATE CONTRIBUTIONS. Funding received from various nongovernmental entities usually placed in a trust account providing for a specific dedicated purpose.

PROPERTY TAX. A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

RISK MANAGEMENT FUND. Internal service fund within the Human Resources & Administrative Services Department established to provide central employee health and life insurance benefit packages, to maintain worker's compensation and unemployment compensation programs, and to maintain the City's insurance coverage of real and personal property.

SALES TAX. Tax imposed on the taxable sales of all final goods. Salt Lake City receives a share of the 6.25% sales tax rate charged in Salt Lake County.

SEWER CONSTRUCTION FUND. Funding received from sanitary sewer usage fees dedicated to capital improvement construction projects of the Water Reclamation Division of the Public Utilities Department.

SEWER UTILITY. An enterprise fund established to account for resources and expenditures of operating and capital costs of City sewage treatment plants and sewage lines.

SOURCES. All revenues and other receipts derived by the City including transfers from other funds, appropriation of prior years' earnings, or the proceeds from the sale of bonds, lease agreements, or other obligations, excluding the proceeds from short-term tax anticipation notes.

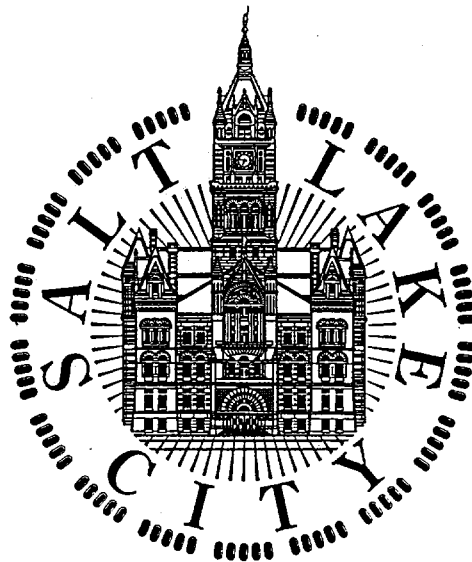
TAX RATE. The property tax rate on all assessed property within the City limits. The City Council establishes the City's tax rate. Salt Lake City's Fiscal Year 1991-92 tax rate is 0.004696.

WATER CONSTRUCTION FUND. Funding received from water usage fees dedicated to capital improvement construction projects of the Public Utilities Department's Water Supply and Works Division.

WATER RECLAMATION UTILITY FUND. See **SEWER UTILITY**.

WATER UTILITY. An enterprise fund established to account for resources and expenditures of operating and capital costs of City water treatment plants and distribution lines.

WEED ABATEMENT FUND. A special revenue fund established to account for resources and expenditures to provide for the clearing of unsightly weeds on privately owned property. If the property owner does not voluntarily clear or pay for weed control, the City contracts to have the work done. The City then puts a lien on the property and eventually receives reimbursement from the owners or when the property is sold, thus revolving the fund.





APPENDIX

GENERAL INFORMATION AND HIGHLIGHTS

Salt Lake City is the capital city of Utah, and the commercial and industrial center for the county, a multi-county metropolitan area, the State of Utah, and a multi-state trading region. Because of its role as a commercial, industrial, educational, and cultural center, the City faces a number of challenges not uncommon in capital cities, but not generally experienced by a city of approximately 160,000 residents.

Population

Salt Lake City has a residential population of 159,900 within a county of 725,000, and a state of 1.7 million. During standard working hours, however, the City's population swells to approximately 300,000 people. (See graph to the left) This influx of population is attributable to the City's role as a major employment (see Table 1) and shopping center as well as the location of a major commuter university within City boundaries. Approximately 49% of the County's and 22% of the State's workforce is employed in Salt Lake City.

TABLE 1
Employment by Industry
1983-1988

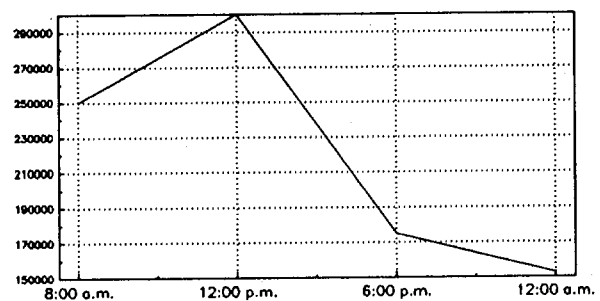
SALT LAKE COUNTY						
	1983	1984	1985	1986	1987	1988
Mining	5,319	4,398	2,301	1,824	2,446	2,504
Construction	14,743	17,503	18,187	16,951	14,215	13,401
Manufacturing	45,092	48,408	47,819	45,722	46,850	47,724
TCPU	24,092	24,466	24,758	24,900	25,113	26,233
Trade	76,896	81,419	85,480	87,617	87,113	87,379
Fire	19,810	20,952	22,316	23,658	24,100	24,100
Services	59,822	65,366	71,618	74,487	79,288	83,553
Government	49,808	50,868	53,203	54,980	54,934	55,419
TOTAL	295,568	313,412	325,682	329,939	333,039	340,126

SALT LAKE CITY						
	1983	1984	1985	1986	1987	1988
Mining	1,211	1,108	908	835	578	550
Construction	415	4,436	4,911	4,170	3,487	2,819
Manufacturing	19,801	20,299	20,597	19,747	19,832	20,401
TCPU	19,478	18,812	18,890	18,899	18,329	19,417
Trade	31,401	30,154	32,038	31,919	30,859	31,340
Fire	11,285	10,874	11,620	12,000	12,141	12,903
Services	30,771	31,232	36,005	37,369	38,327	43,299
Government	33,353	31,728	33,433	34,373	34,250	34,320
TOTAL	147,497	148,643	158,402	159,112	157,603	165,150

SALT LAKE CITY AS A % OF SALT LAKE COUNTY						
	1983	1984	1985	1986	1987	1988
Mining	22.77	25.19	39.46	51.42	23.63	21.96
Construction	2.81	25.34	27.00	24.60	24.53	21.86
Manufacturing	43.47	41.93	43.07	43.19	43.25	42.75
TCPU	80.90	78.88	76.30	75.10	72.99	74.02
Trade	40.83	37.04	37.48	38.43	35.19	35.87
Fire	56.87	51.90	52.07	50.72	50.38	53.96
Services	51.44	47.76	50.27	50.17	48.35	51.82
Government	66.97	62.37	62.84	62.52	62.35	61.93
TOTAL	49.90	47.43	48.64	48.22	47.32	48.56

SOURCE: Utah Department of Employment Security, 1983-86 data; Utah Annual Report, 1983,84,85,86, Vol. III, (Salt Lake City), pp. 83; 105,107; 84: 109, 111; 85: 101,102; 86: 103, 105; and 1987 data; Statistical Abstract 1987, (Salt Lake City), pp. 63, 66. 1988 data; Salt Lake City Division of Policy & Budget.

Salt Lake City Population Estimates



The City's large daytime population poses an interesting problem for City policy makers. Thirty-two percent of the City's revenue comes from property taxes. Many daytime users of City services are not subject to this tax, thereby forcing the City to rely on other sources of income to pay for necessary life/safety services. The City uses franchise taxes and sales tax to pay for a portion of these services, but in recent years revenue from franchise taxes has decreased due to lower utility rates, and sales tax revenue, although one of the City's "growth" areas, has not kept pace with increasing demands.

Although the City's actual population has decreased, the number of households located within City boundaries has increased over the past few years.

There are currently 66,671 households in Salt Lake City, while there are 537,273 households in the State of Utah. This is an issue because State tax dollars are distributed to municipalities, based not on households served, but on population. The City averages 2.33 residents per household, the county 3.01, and the state 3.15. The City is, thus required to maintain more households with a smaller share of State tax money.

Demographically, the City's population is older and poorer than the state population in general. The City's low-income population requires a higher level of municipal services. These services include fire/safety enforcement within the City's old lower-cost housing stock which cannot be supported through taxation of the City's low-income population. Additionally, the City's older commercial-industrial property requires extra inspection and fire services. The City's low-income population problems are coupled with the City's daytime population, which does not generate revenue to pay for services to that daytime population.

State Policies

Adding to the mixed picture of the City's economic future are a number of State policies which will, if continued, further the City's decline in tax revenue.

The first and most immediate issue is the distribution of sales tax dollars based on population. In 1983 the State Legislature enacted House Bill 13 (HB 13), which established a population/point of sale revenue distribution formula with a five-year phase-in period.

Initially, 75 percent of local sales tax was to be distributed to the jurisdictional point of sale and 25 percent to each locality based upon its percentage of total state population. That distribution formula would change each year in 5 percent increments until Fiscal Year 1988-89, when the local sales tax dollars would be distributed based 50 percent on population and 50 percent on point of sale. HB 13 also mandated that the local sales tax rate be increased from 3/4 of 1 percent to 1 percent.

Due to events within the State, the implementation of both the distribution and rate of local sales tax was postponed until January 1990, with complete phase-in by July 1993. With the implementation of these changes, Salt Lake City faces increased difficulty maintaining a level of revenue sufficient to cover the costs of providing services. At the same time, the City's bedroom community neighbors are able to maintain property taxes at an artificially low level because they are subsidized by sales tax collected in Salt Lake City, thus contributing to the flight of residents from the City.

The State also bases distribution of gasoline tax, to be used for road construction and repair, on population. This means that the City is receiving a 6% share of the gasoline tax while accommodating 22% of the State's workforce on its 1800 lane miles.

State law limits taxing options which could counteract the current trends in Salt Lake City. Some of the options the City would like to explore but which are specifically prohibited by State law are: 1) a City income tax; 2) a commuter tax; 3) a City payroll tax.

Initiatives

Although the City's economic future appears mixed, City policymakers are formulating and implementing plans to mitigate the forces which are depleting the City's coffers. An advantage to the City is the fact that taxable sales are increasing (see Table 2) and the downtown is experiencing a building boom. However, with State

Table 2
Gross Taxable Sales
Salt Lake County/Salt Lake City
Calendar Years 1984-1989

Year	Salt Lake County	Salt Lake City	City as a % of County
1984	\$6,383,418,800	\$2,580,607,600	40.6
1985	6,495,234,000	2,615,582,000	40.3
1986	6,483,542,216	2,530,984,331	39.0
1987	6,452,810,133	2,448,147,467	37.9
1988	6,813,024,379	2,606,941,733	38.3
1989	7,199,093,600	2,703,206,267	37.5

SOURCE: Utah State Tax Commission, Calendar Year and Fourth Quarter 1988 Gross Taxable Retail Sales and Purchases in the State of Utah, (Salt Lake City, May 1989), p.135. 1989: Salt Lake City Division of Policy & Budget.

policies which base some revenues on resident population and prohibit the City from implementing other revenue measures, some of this growth may actually negatively impact the City's financial future by bringing more people to the City, increasing service demands and placing even more of a tax burden on City residents.

This trend is exacerbated by the fact that approximately 40% of the acreage in the City is nontaxable -- owned by a tax-exempt entity such as the City itself, the County, the State, churches, and other non-profit organizations such as the City's four major hospitals, etc. A number of user fees have been implemented or are under consideration which will, to some extent, shift some of the financial burden back to these entities.

The Fiscal Year 1991-92 budget includes implementation of a Storm Water Drainage fee which will be assessed to all property owners within the City's jurisdictional limits. The approved fee of \$3.00 for residential properties (some larger residential properties are slightly higher) and an equitable fee formula for commercial and all other non-residential properties took effect in July, 1991. The Stormwater Drainage fee will allow Salt Lake City to meet E.P.A. guidelines regarding storm water testing without placing the burden of compliance solely on the residents of Salt Lake City. User fees will continue to be examined as an equitable way to fund government services and eliminate the burden of taxation for the residential population of Salt Lake City.

Beginning in Fiscal Year 1990-91 the City initiated a proactive campaign to deal with the depletion of City finances. The first and foremost step was to educate the public and members of the State Legislature concerning the impact of State policy on the capital city. In conjunction with this education process was the promotion of the City's importance to the economic and cultural future of the State as a whole.

Salt Lake City has been chosen as the United States designee for the 2002 Winter Olympic Games. It is essential that the host city is financially viable in order to ensure the state's ability to attract the Olympics. Additionally, Salt Lake City is the home of the Utah Symphony, Ballet West, the Mormon Tabernacle Choir, and the Utah Jazz. The construction of a new 18,500 seat arena for the Utah Jazz is scheduled to be completed in October, 1991. Without a sound financial foundation, none of these activities could be maintained as part of a diverse and exciting culture.

The Mayor and City Council hope that the educational and promotional campaigns will serve to enlighten the State Legislature concerning their policies toward municipalities. If these campaigns are successful, the City hopes to propose, and see adopted, changes in current state law which would change the distribution formulas for sales and gasoline taxes, and would result in enabling legislation for a commuter, municipal income, or payroll tax.

Concurrent with the information campaigns, the Mayor and City Council have been pursuing methods to increase the City's population base. The principal objective is the attraction of residents back to City neighborhoods. To achieve this goal, several major housing initiatives have been adopted during the past two budget cycles. It is believed that the efforts will begin to pay off during Fiscal Year 1991-92 and the years to follow.

Specifically, the Fiscal Year 1991-92 budget includes \$1,774,000 of Community Development Block Grant (CDBG) funding for housing rehabilitation and conservation. This represents 40% of the City's total CDBG allotment. Additionally, the hiring of a Housing Coordinator during Fiscal Year 1990-91 has enabled Salt Lake City to implement guidelines outlined in the Housing Policy which was adopted in October, 1990. Work is also continuing on a housing condition survey and the zoning ordinance rewrite which is designed, in part, to protect residential neighborhoods from commercial encroachment. A residential demolition ordinance was also adopted this past year which is aimed at maintaining viable housing stock by tightening the standards for demolition and thereby making renovation a more attractive option for property owners.

Table 3
Owner vs. Non-Owner Occupied Housing
(based on 1990 Census figures)

	Salt Lake City	Utah
Total Housing Units	73,762	598,388
Total Owner Occupied	32,914	365,979
Total Non-Owner Occupied	40,848	232,409
Owner Occupied Percent	49.4%	68.1%
Non-Owner Occupied Percent	50.6%	31.9%

Data from the 1990 census indicates that the percentage of non-owner-occupied property in Salt Lake City continues to increase (see Table 3). To meet the needs of the rental population, Salt Lake City is currently in the process of reviewing a fit premise ordinance. Additionally, the City has enhanced code enforcement measures in an effort to ensure availability of safe housing units and to bring deficient properties into compliance with safety standards.

Finally, in May, 1991 the Salt Lake City Tomorrow Phase II plan, which includes extensive information on

improving the livability of the City's neighborhoods, was completed. The study involved the citizenry in the planning process for the future. The program summary wove together the advice and comments received from the general public as well as from individuals representative of a variety of sectors of the community.

Summary Conclusion

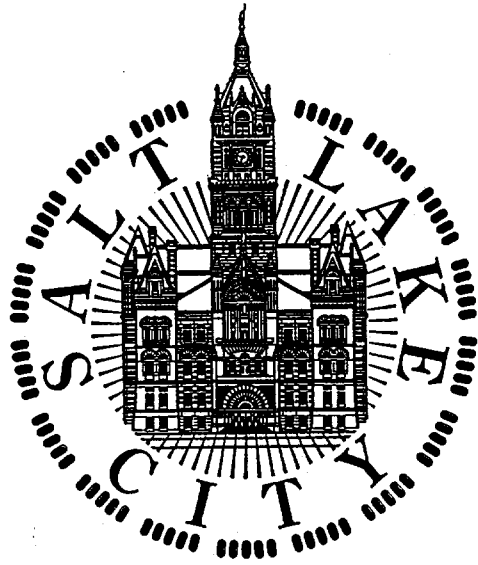
Although the region in which Salt Lake City is located is experiencing strong growth in employment and income, the City itself is undergoing some of the problems more common in older, eastern cities. There has been a decrease in population overall coinciding with an increase in the City's low-income population. As the resident population decreases, the daytime working population is increasing, putting a strain on the financial resources of the City while we attempt to provide the same level of service to all users of City services.

Salt Lake City recognizes the trend and is actively pursuing solutions to the problem. Additional demographic and statistical information concerning Salt Lake City is included in Table 4, which follows.

TABLE 4

SALT LAKE CITY CORPORATION MISCELLANEOUS STATISTICS July 1, 1991

Date of Incorporation	January 6, 1851
Form of government (adopted January 7, 1980)	Council/Mayor
1990 Population (census)	159,936
Area - Square miles	100
Miles of street	1,800
Number of street lights	10,470
Fire protection:	
Number of stations	12
Sworn/non-civilian employees	319
Non-sworn/civilian employees	69
Police protection:	
Number of officers with powers of arrest	365
Number of other police employees	74
Recreation and Culture	
Number of municipal parks	57
Number of municipal playgrounds	47
Number of municipal golf courses	8
Number of municipal swimming pools	4
Public Libraries	6
Municipal water plants:	
Number of service connections	83,129
Water supplied to conduits (gallons per year)	29,890,100,000
Water shed managed (square miles)	185
Number of hydrants	7,953
Sewers:	
Number of service connections	46,227
Miles of sanitary sewers	778
Storm sewer (linear feet)	70,000
City employees (full-time)	2,189
Election date:	
Registered voters	82,787
Number of votes cast in last local election - 1989	39,361
Percentage of registered voters voting	48%





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