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CITY RECORDER



MAYOR'S RECOMMENDED BUDGET

SALT LAKE CITY, UTAH
FISCAL YEAR 1992-93



DEEDEE CORRADINI
MAYOR

SALT LAKE CITY CORPORATION

OFFICE OF THE MAYOR

CITY AND COUNTY BUILDING
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SALT LAKE CITY, UTAH 84111
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May 5, 1992

Chairperson Nancy Pace and
City Council Members
Rm. 304, City and County Building
Salt Lake City, Utah 84111

Dear Chairman Pace and Council Members:

As required by law, I present this recommended budget for fiscal year 1992-93 to the City Council. I would also like to take this opportunity, however, to talk about how we developed the budget, what we feel are some of the critical issues the City must deal with in the next year, and what we feel the city must do in order to stay ahead of the budget crunch in the future.

My proposed general fund budget for fiscal year 1992-93 totals \$88,083,734 and represents an increase of 0.92 percent over the approved general fund budget for fiscal year 1991-92. The total budget is \$362,199,181. While continuing to provide high quality basic services, it reflects my vision of the major steps the City should take to meet the needs of its citizens now and in the future.

During the campaign for Mayor and since taking office, I have had the opportunity to meet with city residents and community leaders and to discuss with them their feelings about our City. This helped me to identify the initiatives which the City should undertake to better serve our residents.

I feel we have found some innovative ways to overcome a potential \$4.2 million shortfall without reducing services or raising property taxes. At the same time, we have identified some key concepts that we believe need to be addressed in order for the City to move forward. These include:

1. **CAPITAL IMPROVEMENTS.**

Addressing the large and growing inventory of unmet capital improvement needs for streets, parks, public buildings, water-works, and airport facilities. Recent events in the City of Chicago have dramatized how critical it is that we not neglect these needs.

2. **HOUSING.**

We need to revitalize and refurbish our housing stock in order to attract young families back into the City. We must create opportunities for these families to purchase affordable homes so that Salt Lake City once again begins to grow and blossom with the diversity and vitality of young families.

3. ECONOMY AND EFFICIENCY IN GOVERNMENT.

I have said for the past year that I want to bring a new approach to the business of city government. "Standard operating procedures" can no longer be the rules of government. We must bring more successful private sector practices into City Hall. We must deal with our customers, the tax payers of Salt Lake City, with the goal of providing customer satisfaction. I believe one of the ways to reach that goal is through Total Quality Management. In this budget we ask for \$150,000 to implement a TQM program for Salt Lake City Government.

4. SHARED SERVICES.

The waste and duplication of effort between the City and other jurisdictions must end.

5. HOLDING DOWN TAXES AND BALANCING THE BUDGET.

This budget accomplishes one goal that I believe is essential. We have balanced the budget without increasing property taxes. In fact, the budget assumes a slight decrease in property tax collections over the current year. I believe that the City can continue to provide an increasing quality of services while being very prudent in the use of our property taxing authority. I hope that our experience of this year will repeat itself in the years to come.

What once were campaign themes have now become policy for me and my administration. You will find throughout the budget document a large number of initiatives which demonstrate our response to the needs of our city and its residents. Let me briefly tell you about what I feel are the highlights.

CAPITAL IMPROVEMENTS

One of the most exciting things about the budget has been finding ways to deal with the backlog of critical deferred infrastructure improvements and investments in the City's future.

This budget contains a recommendation to spend a total of \$128.8 million on infrastructure investments, including the continuing water and sewer system upgrading program of the Public Utility Fund, the major expansions at the Airport, and the streets and public facilities needs of the General Fund.

That General Fund portion of the Capital Improvement Program comprises a \$20 million dollar bond issue and a \$664,000 pay-as-you-go program.

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BONDING

I have included the following projects in my list of bonding candidates. These are the critical projects that I feel must be funded.

Construction of California Avenue from its current terminus to 4800 West. This would open up a significant part of the northwest quadrant, which is ripe for development. I believe that with the construction of this important road, we could begin to see development in that area in as little as one or two years time.

Reconstruction of 400 West between Beck Street and North Temple. This project would reduce traffic congestion, particularly for events held at the Delta Center, and would be a stimulus to growth and redevelopment along that corridor. Once again, we expect to recoup our investment in increased property tax collections as properties are brought into higher and better uses.

Local streets and sidewalk projects which otherwise would not reach the top of the capital improvement list for several years.

Fire Stations. We must bring remaining fire stations up to seismic code and relocate both downtown Fire Station No. 1 and Fire Station No. 13 on Parley's Way.

Build a new baseball park. An independent engineering study has determined that Derks Field has two structural sections that are unsound, and the deterioration of the rest of the stadium is undeniable. I formed a Mayor's baseball Task Force to make recommendations about what to do about professional baseball in Salt Lake City. That group has already recommended that we put no more major money into Derks and that the City's goal should be to attract AAA Baseball to Salt Lake City. I feel we can put together a public/private partnership to build a stadium that will meet that goal. The amount indicated in the bond would be the City's portion.

Park improvements are needed at Wasatch Hollow and the City Cemetery.

PAY-AS-YOU-GO CAPITAL IMPROVEMENT PROGRAM

My recommended spending level of \$664,000 addresses a number of priority projects in addition to the major bonding initiatives. These include: building modifications to meet ADA compliance, UST leak detection, Fleet Yard soil remediation, traffic safety management, street light replacement, and emergency public way repair.

HOUSING

As you know, I have a strong commitment to housing. We can start making that a reality with this budget. It reflects the creation of a new Division of Housing and Economic Development in the Department of Community and Economic Development. Funding for the division will come from the Housing Rehabilitation Program previously managed by the Redevelopment Agency. We can have a synergistic impact on the City's housing stock by coordinating all of the housing activities and agencies within the City. Already, we are exploring housing possibilities in West Salt Lake, Central City and Downtown.

ECONOMY AND EFFICIENCY

You will find this proposed budget reflects some very aggressive streamlining of the City organization. We have focused on restructuring, simplifying and redirecting staff resources into the provision of direct services.

I particularly call your attention to the reorganization in the Fire Department which actually increases the number of fire fighters on duty each shift, giving us a higher percentage of fully staffed engines and trucks than at present. This in spite of the fact that the number of positions in the Fire Department will be reduced by thirteen.

The reduction in the number of positions at the Police Department will not create a loss of services to our citizens. In fact, reorganization proposals promise to increase field strength over the next three years as the organization structure flattens.

I want to say here that we are committed to providing alternative employment opportunities to employees whose jobs have been eliminated.

To meet that commitment, I recommend using one time money in the amount of \$250,000 as an incentive to employees to take advantage of the early retirement program. We also are enjoying continued growth at the Airport, creating new job opportunities for which employees in eliminated positions who qualify will receive special consideration.

This budget contains a provision to accelerate phasing out mainframe computer service. At completion of the plan, there will be continuing annual savings to the General Fund of \$800,000.

These changes will improve the efficiency and effectiveness of our government allowing us to reduce costs without reducing services.

SHARED SERVICES

We have made significant progress in working out the details of two shared service initiatives with Salt Lake County.

The combined City-County Fire Training Center has proven to be a cost-effective way to strengthen the capacity of the two departments. This budget allows that program to continue to mature and improve in its effectiveness and efficiency.

We have capital improvement funds to cover the City's share of remodeling costs for a joint City-County Crime Lab. Our Police Department has already discontinued services that unnecessarily duplicate those available from the Sheriff's Department. The emerging Joint City-County Crime Lab Program will take this initiative further, making it possible for both agencies to realize an increased level and quality of service while keeping costs reasonable.

HOLDING DOWN TAXES AND BALANCING THE BUDGET

You have heard me refer to a budgetary gap of \$4.2 million between estimated revenues and projections of the cost of continuing current services. This budget closes that gap. You have a right to know how we did this. You will find a table on page 10 which summarizes the decisions and factors which made up the differences. Here, I would call our attention to three critical strategies:

1. Reorganizations, Right Sizing, Streamlining

Reorganization, restructuring and right sizing initiatives of the Departments made up \$2.8 million of the gap.

2. Revenue Enhancements

I have included the following revenue enhancements:

- A. Restructuring of golf and other recreation fees along with changes in our operation of the Golf Program to generate additional revenues for a new Recreation Fund. This will relieve the General Fund of an annual obligation of \$485,000 for recreation programs. The City initiated the Golf Enterprise Fund in 1962, but citizens never received any compensation for the investment even though it was tax payer money from the general fund that built the courses. In Murray, from \$120,000 to \$160,000 a year of Golf Enterprise funds are used for the Jordan River Parkway Project. At Wasatch Mountain State Park, \$200,000 annually is taken from the golf fund to help support the 22,000 acre Park.
- B. An increase in cemetery fees to bring the General Fund subsidy of that program down to 60 % percent. This will produce an additional \$100,000 in revenue.
- C. Payment by the Airport of an additional \$170,000 to cover the full cost of fire support.
- D. An increase in franchise tax collections as a result of our audit of U.S. WEST franchise tax collections. The consultant

who performed the audit for us estimates that a misunderstanding has led to under collection of taxes and we have estimated that settlement of this issue will increase our revenues by \$300,000 in 1992-93.

3. One Time Money

The Legislature has passed a law providing for the monthly collection of sales taxes. The accounting treatment of this change will make it possible for the City to record 14 months of revenue in the 12 months beginning July 1, 1992. We estimate a windfall increase of \$3.1 million.

Further, as a result of our proposed bonding program, the \$2 million debt service required to retire the debt will not begin until Fiscal 1994, freeing up that much money in 1992-93 for use on one time expenses.

We have also included a refund of excess balance in Fleet Management Fund to the General Fund of \$472,000. Collectively, these three sources of one time revenue provide \$5.6 million to be spent on one time needs. I recommend the following uses:

- A. An allocation of \$250,000 to support early retirement incentives in connection with our restructuring initiative.
- B. Reserving \$2.4 million to fund the phase out of the main-frame computer. This program will require three years to accomplish. The reservation would fund an annual allocation of \$800,000.
- C. Appropriating up to one million dollars to replace the City's accounting system. While our current accounting programs produce required reports, it also requires considerable maintenance. It relies on an antiquated technology which makes it very difficult to maintain. It fails to meet the needs of departmental managers. System replacement will make it possible for us to achieve further successes in streamlining organizations by substituting new technology for continuing personnel costs.
- D. A fund of \$150,000 for training and consulting services to help the City implement the tools, techniques and procedures of Total Quality Management. Mounting evidence from public and private organizations suggests that continuous improve-

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ment strategies increase the ability to compete by many orders of magnitude, along with increases in customer satisfaction and worker contentment. I feel strongly that the City needs to pursue this goal.

I look forward to joint consideration of the budget. My staff and I stand ready to answer questions and provide whatever additional information you may need in your deliberations.

Sincerely,

A handwritten signature in cursive script, appearing to read "Deedee Corradini". The signature is written in black ink and is positioned above the printed name.

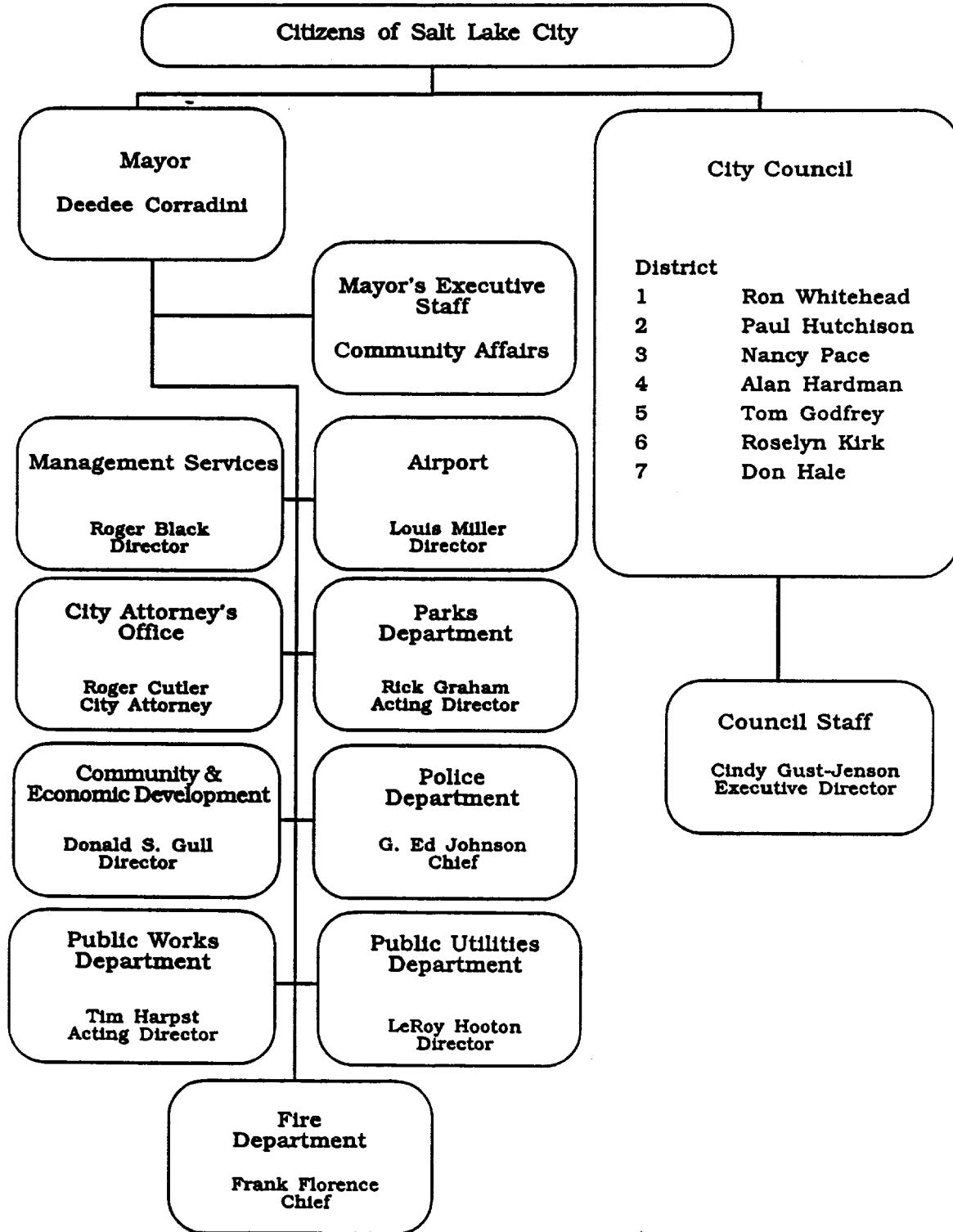
Deedee Corradini



MAYOR'S RECOMMENDED BUDGET

SALT LAKE CITY, UTAH
FISCAL YEAR 1992-93

Salt Lake City Corporation Organizational Structure Fiscal Year 1992-93



CONTENTS



This budget book provides the City Council and the public with concise and useful information regarding recommended service levels and budgets for each of the City's departments and programs. The book outlines the Mayor's objectives and Recommended Budget for Fiscal Year 1992-93. Additionally, the book contains analyses of City revenue and policies.

Notable Changes **Page 3**



This section explains the major budget and policy issues addressed in developing the Mayor's Recommended Budget for Fiscal Year 1992-93. This section provides the reader an overview of City-wide budget policies and goals to be achieved during Fiscal Year 1992-93. Throughout the Mayor's Recommended Budget Book, notable changes will be indicated with a check mark.

Policies and Budget Process **Page 39**



This section provides information relating to City-wide and major program policy decisions which the Mayor recommends as part of the Fiscal Year 1992-93 budget. Included are the Mayor's budget goals, objectives, and strategies for Fiscal Year 1992-93. The section also provides an overview of the decision making process which produced this budget and an explanation of the impact these policy changes may have upon operations, services, and finances.

Revenue Policies and Projections **Page 51**



This section provides general information concerning the City's major revenue sources, including enabling legislation, restrictions, current assumptions, and Fiscal Year 1992-93 projections.







Departmental Programs and Budgets

This section is organized by department and includes organizational charts, financial schedules, service detail, and program budgets. The financial information is cross classified to meet the needs of different readers. The service detail provides an explanation of any changes which are recommended for Fiscal Year 1992-93 and what impact those changes will have on current service levels and operations.



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Staffing LevelsPage 163



This section presents staffing information by department. Comparisons are made between staffing levels adopted in the Fiscal Year 1991-92 budget and proposed staffing levels for Fiscal Year 1992-93. Changes in staffing levels are elaborated in the departmental programs and budgets sections.

Financial Planning Information Page 197



The City's detailed financial planning information is contained in the Schedules section of the book. Schedules in this section are organized City-wide and by fund. The Schedules section presents the same information in different formats to meet the needs of a variety of readers.

Capital Improvements Program Page 243



Information in this section includes the City's plan for meeting the infrastructure needs of the community. The Capital Improvements Program is funded through the Capital Improvement Fund. Proposed projects and financing methods are included.

Budget Highlights

Mayor's Recommended Fiscal Year 1992-93 Budget at a Glance

Total Budget: \$352,199,181

Total General Fund Budget: \$88,083,734

Key Recommendations:

Revenue:

- ✓ Balance budget with no property tax increase
- ✓ Increase cemetery fees to reduce general fund subsidy
- ✓ Increase vehicle impound fees
- ✓ Restructure golf fees along market pricing concepts effective January 1, 1993

Investments:

- ✓ Accelerate capital improvements - total of \$30 million
- ✓ Develop California Avenue to 4800 West and improve 400 West from Beck Street to South Temple
- ✓ Provide for City share of new baseball park as nucleus of downtown sports complex
- ✓ Implement continuous improvement management techniques in City government
- ✓ Replace outdated accounting system (FICS)

Right Sizing:

- ✓ Department of Community & Economic Development
- ✓ Fire Department
- ✓ Department of Management Services
- ✓ Police Department

New and Enhanced Services:

- ✓ Emphasize Housing and Economic Development
- ✓ Enhance Community Oriented Policing
- ✓ Develop maintenance program for swimming pools at Liberty, Fairmont, and Jordan Parks
- ✓ Dedicate net profits from golf courses (after operations, debt service and capital improvements) to fund a portion of other recreation activities.
- ✓ Increase public convenience at the Airport

Compensation/Benefits:

- ✓ Fund second year of police union contract and new fire fighters union contract
- ✓ Fund 2% cost-of-living adjustment for "100 and 200 Series" employees
- ✓ Fund merit increases for eligible employees
- ✓ Create market compatible salary scale for "300 Series" employees
- ✓ Implement "cafeteria" type benefit plan

NOTABLE CHANGES



The Mayor's Recommended Fiscal Year 1992-93 General Fund Budget of \$88,083,734 (a 0.92% increase over the Fiscal Year 1991-92 budget) reflects the following key objectives:

- To balance the budget without increasing property taxes
- To provide quality services to residents
- To keep property taxes at the current level
- To address the accumulated backlog of infrastructure needs
- To invest in programs, systems, and tools which provide continuous improvement

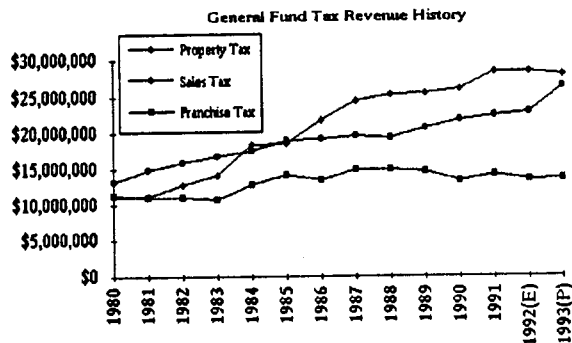
REVENUE CHALLENGES

The cost of resources needed to provide City services - energy, supplies, equipment, staff, - continues to escalate at a faster rate than the revenues available to buy them. For example, the budget staff projected an increase of 3% for expenses against an increase of 1% in revenues. A one-time infusion of \$3.1 million in sales tax revenue, resulting from the change to monthly collection, creates an unusual chance to address investment opportunities that promise long run operational benefits. This does not change the continuing revenue squeeze.

CHANGES IN KEY REVENUE SOURCES

Three key revenue sources; property tax, sales tax, and franchise tax, make up nearly three-fourths of all general fund resources. In Fiscal Year 1992-93, property tax revenues are projected to decrease 1.3%, while sales tax revenues are projected to increase 17.5% and franchise tax revenues are projected to increase 2.3%. The following factors resulted in some of the more significant changes in revenue:

- ✓ In 1991, the State Tax Commission notified the City that property belonging to PacifiCorp had mistakenly been included in Salt Lake City's state assessed property tax receipts. The adjustment in property tax revenues resulted in an ongoing loss to the City of approximately \$358,000. When combined with a decrease in the amount of Payments in Lieu of Taxes paid by the water and sewer funds, **PROPERTY TAX REVENUES** are projected to decline by approximately \$378,000.



- ✓ **SALES TAX REVENUES** are projected to be strong, showing an increase in revenue of approximately \$800,000 in Fiscal Year 1992-93. In addition, due to the passage of a monthly sales tax collection bill, Salt Lake City will receive one-time sales tax revenues in Fiscal Year 1992-93. Estimates, based on two months' collections, project that Salt Lake City should receive \$3,100,000 in one-time money.

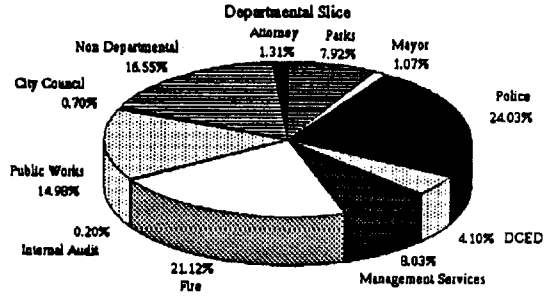
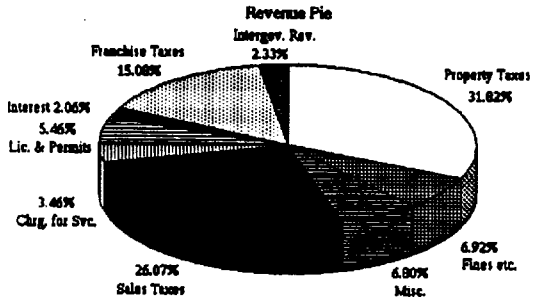


- ✓ Fiscal Year 1992-93 base **FRANCHISE TAX REVENUES** are projected to increase by \$307,000. Much of the increase is attributable to an audit of U.S. West Communications which was started in Fiscal Year 1991-92. The purpose of the audit is to validate U.S. West's continuing compliance with the City's franchise tax code and require such changes as may be necessary. Although the audit process is not complete, preliminary findings justify the City's expectation of receiving additional tax revenue.
- ✓ It is proposed that revenue and expenses from the golf fund and the recreation program be combined to create a **SELF SUPPORTING RECREATION ENTERPRISE FUND**. The current golf program is entirely self supporting and the recreation program is 62% supported from fees - \$484,000 short of being self-sufficient. Detailed analysis of this recommendation is found on page 29.

OTHER PROJECTED CHANGES of note include a \$127,144 projected decrease in building permit fees caused by a decline in construction. In addition, rapidly decreasing interest rates are responsible for a projected decline in interest income of approximately \$775,000. Lastly, revenues from charges for services are projected to decrease by over \$891,000 in Fiscal Year 1992-93. **MOST OF THIS DECREASE, HOWEVER, IS OFFSET BY CORRESPONDING DECREASES IN EXPENDITURES.** The Revenue section of this book, beginning on page 50, provides a more complete listing and explanation of changes in the City's revenue.

BUDGET BALANCED CONSISTENT WITH POLICY

The Fiscal Year 1992-93 budget process started with an initial determination of the City's expected revenue. The Mayor assigned each department a budget target equal to its historical share of revenue. Departments were asked to right size, reorganize, and adjust to make proposed expenditures equal the "slice of revenue pie." Final budget recommendations reflect the Mayor's adjustments based on an assessment of service priorities and revenue enhancement opportunities.



This conformed with the City's financial policies which state:

To the extent that the City's revenue 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 the Mayor balanced this Recommended Fiscal Year 1992-93 budget.

Reducing the Cost of Government Services

RIGHT SIZING, AS USED IN THE DEVELOPMENT OF THE MAYOR'S RECOMMENDED FISCAL YEAR 1992-93 BUDGET, RELATES TO ELIMINATION OF DUPLICATIVE AND UNNECESSARY SERVICES. This differs from other methods for reducing the costs of service wherein staff and supply reductions are not accompanied by workload reductions. Right sizing generally does not impact service levels. If, however, right sizing results in an impact to the service level of a program, the impact is positive. The following reflects some of the significant right sizing changes which were made as part of the Mayor's Recommended Fiscal Year 1992-93 budget process:

- ✓ **The Community and Economic Development Department** right sized the Licensing, Planning, and Permits programs by combining duplicative supervision and permit processing activities. As a result, one full-time Licensing Supervisor position and one full-time Zoning Review Specialist position are proposed to be eliminated. Elimination of some part-time staff is also proposed. Although some of the duties of the positions will be absorbed by remaining staff, the majority of the duties duplicated other services provided and, therefore, were eliminated. ***THE IMPACT OF THE REORGANIZATION IS A \$145,000 SAVINGS.***

- ✓ **The Management Services Department** was created as a result of combining two centralized administrative functions into one administrative department. The streamlining and restructuring of these services will allow the Management Services Department to provide essentially the same level of service at a lower cost to the City. As a result, one full-time Department Director position, one full-time Deputy Director position, one full-time Division Director position, and one full-time Administrative Secretary position were eliminated. ***THE IMPACT OF THE REORGANIZATION IS A \$250,000 SAVINGS.***

- ✓ **The Fire Department** proposes to restructure services in the Emergency Response and Fire Prevention and Education programs. As a result, the Department is able to propose elimination of nine full-time positions with minimal impact to the service levels of the programs. ***THE REORGANIZATION WILL RESULT IN A \$250,000 SAVINGS.***

- ✓ **The Concrete Program** in the Streets Division of Public Works is proposed to be reorganized. The proposal includes elimination of one full-time Concrete Program Manager position. The elimination of the position will be offset by a proposed increase of 0.70 part-time FTE. ***AS A RESULT, PRODUCTIVITY WILL BE INCREASED ONE THIRD WITH A NET SAVINGS OF \$40,000.***

- ✓ **The Maintenance and Cemetery Operations Program** in the Parks Department is proposed to be streamlined. The proposal includes elimination of duplicative supervisory and administrative



functions. As a result of the reorganization, it is proposed that one full-time Cemetery Sexton position and one full-time Field Supervisor position be eliminated. *THE PROPOSAL WILL RESULT IN A SAVINGS OF \$90,000.*

- ✓ Departmental managers have enhanced control over their expenditures. Expenses such as computer and telephone equipment costs, which managers do not control have been shifted to the Non Departmental budget. By implementing safety and loss control measures, managers can control insurance and Worker's Compensation premiums and will be able to use the premium savings for other departmental activities.

Although many of the reductions described above have resulted in scaling back the total number of City positions, programs are in place to minimize the impact on employees. Laid-off employees have the right to preferential bidding on vacant positions. Additionally, the City will redefine job requirements and selection processes to place laid-off workers in open positions; under-fill open positions; create one-year "trainee" positions; and provide internal placement, out placement, and job counseling to laid-off employees.

No Property Tax Increase

THE ABOVE CHANGES HAVE RESULTED IN A BALANCED BUDGET FOR FISCAL YEAR 1992-93 WITHOUT A PROPERTY TAX INCREASE. Additionally, the streamlining of programs and services has allowed the inclusion of some new and enhanced services in the Fiscal Year 1992-93 Mayor's Recommended Budget. Significant changes are detailed on page 7 under New and Enhanced Services.

EMPLOYEE COST INCREASE

The salary and benefit package included in the Fiscal Year 1992-93 Mayor's Recommended budget is reflective of budgetary constraints. Salary and benefit costs consume 66.1% of the general fund budget, which means that any adjustment is significant. The Fiscal Year 1992-93 recommended budget includes \$0.8 million of additional employee related costs, a 1.5% increase from last year. This increase would actually be \$1.7 million except for the personnel-related reductions noted above and the change in insurance benefits described below. The major components of salary and benefit adjustments are:

- ✓ **Contract negotiations**
Negotiations with the Fire Fighters Union moved the City's compensation plan into close alignment with the market place as measured by a survey of thirty four comparable communities.
- ✓ **Cost of Living Adjustment**
Labor contracts linked to Fire negotiations required cost of living adjustments of 2% in base salaries.
- ✓ **Merit increases**
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 2.57% and 5% 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 \$450,000 for the general fund.

- ✓ **Employee Health Care**
To increase employee control over their benefits and manage long run costs, the City has developed a "cafeteria" type program for employee health care. The City will allocate \$127 for each employee per pay period for insurance. Employees will select a basic health insurance program and, if desired, select from a menu of enhanced coverage features. If the employees' selection costs less than \$127, the employee takes the difference as pay. If the choices cost more than \$127, the employee makes up the difference.
- ✓ **Market Compatible Salaries**
Employees in the "300 Series" pay plan will receive additional compensation adjustments to bring salaries in line with the current market. The budget provides a reserve for market based adjustments to executive and elected officials' salaries. The proposal includes creation of a citizen panel to review market data and recommend specific adjustments.
- ✓ **Early Retirement Incentive**
Proposed changes in the early retirement incentive program will facilitate implementation of right sizing initiatives. The Recommended Budget includes \$250,000 to underwrite these incentives.

NEW AND ENHANCED SERVICES

Through streamlining City programs and services, funds became available to allow the inclusion of new and enhanced programs in the Fiscal Year 1992-93 Mayor's Recommended budget.

- ✓ **Housing and Economic Development Program Enhanced**

*Recognizing the need to attract new middle income and first time home buyers to Salt Lake City, **THE HOUSING PROGRAM WAS ENHANCED TO PROVIDE AGGRESSIVE MANAGEMENT OF THE CITY'S HOUSING STOCK.** The program has been moved from the Redevelopment Agency to the Community and Economic Development Department. **IN ADDITION TO HOUSING, THE PROGRAM WILL EMPHASIZE THE ATTRACTION, RETENTION, AND EXPANSION OF ALL LEVELS OF BUSINESS IN SALT LAKE CITY.***
- ✓ **Airport Public Services Expanded**

The Airport continues to expand services to the local community and the travelling public. Construction of a new carrier runway is scheduled to begin in Fiscal Year 1992-93. When completed in 1995, the new runway will allow the Airport to increase its capacity to provide efficient mass transportation.

Additionally, the Airport is scheduled to complete an automated baggage service from the parking terrace to the airlines' baggage systems. This program will ease the burden of passengers



transporting baggage and increase the effectiveness of passenger check-in.

The Airport also proposes development of an Air Service and Marketing section to centralize governmental affairs activities and coordinate airport marketing approaches. Personal service costs of \$59,300 and \$50,000 for various market studies are included in the Fiscal Year 1992-93 recommended budget.

✓ **Swimming Pool Maintenance Provided**

Streamlining of Parks Department Maintenance and Cemetery Operations allowed for the creation of a swimming pool maintenance program for City-owned swimming pools located in Liberty, Fairmont, and Jordan Parks. The maintenance of the pools will ensure that residents of Salt Lake City have economical aquatic recreation facilities available for use.

✓ **Community Oriented Policing Enhanced**

The reorganization of Police Department resources allows the Department to heighten emphasis on Community Oriented Policing. Specifically, *IN DECEMBER, 1991, THE DEPARTMENT SHIFTED RESOURCES TO ALLOW COORDINATED IMPLEMENTATION OF COMMUNITY ORIENTED POLICING PRINCIPLES.*

INFRASTRUCTURE IMPROVEMENTS

A combination of favorable interest rates and competitive construction costs creates a window of opportunity for addressing the back log of accumulated infrastructure needs of the City. Accordingly, the Mayor has included a funding package recommendation with the following highlights:

- ✓ **A BONDING PACKAGE for:**
 - **California Avenue** extended to 4800 West
 - **400 West** between Beck Street and North Temple
 - **Local street reconstruction** and sidewalk repair in residential areas
 - **The City's share of a baseball park** in a downtown sports park
 - **Upgrade of Fire Stations 1 & 6** and relocation of Fire Station 13

- ✓ **"PAY-AS-YOU-GO"** capital improvement projects as identified in the five-year plan.

The debt service will be handled out of the current Capital Improvement Projects budget.



USE OF ONE-TIME MONEY

In its first year of operation, the monthly collection of sales tax will give the city 14 months of revenue - a one-time bonus of \$3.1 million. Additionally, in Fiscal Year 1992-93, the proposed structuring of the bonding program will free up \$2.3 million in Capital Improvement Project funds scheduled for debt service in subsequent years. These two events create a pool of one-time money which the Mayor recommends using for one-time investments that promise a future stream of benefits. Some of the more notable proposed uses for the money are:

- ✓ Advance funding of the mainframe replacement strategy
- ✓ Financial Information and Control System (FICS) replacement
- ✓ Total Quality Management (TQM) implementation
- ✓ Purchase equipment for Police Department
- ✓ Fund Early Retirement Incentive



SUMMARY OF STRATEGIES FOR BALANCING THE BUDGET

Explanation	Revenue Impact	Expenditure Impact	Net Impact	Cumulative "Gap"
Continuing Revenue and Expenses				
1. Difference between estimated revenue and projected costs of current service levels using current methods. (Preview Budget)	\$85,529,243	\$89,695,217	\$-4,165,974	\$-4,165,974
2. Adjust Preview expenditure estimate.	-	-798,889	-798,889	-3,367,085
3. Net result of departmental restructuring, rightsizing, reorganizing, and other changes.	1,063,602	-2,751,789	-3,815,391	448,306
4. Fund contract settlement with Fire Fighters, contractual COLA, estimated market adjustments for Professional, Managerial, Executive, and Elected Officials, and scheduled merit increases.	-	1,673,360	1,673,360	-1,225,054
5. Health insurance premium increases.	-	50,000	50,000	-1,275,054
6. Creation of Recreation Enterprise Fund with Golf fee adjustments, and planned operational changes.	-807,819	-1,292,279	-484,460	-790,594
7. User fee increases in cemetery and impound lot.	140,900	-	140,900	-649,694
8. Revise policy on fee waivers for special events.	20,000	-	20,000	-629,694
9. Result from MHJ building space agreement.	-48,000	-	-48,000	-677,694
10. Likely increase in franchise tax as result of U.S. West audit.	300,000	-	300,000	-377,694
11. Revised revenue projects based on complete third quarter experience data.	304,500	-	-304,500	-73,194
Sub Total	\$86,502,426	\$86,575,620		\$-73,194
One Time Revenue and Expenses				
1. Recognize windfall revenue from monthly sales tax collection.	\$3,100,000	-	\$-3,100,000	\$3,026,806
2. Refund excess fund balance from Fleet Management Fund.	472,500	-	472,500	3,499,306
3. General Fund subsidy to Recreation Fund.	-	140,000	140,000	3,359,306
4. Restructure Capital Improvement Program to include \$20 million bond with repayment beginning in FY 93-94.	-	-2,309,000	-2,309,000	5,668,306
5. Fund reduced pay-as-you-go CIP in addition to bond projects.	-	664,000	664,000	5,004,306
6. Replace Financial Information and Control System.	-	1,000,000	1,000,000	4,004,306
7. Fund 1st year of 3 year mainframe phase out.	-	800,000	800,000	3,204,306
8. Fund planning and implementation of Total Quality Management.	-	150,000	150,000	3,054,306
9. General Fund contribution to Governmental Immunity.	-	400,000	400,000	2,654,306
10. Fund early retirement incentive program.	-	250,000	250,000	2,404,306
11. Fund moves within C & C Bldg. (Housing, etc.)	-	100,000	100,000	2,304,306
12. Buy one more year of Contracts program.	-	83,114	83,114	2,221,192
13. Buy special equipment for Police.	-	200,000	200,000	2,021,192
14. Emergency repairs for Derks Field.	-	30,000	30,000	1,991,192
Total	\$90,074,926	\$88,083,734	\$-1,119,386	\$1,991,192

CONCLUSION

In conclusion, **THE FISCAL YEAR 1992-93 MAYOR'S RECOMMENDED BUDGET INCLUDES A GENERAL FUND BUDGET WHICH IS AN INCREASE OF 0.92% FROM THE FISCAL YEAR 1991-92 BUDGET. THE CITY WAS ABLE TO ABSORB \$1.7 MILLION OF INCREASED EMPLOYEE COSTS WITHOUT A TAX INCREASE.** Programs have been closely scrutinized and costs reduced where possible. **THE FISCAL YEAR 1992-93 MAYOR'S RECOMMENDED BUDGET ENABLES RESOURCES AND EMPHASIS TO BE SHIFTED TO PROGRAMS AND SERVICES WHICH WILL BENEFIT THE COMMUNITY.** The recommended budget reflects a commitment by the Administration to continuously improve programs and services.



Policy Recommendations

To develop the Recommended Budget, the Mayor considered several proposed policy issues. The effect of these policy changes will appear in specific departmental budget sections. As part of this highlights section, we present a summary of the analyses which led up to the Mayor's decision on the following policy statements:

Management Services Department

- Salt Lake City should increase its vehicle impound fees beyond the amount required to pay the cost of vehicle towing, storage, and release.
- Salt Lake City should budget \$150,000 of one-time money for training City employees in, and implementing Total Quality Management.
- Salt Lake City should terminate funding for system development on the mainframe computer July 1, 1992, and use one-time money to finance the process of converting mainframe computer applications to microcomputer based file servers.
- Salt Lake City should replace its Financial Information and Reporting Systems (FICS).
- Salt Lake City should adopt a market-based compensation philosophy.
- The City should modify its current early retirement incentive program to improve its long run effectiveness and to facilitate reorganizations and right sizing.
- Salt Lake City should trade use of City office space in the Metropolitan Hall of Justice for use of County space on the first floor of the City & County Building.

Parks Department

- Salt Lake City should restructure its cemetery fees to reduce the general fund subsidy of this program.
- Salt Lake City should combine its recreation and golf programs into one self supporting Recreation Enterprise Fund.

Police Department

- The Police Department should continue the community oriented policing program to enhance community based crime prevention, patrol activities that emphasize non emergency servicing, accountability to local communities, and decentralized command.

Public Works Department

- The refuse collection fee should be raised to cover the unfunded expense of leaf removal and street sweeping, the cost of EPA compliance at the landfill, and the increased cost of operation.



Management Service Department

Issue: Vehicle Impound Fee

Policy

Salt Lake City should increase its vehicle impound fees beyond the amount required to pay the cost of vehicle towing, storage and release.

Background

The vehicle impound fee is currently set at reimbursement for the actual cost for towing plus \$15, and \$5 a day for storage. This fee was set in 1991 in order to recover the full City costs for vehicle towing, storage, and release.

Alternatives/Analysis

Most cities in the area and Salt Lake County do not run their own impound lot, but contract with towing companies for impound services. The State runs its own central impound lot and contracts with towing companies for outlying areas. The State charges \$40 for a basic impound, plus an additional amount if extra equipment or service is needed (for example \$35 if a dolly is used) or for excess mileage, plus \$5 per day storage. The towing companies providing service to cities generally charge the State's fees for towing and an \$8 per day storage rate.

The proposed change would increase Salt Lake City's impound fee to \$20 plus the actual cost of towing while leaving the storage rate at \$5 a day. The following chart compares this proposed rate to the State and other cities in the County. The proposed basic impound fee is higher than the \$40 charged by the State, the County, and other cities, but the cost the City passes on for extra equipment and service is lower than the standardized rates the State and other cities in the County use. The cost of an average impound under the proposed increased would be in the range of the other jurisdictions' charges, and also in the range of the charges a private individual would pay for towing services.

Jurisdiction	Basic Impound Cost			Storage Per Day	Extra Towing Equipment and Service			Average Impound with 2 Days Storage
	Impound Fee	Basic Towing Charge	Total		Dolly	Drive Line Removal	Cleanup	
<i>Proposed Salt Lake City</i>	\$20	\$25	\$45	\$5	\$20	\$20	\$15	\$66
State	40	0	40	5	35	35	35	\$68
Other cities in County	40	0	40	8	35	35	35	\$74
Towing Companies' Normal Charges	N/A	45	45	8	35	35	35	N/A

Since the vehicle impound fee is a fine, it should fund the full cost of program, but should not necessarily be limited to that amount. A fine should be set at a level that fosters compliance and provides the City with necessary revenue, but is not excessive for the seriousness of the violation. The proposed increase would foster compliance and would provide the City with an additional \$25,000 in revenue, but, based on



comparison with the State, the County and other cities in the area, would not be excessive.

Recommendation

Increase the vehicle impound fee by \$5 to \$20 plus the actual cost of towing the vehicle while leaving the storage fee at \$5 per day.

Implementation

A new ordinance would be required to increase the fee.



Management Services Department

Issue: Total Quality Management

Policy

Salt Lake City should budget \$150,000 of one-time money for training City employees in and implementing Total Quality Management.

Background

The decades old "business as usual" approach of government operations is neither accepted nor appreciated by the public in the 1990's. Governmental organizations are undergoing a revolution in which the public is demanding increased responsiveness and cost efficient services while at the same time demanding tax cuts. As budgetary constraints continue to pinch government, managers are looking for efficiencies while the public continues to demand a higher level of service. In response to the conflicting pressures, several governmental organizations are following the lead of the business world by implementing Total Quality Management. Roger L. Kirkham of the American Training Alliance states *"Total Quality Management is a team-fueled, customer-focused approach to doing business. Total quality means that everyone is involved from executives to workers. Everyone is focusing on world class quality and service. TQM is not a management program. It is not simply a campaign of buzz words, banners, or posters. It is not, as some have supposed, simply using new words for the way we have always done business anyway. It is a thought revolution."*

To achieve Total Quality Management, the City must change its thinking, approach, and methods. Processes of the City must become focused on *"delighting"* the customer. City employees and officials must understand and accept that delighting the customer in the final analysis is far more important than the procedural methods by which daily functions are performed. These changes will not be immediate or without cost. City employees need to be trained in Total Quality Management techniques before thought processes can be altered. Currently, no City employees are equipped to facilitate Total Quality Management Implementation. An outside consultant will need to be hired to teach in-house staff implementation techniques.

Alternatives/Analysis

Salt Lake City has continued to grow and prosper, even during difficult budgetary times. However, if Salt Lake City is to achieve continuous improvement and become a world class city a *"thought revolution"* is necessary and prudent. The public demands that tax dollars be spent appropriately and efficiently. The response "this is the way we've always done it" will not and should not be accepted by the public any longer. A shift is necessary to assist Salt Lake City in creatively managing ever shrinking resources while providing the services that citizens have come to expect.

An alternative to Total Quality Management is to take a "business as usual" approach. A business as usual approach will result in continuation of the status quo. Such an approach will not allow Salt Lake City to



achieve the most fundamental goal of increasing the tax base by attracting new residents, businesses, and industry, as evidenced by status quo dwindling of these communities. Further, "business as usual" will, most likely, produce a situation wherein resources continue to shrink while the citizenry demands more and better service.

Implementation

A relatively small capital investment for training and consulting has the potential for a significant return as employees begin to utilize Total Quality Management principles in providing service.



Management Services Department

Issue: Elimination of Mainframe Computers

Policy

Salt Lake City should terminate funding for system development on the mainframe computer July 1, 1992, and use one-time money to finance the process of converting mainframe computer applications to microcomputer based file servers.

Background

Information Management Services currently has a plan to gradually change from the current two mainframe computers to a system of file-server based microcomputers. A microcomputer based system will be less expensive for the City than the current mainframe computers. The plan calls for the elimination of the mainframes by June 30, 1996. Elimination of the mainframes will require the purchase of new microcomputer based hardware and software, and conversion of mainframe applications to microcomputer applications.

To finance the conversion process, departmental charges associated with mainframe costs were transferred to the nondepartmental budget. Under this four year plan, the general fund contribution to IMS would remain at the current level and savings generated from the mainframe to microcomputer shift would be used to finance the conversion process. At the end of four years when the mainframes are eliminated, the general fund would realize an \$800,000 ongoing savings which is calculated using the following information:

G. F. Share of Mainframe Payment	-\$931,934
Mainframe Support Staff	-147,980
New Ongoing Costs	57,285
New Equipment Amortization	195,000
Total Ongoing Savings	-\$827,629

Analysis

Knowing the elimination of mainframe computers will reduce City expenditures by approximately \$800,000 per year, we decided to use one-time money to finance the conversion process so the City could use the ongoing \$800,000 savings immediately. In order to have enough one-time money to finance the mainframe elimination process, the time-table for conversion will need to be moved ahead one year to June 30, 1995 instead of June 30, 1996. The general fund will set aside \$2.4 million of one-time money that will be



transferred to IMS in three yearly installments of \$800,000 beginning July 1, 1992.

Part of the process of eliminating mainframe computers is the purchase of an estimated \$1.23 million of software and equipment. To finance the software and equipment, funding for the development mainframe will be eliminated on July 1, 1992. The lease savings over the next three fiscal years of \$1.17 million will be used to purchase the necessary equipment and supplies.

Recommendation

Effective July 1, 1992, eliminate funding for development on the Unisys mainframe as well as funding for the purchase of the Unisys Development mainframe. Purchase new microcomputer based hardware and software between July 1, 1992 and June 30, 1995 using the savings from not funding mainframe development.

Substitute \$2.4 million of current general fund one-time money for ongoing funding of IMS services. This will be transferred to IMS in three yearly installments of \$800,000 each beginning on July 1, 1992. This allocation of funds will eliminate funding for the Unisys Operating mainframe on June 30, 1995.

The one-time money will provide the necessary funding to convert the mainframe applications to the new microcomputer based technologies and produce an immediate general fund savings of \$800,000 per year to fund other critical City programs.

Implementation

If approved, the development mainframe will be turned back to Unisys on July 1, 1992 and the savings over the next three years will be used to purchase new microcomputer based software and equipment. During this same time, mainframe applications will be converted to microcomputer applications. By July 1995, the City will be able to completely phase out its mainframe computers.



Management Service Department

Issue: Replace Financial Information System

Policy

Salt Lake City should replace its financial information reporting system.

Background

The City currently uses an accounting system called the Financial Information Control System (FICS). The City purchased the FICS system in 1978 from the City of Detroit. The system was used by one department for that year. In fiscal year 1979, the FICS system was implemented in the entire City. The system was designed fifteen to eighteen years ago and has remained basically unchanged. The information is processed in batches and updated each night. Because of the sequential file setup, the information is very hard to access without special programming. The FICS system is the main core of many systems such as purchasing and budgeting. Because FICS is so inflexible, new programs have been written around the FICS system. This limited the capability of the new systems. The yearly maintenance cost of the FICS system is \$285,000.

Alternatives/Analysis

There are several reasons why the City has not already replaced the FICS system. First, the FICS system has processed the financial information very accurately and has provided the necessary basic financial reports. Second, we have had relatively few problems with the system. Finally, replacing a financial reporting system will cost in the range of \$500,000 to \$1,000,000. The City in the past has been unable to allocate this large an amount of resources to replacing the system.

We are now at the point where system replacement is imperative. Information Management Services has implemented a new city-wide networking system which will not support the FICS system. The system cannot provide department managers with needed information in a timely manner. Additionally, programmers are very reluctant to make changes to the system for fear that enhancements might destroy some of the system's program logic. Finally, the system is written in the COBOL programming language which is already outdated. Within three to five years the City will not have the technical skills necessary to maintain this outdated language.

There are two options in obtaining a new reporting system. First, we could develop our own system. This appears to be prohibitively costly in time and money. The City would have to wait until full system development and debugging was completed before implementation.

Second, a new system could be purchased. Based on the experience of others, we estimate the cost to purchase a system to be in the range from \$500,000 to \$1,000,000 depending upon the number of applications purchased. The system would be available for implementation almost immediately. The system would be up and running quickly and able to provide the timely reporting needed.



Implementation

A committee has been established to review the systems that are available, select the most appropriate system for the City, and make arrangements for implementation.



Management Services Department

Issue: Market-based Compensation

Policy

Salt Lake City should adopt a market-based compensation philosophy.

Background

Salt Lake City's existing compensation structure came from a study by Hay Associates in May of 1976. This study generated scattergrams, central tendency lines, observations about range spreads, base salary comparisons with the marketplace, and recommendations for revisions. The study covered most of the jobs in the City including executive and elected positions.

The stated objective of the City's compensation program has been to "coordinate, evaluate, monitor, implement and administer the classification/compensation plans in a consistent and orderly manner." There is also a broader mission to pay employees fairly and equitably for what they do, in a manner which helps the City attract, retain and motivate competent employees. However, "Fair and equitable" has no formal definition or quantifiable standard; i.e., there is no stated criterion—such as "pay within five per cent of the marketplace," or "pay equal to the marketplace," etc.

To maintain competitiveness, especially for employees outside bargaining units, most private employers pay close attention—through salary surveys and analyses—to the practices of organizations in their markets. Failure to keep up usually results in the loss of or inability to attract a qualified staff. Since the City competes with the private sector for key staff members, it faces the same challenge.

Market driven pay systems find general acceptance among public employees and taxpayers. Both groups recognize the value of objective data to anchor sensitive decisions. The City has not taken advantage of this concept in labor negotiations or adjustments to the pay of professional, managerial, executive and elected City workers.

Alternatives/Analysis

Members of bargaining units have a mechanism to keep current with the market in collective labor negotiations. Other groups face a different and, absent a coherent philosophy, seemingly self-serving situation. A market based philosophy removes most of personal self-interest baggage from the compensation debate for these groups. Both the selection of market competitors and the analysis of survey results should follow generally accepted principles of compensation management. Credible evidence establishes the similarities among market competitors and benchmark positions, the market value of which derives from objective data. Regular tracking of the market place makes orderly, predictable and justifiable adjustments to pay.



By adopting a market-based compensation philosophy, the City will improve its capacity to be fair with employees and taxpayers. Pay of City employees will respond to the same circumstances that City taxpayers face. There will be an element of predictability for both sides of labor contract negotiations. And the City will be able to attract the caliber of leadership that the times demand.

Recommendation

It is recommended that Salt Lake City Corporation adopt a compensation philosophy based on the salaries being paid in the marketplace. Such a philosophy can be implemented while at the same time maintaining the internal equity of the current system. A compensation philosophy based on marketplace analysis also provides a baseline for salary negotiations during the collective bargaining process.

Implementation

Implementation of this new philosophy will require identification of "benchmark" positions in each pay series and regular salary surveys in comparable jurisdictions and corporations. It will be necessary to conduct a salary survey for each pay schedule at least every other year and, at times, annually, depending on recent economic conditions and whether or not a particular pay schedule is being negotiated in the collective bargaining process. Unions will be encouraged to participate in the selection of jurisdictions and corporations surveyed when the pay schedules they represent are being studied.

Surveys on 300 series, executives and elected officials indicate the need for timely adjustments.



Management Services Department

Issue: Early Retirement Incentive

Policy

The City should modify its current early retirement incentive program to improve its long run effectiveness and to facilitate reorganizations and right sizing.

Background

Since 1982, the City has offered special incentives to employees who retire at the earliest date on which they qualify for a pension. The program, ostensibly serves two purposes: to stimulate retirements that will continuously open career advancement opportunities for other employees; and to facilitate attrition that eases the impact of reorganizations and staffing.

State retirement programs make it possible for police officers and fire fighters to begin receiving monthly pensions after 20 years of service, the value of which escalates with each additional year of service up to a maximum retirement benefit after 30 years. The retirement program for all other employees provides a monthly pension at one of the following points: after the employee has 30 years of service credit; after the employee has reached 62 years of age and has 10 years of service credit; or when the employee has reached age 65 and has at least 4 years of service credit. Reflecting these differences in pension rules, the City's early retirement program defines incentives as shown below:

Incentive	Group	Service Years	Age	Incentive Awards			
				Additional Months of Pay	Vacation Leave	Unused Sick Leave	Maximum Award
A.1	Public	30	Any	2	100%	100%	1 times annual salary
A.2	Public	30	62	2	100%	100%	1 times annual salary
B.	Public	10	62	1	100%	100%	1 times annual salary
C.	Public	4	65	1	100%	100%	1 times annual salary
D.1	Fire/Police	20	Any	2	100%	100% up to 4½ months	1 times annual salary
D.2	Fire/Police	25	Any	2	100%	100% up to 6 months	1 times annual salary

The ordinance establishing the program became law in 1989, and superseded an executive order which first set up the incentives. It stipulates that an employee must make the election to retire and accept the incentive in a two month window from July through August which immediately follows the year in which the



employee becomes eligible or forfeit the early retirement incentive. For police officers and fire fighters who were eligible for the incentive under the executive order preceding the 1989 ordinance, there is a grandfather provision which opens the window each year.

In accordance with the stated objectives, the City would like to increase utilization of the program. At the start of the new fiscal year, 204 employees will meet the conditions of the program including 25 who have previously declined the incentives. By July 1, 1993, an additional 40 employees will qualify.

Other governments and many private sector organizations have learned that temporary incentives--use it or lose it--programs tend to work better. In 1988, for example, the state legislature opened a window of opportunity for all participants in the state retirement system who had 25 years of service credit. Eligible workers had just 6 months to elect the early retirement program or they had to wait until the normal time. Approximately 56 % of those eligible used the window.

Declining revenues and productivity-enhancing restructuring initiatives combine to make this a time when additional retirements would serve the City's interests. Staff reductions through attrition are more acceptable than forced layoffs. Accordingly, existing early retirement incentive has come under review.

Alternatives/Analysis

Long-Term

The program has undergone certain revisions to mitigate costs, the result of which may have been to make it less attractive to eligible employees. The City cannot consider cost prohibitive features, but there needs to be a balance that offers interested employees maximum advantages at acceptable cost levels.

Employees have suggested the following features for consideration:

1. Enhanced subsidy for retiree health care costs.
2. Favorable tax treatment.
3. More liberal conversion of accrued and unused sick leave.
4. The purchase of eligible retirement service credit for time worked at other public jurisdictions.
5. Mitigated impact to employer by spreading costs over a longer time period.
6. Phase out of grandfather options (for public safety employees) to control liability fluctuation.

Implementation of these changes, except for item 6, should be preceded by thorough and careful actuarial study, to ensure that objectives are attainable without detriment to employees or to the City.

Short-Term

To address management needs to accelerate attrition--and motivate employee interest--enhancement is needed



to encourage employees to make affirmative retirement decisions. Therefore, the following are proposed for this fiscal year:

1. Preserve all benefits of the current program.
2. For those employees who previously waived the retirement incentive opportunity, re-open the option window, from July 1, through August 31, 1992 only.
3. Increase the cash incentive by one month's salary for the window period July 1 through August 31, 1992.
4. Extend the total payment cap from 12 month's salary to 13 month's salary for any employee who accepts the retirement incentive program between July 1 and August 31, 1992.
5. Implement 5-year phase-out of grandfather option for public safety employees. Employees must act in the year designated below or lose the option.
 - a. 30 years service credit must act in the first year.
 - b. 29 years service credit must act in the second year.
 - c. 28 years service credit must act in the third year.
 - d. 27 years service credit must act in the fourth year.
 - e. 26 years service credit must act in the fifth year.

Implementation

The Mayor has prepared a proposed ordinance reflecting these recommendations. Her budget recommendations include an allocation for the special incentive.



Management Services Department

Issue: Office Space in the Metropolitan Hall of Justice and the City & County Building

Policy

Salt Lake City should trade use of City office space in the Metropolitan Hall of Justice for use of County space on the first floor of the City & County Building.

Background

In the past, Salt Lake City and Salt Lake County jointly occupied both the Metropolitan Hall of Justice and the City & County Building. The City moved out of the Metropolitan Hall of Justice when the new Public Safety Building was completed, and the County never returned to the City & County Building after the renovation.

Now the County would like to use the City-owned space in the Metropolitan Hall of Justice and the City would like to use County lease space in the first floor of the City & County Building to house the new Housing and Economic Development Division of the Community and Economic Development Department. Staff from the City and County have met to discuss these matters, and have produced a conceptual agreement for trading office space on a trade for trade basis. The City will, however, lose the revenue the City has been receiving from the County for operation and maintenance of the City & County Building. Under the agreement, the County will continue rental payments on the City-owned space it is currently using in the Metropolitan Hall of Justice until July 1993, then the City will no longer receive this revenue. The County will continue to pay its share of the debt obligation for the capital repairs to the City & County Building.

Alternatives/Analysis

If the City agrees to trade use of the City's space in the Metropolitan Hall of Justice for use of County space in the City & County Building, all available office space in both the City & County Building and the Metropolitan Hall of Justice will be used, resulting in more efficient use of both City and County owned office space and decreasing the number of City offices in leased space.

Implementation

The City and the County need to execute an interlocal agreement to implement this issue.



Parks and Recreation Department

Issue: Cemetery Fees

Policy

Salt Lake City should restructure its cemetery fees to reduce the general fund subsidy to this program.

Background

The Salt Lake City Cemetery consists of 250 acres in the Avenues area. It was developed in pioneer days and has space for 168,000 graves. To date 112,000 grave sites are in use, 52,000 are purchased but not in use, 1,000 are available in miscellaneous sections, and 3,000 sites are available if two new sections of the cemetery are developed. Given the average rate of grave site sales and burials, lots can be sold at the cemetery for 18-20 more years if the new sections are developed, and burials will be performed for the next 30-50 years.

The cemetery is beset by problems that make maintenance of the area very expensive. The hilly terrain makes mowing difficult, and upright headstones require individual trimming. Also, the cemetery has an antiquated water system which requires manual labor to operate and does not adequately water the turf or the trees. Although the CIP fund is providing money for automatic irrigation over the next three years at a cost of \$1 million, the terrain and headstones will always require additional labor. The cemetery currently has adequate maintenance according to National Recreation and Parks Association standards; a one step lower standard would demonstrate what the NRPA would refer to as "maintenance to prevent fire hazard."

At least ten years ago, the city instituted a perpetual care fee of \$100 which is included in the grave site cost of \$375 (City Ordinance, Section 15.24.130). Perpetual care fees are charged to support cemetery operations when a cemetery is filled and revenue is no longer available from the sale of lots and burials; however, the funds derived from the city's perpetual care charges are not placed in a separate trust fund and are part of general fund operations. In addition to revenue generated from the cemetery, the City would currently need a perpetual care fund of over \$6 million to generate enough interest to fully support the cemetery.

The proposed FY 92-93 cemetery budget is \$576,000 with \$220,000 in projected revenue - a general fund subsidy of \$356,000 (62%).

Alternatives/Analysis

Salt Lake City's cemetery fees were compared with six other municipal cemeteries in the valley. The average rate for other grave sites is \$349 compared to the city's \$375, and the average opening and closing (burial) cost is \$166 compared to the City's \$225. The average total cost of burial in a municipal cemetery is \$520 compared to Salt Lake's rate of \$600.

Although Salt Lake's cemetery fees are above average for municipal cemeteries in the area, 13 local private



cemeteries charge significantly higher fees. The average total cost of burial in a private cemetery is \$1,000. Private cemetery costs are clearly higher because their operations must be at least self supporting, if not profit makers.

Regarding a perpetual care fund, City Commission minutes from 100 years ago indicate that there was such a need, but no fund was established. If a perpetual care fund had been started many years ago, the city cemetery would currently be able to support its operations. In analyzing the possibility of creating a separate perpetual care fund now, it was determined that it would take more than 40 years before the fund could be used to support operations. Although investment in a trust fund is financially better over time, short term city budget problems will probably require the use of perpetual care funds as they are received.

Unlike many businesses where it is possible to increase revenue through expansion of the customer base, the cemetery has a limited number of lots to sell and an unchangeable number of burials to perform each year. For this reason, it has been determined that the primary way to reduce the general fund subsidy is to increase cemetery fees.

Recommendation

- Use perpetual care funds each year and do not create a trust fund.
- At the time of burial, charge a new stone setting fee of \$25 for a single flat stone, \$50 for a double flat stone, and \$100 for an upright stone. This fee will generate revenue from the 52,000 purchased grave sites as well as the 4,000 undeveloped or unused sites. The fee would actually be paid to the city by the mortuary, and the cost would be passed on to their patrons.
- Adopt the following fee structure for FY 92-93 which would raise \$116,000 in additional revenue and would reduce the general fund subsidy to 42 percent:

* Grave site cost	\$500	(increased from \$375)
* Stone setting fee	25	(single flat)
	50	(double flat)
	100	(upright)
* Opening and closing	<u>300</u>	(increased from \$225)
Total cost of burial	\$825	(increased from \$600)
	or 850	
	or 900	

A total burial cost of \$825 - 900 is less expensive than the charge of \$995 at Mt. Calvary (located contiguously to the city cemetery). Comparing all local private cemetery fees, the new city rate of \$825-850 is less expensive than 12 cemeteries and more expensive than one; the \$900 rate is less expensive than 10 cemeteries and more expensive than three.

- Consider creating a trust fund with donations from the community to help maintain the cemetery because it is an historically important area.



Implementation

Public hearings and new ordinances would be required as a result of raising fees.



Parks and Recreation Department

Issue: Recreation Fund

Policy

Salt Lake City should combine its recreation and golf programs into one self supporting Recreation Enterprise Fund.

Background

The City's recreation program has traditionally been part of the General Fund. The program provides a wide variety of organized events for children and adults including youth programs, summer and winter Corporate Games, festivals, runs, leagues, tournaments, and sports events. The recreation program also provides recreational and sports opportunities for the residents of the Glendale community through the Glendale Youth Recreation Center, and a wide variety of swimming programs through the Steiner Aquatic Center. Over the last several years, more and more recreation activities have adopted a pay-for-play system where users of the program support its costs. Some events remain free or low cost, however, to serve residents who do not have the ability to pay, and these programs are subsidized by the revenue generating programs. The recreation program generates a total of approximately \$800,000 in revenue and requires \$1.2 million in expenses.

Until 1962 the golf program also operated as part of the General Fund. Taxpayers then convinced the City Commission that taxpayer money should not support the construction of the Mountain Dell clubhouse and other golf activities - i.e., that golf was a distinctive recreational activity catering to a specific population which should entirely support its operations, except for the subsidy represented by property tax exemption. The golf enterprise fund was created at that time.

The golf program contracts with golf pros to operate the courses and run the pro shops. The pros hire their own staff and keep the revenue from shop merchandise, pull carts, lessons, and golf club rental sets. In addition, pros keep the revenue from 20 percent of the driving range and cart revenue. The golf program generates for the City a total of \$5.4 in revenue, all of which supports golf maintenance and operations.

While almost all municipal courses in the valley operate on a break even basis, two courses in the area do generate a profit. Murray's course generates an additional \$120,000 - 160,000 each year which is used to acquire land for the Jordan River Parkway. The Wasatch Mountain course in Midway also generates \$200,000 each year to help support the 22,000 acre Wasatch Mountain State Park.

Alternatives/Analysis

Salt Lake City began administering golf programs for essentially the same reasons as other cities and counties: large areas of open space could be preserved, and courses would provide another recreational opportunity to citizens. Generating excess revenue was not considered particularly important until the last ten years when a greater number of players with disposable income made operating a golf course profitable.



The financial success of a self supporting recreation fund hinges largely on the ability of the golf courses to generate more revenue than is needed for golf operations, maintenance, and capital improvements.

Improved control over the costs of operation comprises one element of a sound strategy for generating surpluses. There are at least three models for golf course management applicable to municipal courses: private sector; combination of public and private sector; and public sector. The City's courses currently adhere to the combination model.

Model I If the private sector model were to be followed, the City would retain ownership of golf assets and would lease the courses and equipment to a private operator who would be expected to manage the entire operation within the context of the marketplace. Green fees and prices for food concessions, equipment and cart rental, merchandise sales, lessons, and driving ranges would be determined by the operator, as would maintenance standards and operations. Essentially, the City would expect the total return on its investment to be maximized by the operator and would maintain bottom line control of the courses by analyzing whether they generated expected profits.

Model II Private/public combination management of the golf courses would require the City to continue its involvement in fee setting, contracts, and maintenance, and would allow the concessionaires to manage the shops, snack bars, carts, lessons, and ranges. Revenue would be shared by the concessionaires and the City, and the City would determine the appropriate percentage of revenue for each entity.

Model III The third management option, the public sector model, proposes that the City be fully responsible for the courses and their operations. Green fees and prices for food concessions, equipment and cart rental, merchandise sales, lessons, and driving ranges would be determined by the City, as would maintenance standards and operations. If the City hired its own pros and staff, a savings of \$145,000 could potentially be realized the first year, but over a period of years higher costs could be incurred as a result of benefits, pensions, merits and cost of living increases. An additional consideration in abandoning the contract system for pro shop management is the purchase price the City would need to pay for shop merchandise, pull carts and golf club sets owned by the pros. This cost is estimated at \$350,000 - 400,000.

Under models II or III, another key element of the profit strategy would entail setting green fees on a market basis, as recommended by a private sector task force whom the Mayor appointed to advise the City on the business planning aspect of golf courses. Green fees are the most important component of restructuring because they generate 63 percent of revenue. Unlike current practice, higher green fees could be charged for the most popular courses, times and days, which would level play and maximize course usage. Green fees could also be restructured so that nine holes cost more than half of 18 holes, except at nine hole courses.

Recommendation

Restructure the golf program and combine recreation and golf program revenue and expenses to create a self supporting recreation enterprise fund.



Implementation

A new fee schedule for City golf courses is proposed to take effect January 1993. The proposed fees represent concepts supported by the Mayor's business task force addressing the restructuring of the golf program. Specifically, the task force recommends:

- Higher green fees should be charged Friday - Sunday
- Green fees should be market driven on each course
- Nine hole rates should be more than half of 18-hole rates
- Discounts should be available for seniors and juniors

The Administration and task force also believe that the golf program should be restructured so that the City will account for and receive a share of all revenue generated at the courses.

The following table presents the Mayor's recommendation for golf fees beginning January 1, 1993:

	Regular 9-hole	Regular 18-hole	Senior 9-hole	Senior 18-hole	Junior 9-hole	Junior 18-hole
Nibley/Forest Dale						
Mon-Thurs	\$7.00	-	\$5.50	-	\$5.00	-
Fri-Sun	\$7.50	-	-	-	-	-
Glendale/Rose Park						
Mon-Thurs	\$7.50	\$14.00	\$6.00	\$11.00	\$5.50	\$10.00
Fri-Sun	\$8.00	\$15.00	-	-	-	-
Mtn Dell (April/May, Sept/Oct)						
Mon-Thurs	\$7.50	\$14.00	\$6.00	\$11.00	\$5.50	\$10.00
Fri-Sun	\$8.00	\$15.00	-	-	-	-
Mtn Dell (June - August)						
Mon-Thurs	\$8.00	\$15.00	\$6.50	\$12.00	\$6.00	\$11.00
Fri-Sun	\$9.00	\$17.00	-	-	-	-
Wingpointe/Bonneville						
Mon-Thurs	\$8.00	\$15.00	\$6.50	\$12.00	\$6.00	\$11.00
Fri-Sun	\$9.00	\$17.00	-	-	-	-
Season Passes (Mon-Thurs)						
Regular - \$500						
Senior/Junior - \$400						
Carts						
9 - hole	\$8.00					
18-hole	\$16.00					
9 - hole Mtn. Dell	\$4.00/rider					
18-hole Mtn. Dell	\$8.00/rider					
Range Balls						
Small	\$2.00					
Large	\$3.50					



Due to these changes, the Fiscal Year 1992-93 budget will realize six months of increased revenue for the Recreation Fund, with a full year's additional revenue accruing the following fiscal year.

Public hearings and new ordinances will be required as a result of restructuring, fee changes, and creating a recreation enterprise fund.



Police Department

Issue: Community Oriented Policing

Policy

The Police Department should continue the community oriented policing program to enhance community based crime prevention, patrol activities that emphasize non-emergency servicing, accountability to local communities, and decentralized command.

Background

Community Oriented Policing (COP), a program which encourages citizen involvement in neighborhoods and city government, was introduced to the City Council in 1989. At that time the Council endorsed the Police Department's five-year plan for COP. Since its official beginning in July 1991, COP's implementation has been modified to reflect the dynamic and changeable nature of this policy. The Police Department has formed the Community Services Bureau to continue and expand COP efforts. For the first time, COP has equal status with other, more traditional law enforcement functions. The City Council's commitment to COP in 1989 has played a key role in the program's implementation. COP will continue to be an important issue for 1992 and beyond as citizens, police officers, city leaders, business people, and other agencies work together as partners in COP to solve problems affecting the community.

The central premise of community policing is that the public should play a more active and coordinated part in enhancing safety. The police cannot bear the responsibility alone, nor can the criminal justice system. Community policing can be said to exist only when new programs are undertaken that raise the level of public participation in the maintenance of public order. Past practices should not be referred to as community policing simply because of their intent to lead to greater public involvement.

Alternatives/Analysis

Among the possible positive benefits of community policing are improved crime prevention, greater public scrutiny of police authority, greater police accountability to the community, and encouragement of efforts to recruit women and minorities into police work. The program improves communication and reduces duplication of efforts within agencies and departments. The program allows participants to provide input in the decision-making process. Most of all, the program shows the citizens that they can solve many of their neighborhood problems with reduced reliance on the police department or city government.

The first year activities of the five year plan are used to collect data to evaluate the department's transition to community policing and its affect on community problems. The process will begin with projects that lay the foundation for community policing including personnel recruitment, selection, training, performance evaluations, employee reward system, department decentralization, information and referral network, and problem solving strategies. A transition committee will meet monthly to provide ongoing community oversight of the process. Other working committees will be integrated into the police department's structure to assist in building organizational commitment and involvement in community policing.



In years two through five, building on the foundation laid in year one, the police department will rebuild the organization, refine its processes, and rethink how it views traditional police structures and services. The department will institutionalize the values of community and employee participation, initiative and empowerment. With community and police department input, yearly outcomes will be identified, activities and strategies initiated, resource requirements specified, progress measured, and programs evaluated.

A shortage of field officers has delayed some aspects of Community Oriented Policing. Current plans to "right size" command levels within the Police Department demonstrate that existing staffing levels can support more officers in the field. Over the next three years, as attrition occurs, fifteen supervisory positions will become field officer positions. This should enhance the success of Community Oriented Policing.

Implementation

The implementation of community policing has just begun and will continue to require resources which have not been completely identified or budgeted by the Police Department.



Public Works Department

Issue: Refuse Collection & Disposition Fees

Policy

The refuse collection fee should be raised to cover the unfunded expenses of street sweeping and leaf removal, the cost of EPA compliance at the landfill, and the increased cost of operations.

Background

The Refuse Collection Enterprise Fund was created in Fiscal Year 1987-88 when the City switched its trash collection method from a manual to a mechanized system. The refuse collection fee was set at \$4.00 per month for the first can and \$2.00 per month for each additional can. The City bonded for approximately \$3,900,000 to purchase the necessary mechanized refuse trucks and cans. The fund was originally set up to receive a general fund subsidy when costs exceeded the amount the fee brought in as revenue.

During Fiscal Year 1988-89, the refuse collection fund received a \$289,000 subsidy from the general fund. This allowed the fee to stay at \$4.00 for the first can and \$2.00 for additional cans. In Fiscal Year 1989-90 the fee remained the same with a general fund subsidy of \$556,000.

For Fiscal Year 1990-91 it was necessary to either increase the amount of general fund subsidy to \$1,300,000 or raise the refuse collection fee. The reasons for the increase were that refuse trucks needed replacement and the landfill tipping fee was raised from \$6.00 to \$8.00 per ton. The City's General Fund could not afford to subsidize the Refuse Collection Fund because of declining general fund revenues. One-time money was available in the general fund and it was decided to use one-time money to relieve the refuse fund of the bonding debt for cans and trucks. Further it was decided to make the refuse fund self-sustaining, thus the refuse collection fee was raised from \$4.00 to \$5.25 a can. The reason for charging the same rate for each can was that the number of additional cans was increasing at an alarming rate and the City wanted to discourage the growth of extra cans. Ecologically, the City wanted to encourage people to find alternatives to disposing of waste; and, economically it was becoming expensive to fund the ongoing costs of purchasing additional cans which were not part of the bonding.

Because of the revenue shortfalls that had been occurring for several years in the general fund, it was decided that the Neighborhood Cleanup Program was a luxury that could not be afforded. The Fiscal Year 1990-91 Mayor's Recommended Budget included elimination of the Neighborhood Cleanup. However, the City Council restored funding for the program by placing it in the Refuse Collection Fund and imposing a \$1.25 fee per customer. With this action, the fee structure became \$6.50 for the first can and \$5.25 for each additional can.

The City's general fund situation continued to deteriorate and in Fiscal Year 1991-92 the Street Sweeping and Leaf Removal Programs were transferred to the Refuse Collection Fund. This decision was made because the general fund could no longer support these activities and because these activities were also



involved in the collection and disposal of debris. This decision would require an increase in the refuse collection fee but it was avoided in Fiscal Year 1991-92 because one-time money was generated by a change in the billing process that allowed these programs to be transferred without a fee increase.

This brings us to Fiscal Year 1992-93 where a fee increase is necessary to continue operating refuse collection and disposition as a self-sustaining enterprise fund. The additional net costs of street sweeping (\$350,000) and leaf removal (\$70,000) that were added during Fiscal Year 1991-92 need to be funded. In addition, the Landfill has raised the tipping fee from \$8.00 to \$13.00 per ton to comply with new EPA regulations. This translates to a \$375,000 increase in waste disposal costs to the Refuse Fund.

Analysis

Analysis shows that the refuse collection fee needs to be increased from \$6.50 to \$8.00 for first cans and from \$5.25 to \$8.00 for each additional can. The fee increase is the result of two separate events. The first event is new EPA regulations which have caused the landfill to raise its rates. These new EPA regulations translate into \$0.66 per month of the proposed fee increase. The second event is funding the transfer of street sweeping and leaf removal to the Refuse Fund which occurred last fiscal year but was not funded. The cost of sweeping and leaf removal translates into \$0.69 of the fee increase. The remaining fee increase is made up of \$.02 for increased operating costs and \$0.13 to build the fund balance to the necessary level and avoid a fee increase for the next few years.

In calculating the appropriate fee to charge for refuse collection and disposal, we used the following assumptions: 3% inflation for all operating costs, including personal services, fleet maintenance, and waste disposal which make up 70% of the refuse fund budget; and fleet equipment replacement at the optimum times based on analysis.

We next determined what level of earnings should be retained for emergencies and to help fund future replacement of cans and equipment. We applied the same criteria to the Refuse Fund that we use in the general fund: retained earnings should be equal to one month's operating revenues. In the Refuse Collection Fund that amount would be approximately \$400,000.

We also considered refuse collection fees as an incentive to encourage residents to use alternatives other than disposing of waste. For example, charging the same fee for a second can as we charge for the first should discourage their use. This would be a benefit to the residents of Salt Lake City because the Landfill is nearing the end of its useful life. At the current rate, the Landfill is projected to be fully utilized in twenty years. Those with additional cans are contributing to the landfill problem more than those with one can, therefore, the argument can be made that they should pay more for this privilege. Another benefit of charging the same rate for each can is that administrative costs for billing and keeping track of which cans belong to which residents is minimized.

The only negative aspect of changing to the same-rate-for-each-can structure is that all residents have the opportunity of receiving equal benefits of street sweeping, leaf removal and neighborhood cleanup regardless of the number of cans. For this reason it may be more fair to charge a different rate for second or third cans. If the same rate per can is charged, those with additional cans are funding a greater share of the burden for these activities than those with one can.

A market study shows that Salt Lake City's refuse collection fees are in line with many of the neighboring



jurisdictions. When the total services provided are taken into consideration, the rate is even more favorable. A sample of rates from other jurisdictions follows:

Market Study Sample

JURISDICTION	1ST CAN	ADDTL. CAN	SERVICES
<i>Salt Lake City</i>	<i>\$8.00</i>	<i>\$8.00</i>	<i>Mechanized Refuse Collection Neighborhood Cleanup Street Sweeping Leaf Removal</i>
Salt Lake County	\$6.75	\$4.75	Mechanized Refuse Collection
Provo City	\$9.50	\$5.50	Mechanized Refuse Collection
Ogden City	\$6.75	\$3.50	Mechanized Refuse Collection
West Valley City	\$4.20	N/A	Manual Refuse Collection

Recommendation

Taking all of the above items into consideration, it is recommended that the refuse collection fee increase to \$8.00 a month for each can. It is estimated that this will allow the Refuse Collection Fund to operate without another fee increase until Fiscal Year 1996-97. Extraordinary unanticipated events such as new costly Landfill requirements or a majority of additional can customers turning in their cans will speed up the time when the fee will need to be raised again. Charging the same fee for all cans does not solve all of the Landfill problems, but rather is the beginning of a major effort to implement coordinated recycling within the City.

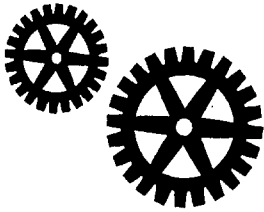
Implementation

Public hearings and new ordinances will be required to raise the fee.

Budget

Policies And Process

BUDGET POLICIES AND 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 and service levels immediately prior to and during the development of the Mayor's Recommended Budget. This section outlines the City's financial policies and how they relate to the budget development process. Additionally, this section outlines the process which developed this Recommended Budget.

FINANCIAL POLICIES

REVENUE POLICIES

The following revenue policies play an integral role in the development of the Mayor's Recommended Budget.

General Principles

1. The City will project its annual revenue through an analytical process and will adopt its annual budget using conservative estimates and long run forecasting.
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 REVENUE 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 which can be reasonably funded by user fees. This review will result in a policy which 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 programs the City will consider:
 - a. Market pricing.
 - b. Costs required to change the rate.
 - c. The ability of users to pay.
 - d. The ability of individuals to make choices between using the service and paying the fee or not using the service.



- e. Other policy considerations. (For example, setting fines high enough to serve as a deterrent; or pricing fees to even out demand for service.)
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 INCREASES.***

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 which 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, as rated by Moody's and Standard & Poor's. The City's practice is to adhere to the following guidelines:

1. State law limits general obligation bonded debt use 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 cash value of the 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 which 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 which will achieve the lowest possible rates and insurance costs.



Outstanding Debt as of June 30, 1991	
Type	Outstanding Debt
General Obligation Bonds	\$44,135,000
Revenue Bonds	134,425,000
Lease Revenue Bonds	26,405,000
Special Assessment Bonds	5,896,000

The City currently has \$44.1 million of outstanding general obligation debt, which is well below the \$284 million statutory limit. The City currently does not use general obligation debt for water, sewer, and lighting purposes.

BUDGET DEVELOPMENT PROCESS

Development of the Mayor's Recommended Fiscal Year 1992-93 budget was accomplished through four separate, but interrelated processes. Two of the processes -- policy review and budget development -- are administered by the Policy and Budget Division in the Management Services Department. The other two - - Community Development Block Grant (CDBG) appropriation and Capital Improvements Program (CIP) - - are administered by the Capital Planning and Programming Division in the Community and Economic Development Department.

The processes resulted in a complete Mayor's Recommended Budget for the fiscal year beginning July 1 and ending June 30. In May, the Mayor's Recommended Budget will be presented to the City Council for review and final adoption. Policy review and budget development are described below. The CDBG and CIP processes and policies are described in the Capital Improvements section beginning on page 243.

THE REVIEW OF PROGRAMS, SERVICES, AND BUDGETS WILL NOT END WITH THE CITY COUNCIL'S ADOPTION OF THE FISCAL YEAR 1992-93 OPERATING AND CAPITAL BUDGET IN JUNE, BUT RATHER, REVIEW WILL BE ONGOING THROUGHOUT THE FISCAL YEAR. PERPETUAL REVIEW WILL ALLOW THE CITY TO CONTINUOUSLY IMPROVE PROGRAMS AND SERVICES.



POLICY REVIEW FOR THE MAYOR'S RECOMMENDED BUDGET

Policy review for the Mayor's Recommended Fiscal Year 1992-93 budget began in September with each department submitting policy issues for consideration during the fiscal year. The policy issues were reviewed by the Mayor. In February, the Mayor met with the City Council and presented the policy issues for deliberation. The policy issues which had an impact on the development of the Mayor's Recommended Fiscal Year 1992-93 budget begin on page 11.

In March the Mayor presented a budget preview to the City Council. The preview included a summary of revenues, expenditures, capital investments, and labor/contract negotiations. The discussion included review of proposed departmental policy adjustments to meet budget targets.

EXAMPLE

A policy adjustment which occurred during the development of the Fiscal Year 1992-93 Mayor's Recommended Budget is the decision to amend refuse collection fees to cover the increasing costs of the program as well as to provide an incentive for residents to participate in recycling programs, thereby reducing waste. Past practice has been to charge \$6.50 for the first can and \$5.25 for each additional can. The Fiscal Year 1992-93 Mayor's Recommended Budget proposes to raise the fee to \$8.00 for each can. Not only will the fee increase cover the entire operating and capital replacement costs of the program, it is hoped that the higher charge for additional cans will result in residents producing less waste as well. A full analysis of this policy adjustment is provided on page 35.

BUDGET REVIEW

EXAMPLE

In Fiscal Year 1991-92 the Fire Department received approximately 21% of the \$87,282,003 revenue pie. The Fire Department was provided approximately 21%, or \$18,132,200 of the Fiscal Year 1992-93 revenue pie which is estimated to be \$85,529,243. The Fire Department's current service budget was estimated to be \$19,427,075. As a result, the Fire Department had to trim a total of \$1,294,875 to meet the slice of revenue pie provided. During the review process, meeting target would have had an unacceptable negative impact on the service. The Mayor accepted an alternative which saved \$645,660 while keeping the service level up. The difference between the reduction needed and the reduction made will be absorbed by other general fund programs.

Administrative

A Cabinet Council budget retreat was held in January at which each department director was provided a "slice" of the estimated revenue pie or budgetary target. Each department's slice was representative of the historical slice received in Fiscal Year 1991-92.

Each department then prepared a budget packet including an outline of services provided, the

department's proposed budget for each service, the benefit of each service, the level of each service, and an explanation of changes in each service. The outline also included a budget history for each program and a detailed explanation of the results of the proposed changes on services. In March, the Mayor met with each department director to review the proposed budgets.



Legislative

The City Council holds budget review meetings with each department and fund. The Council will specifically review current service levels and any recommended increases or decreases. The Council has hired an outside consultant to assist with budget analysis. The consultant will help the City Council identify budget issues and possible adjustments in the Mayor's Recommended Budget.

The City Council will hold 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 of the budget will occur 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. Each year the City Council also adopts a series of "Legislative Intent Statements." These statements, although not legally binding, reflect the Council's expectations on specific policy issues to be pursued by the Administration during the coming fiscal year. The Administration's third quarter response to the City Council's Fiscal Year 1991-92 legislative intent statements can be found beginning on page 46.

Public Participation

Public participation plays a key role in the City's budget process. During preparation of the Fiscal Year 1992-93 Recommended Budget, a public hearing was held regarding proposed Community Development Block Grant funding which was helpful in determining final administrative recommendations.

An open forum was also held on the Golf program as part of the budget process. Citizens were invited to attend the meeting and express viewpoints on all aspects of the Golf program. Additionally, a planning group of community business leaders reviewed, among other items, the City's plan for adopting marketing principles. The comments received were valuable as the Mayor made final determinations regarding the Golf program.

BUDGET PUBLIC HEARING
The City Council will receive public comment on the Mayor's Recommended Fiscal Year 1992-93 budget on Tuesday, May 19, 1992 at 6:00 p.m. in the City Council Chambers.

The Mayor has held "Mayor's Night In" and "Mayor's Night Out" meetings with the public, and Mayor's Walks through city neighborhoods. The meetings and walks have provided citizens an opportunity to communicate face-to-face with the Mayor regarding a variety of issues, including the City budget.

The City Council and Mayor hold Council District meetings. The meetings are held in community centers and are designed to provide residents access to government officials. Discussions held and comments received assist the Mayor and City Council in the development of the budget.

The City Council will hold a public hearing to receive citizen comments regarding the budget on Tuesday, May 19, at 6:00 p.m. in the City Council Chambers.



BUDGET ADMINISTRATION

Salt Lake City administers its budgets in accordance with the Utah State Fiscal Procedures Act. Adherence to the provisions of the Act ensures compliance with State law and sound financial practice.

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 levels (e.g. personal services, operating and maintenance, charges for services, capital outlay, etc.) 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.

Adjustments to departmental and fund budgets are allowed, by amendment, 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 a public hearing be held to allow the City Council to receive comments regarding the requested changes. The Council then amends the budget or rejects the request for amendment by majority vote. From time to time, money will be shifted within a fund or department budget. These adjustments do not affect the total budget and, therefore, require neither a public hearing nor City Council approval. The approval of the department director and the Budget Manager is sufficient to complete this type of adjustment.



Budget Development Calendar

Fiscal Year 1992-93

December	Personal Services Projected	
January	Revenue Estimated	Budget previews developed
February March	Departments Balance preview budgets & develop service policy issues	Departments present proposals to the Mayor
April	Mayor's Recommended Budget prepared and published	City Council receives Mayor's Budget Recommendation
May	City Council reviews Mayor's Recommended Budget	Budget Public Hearing May 19
June	Budget Adopted	
July - Nov.	Perpetual Review	



**Third Quarter Report
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.

A quarterly report on this issue has been forwarded to the City Council along with a supplementary report on staffing for the 911 Emergency Communications Center (ECM).

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.

The Steiner Aquatic Center currently offers an annual Family Pass which costs \$250 and a Summer pass which costs \$200. The Family Pass allows up to six (6) family individuals to participate in activities at the center. The price of the annual family pass is reasonable and in line with the current aquatic center market. To date only two requests have been received from the public asking for a single parent or small family pass option. The Parks Department recommends that the current fee structure for family passes be maintained. Reliability and equity were the main factors which influenced the recommendation. The City currently has no mechanism to verify whether a parent is single or a family unit is small. The City would be forced to rely on the "honor system" for verification. Other recreational centers have proven that this system is, unfortunately, not always reliable.

Equity is also an issue with the proposed type of fee structure because it would suggest that single parent families or smaller family units have less money to spend on recreational activities than two parent or larger families. A fee structure based on this rationale would necessitate consideration of "single income" families for pass discounts as well.

The vast majority of Steiner patrons are being well served by the current menu of user fees. While no fee adjustments are recommended at this time, the Parks Department will continue to monitor the 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 Sugar House Park Authority.

The Administration is encouraging the Sugar House Park Authority to sponsor events or activities which will generate revenue for the Park and thus reduce the City's subsidy. Salt Lake County is also encouraging the Park Authority to explore ways to generate income. To date, the only income generated by the Park Authority has been from pavilion reservations.

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.

A comprehensive report was submitted to the City Council on November 15, 1991. Due to staff time required to input information in the data base, the entire system is not fully operational at this time. However, the system is producing work orders and some management reports which are currently being used by crews and management.

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

This issue will be discussed fully during the budget process as it relates to proposed golf course restructuring. The Administration believes a central reservation system would enhance the value of the City's total golf operations.

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 and 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.

The City's drainage design criteria for streets is that drainage be properly conveyed without impact to adjacent properties. This usually requires curb and gutter to control runoff. There are approximately 534 centerline miles of road in Salt Lake City; about 20 percent of these roads, primarily located west of Redwood Road, lack curb and gutter. The storm water charge for these streets would be about \$245,000 per year. This fee could be assessed to City, State, and Federal agencies, but would be difficult to measure, charge, and collect. Public Utilities recommends that all streets be excluded from charges for storm water. This position is consistent with current storm water drainage implementation policies.



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.

The Administration will continue to pursue shared services. The City Council will be informed of any shared services committees and task forces which may be formed.

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 the Council a written report by December 2, 1991.

A report was forwarded to the City Council on 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.

The City and the County agreed to consolidate animal control services for a trial period of two years beginning the first part of October. The City and County have been meeting to evaluate the consolidation and resolve any problems. The consolidation has been functioning reasonably well. The Administration will continue to brief the Council on the status of the consolidation.

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.

The recommended change has occurred as part of the Fiscal Year 1992-93 budget process.

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.

User fee analysis is currently under review by the Administration.

It is the intent of the Council that the Administration continue to increase 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.

A full written report of the Fire Department's efforts in community education was transmitted to the Council with the second quarter Legislative Intent Report.



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.

The Parks Department does not believe that the work order system used by Parks Maintenance Operation is warranted or needed for golf courses at this time. The work order system has been beneficial for Parks Maintenance crews because each crew has varied responsibilities and each crew moves throughout the City on a daily basis. In contrast, each individual golf course operation is self contained and works independently of other courses. Maintenance duties are not shared by golf courses and each course has clearly identified maintenance standards which are unique to the course. Employees productivity and efficiency is monitored and controlled on each course. While the work order system could be utilized by golf operation crews, the costs of implementation and management exceed any potential benefit at this time.

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

The Fire Department completed its study of the "flying squad" concept and transmitted a report to the Council in mid-December. The report concluded that flying squads would not be an effective tool for the deployment of fire protection and emergency services resources if used in conjunction with reductions in staffing levels of first-line units.

The study found that flying squads were most effective in densely populated cities with relatively low emergency call workloads. Salt Lake City is comparatively sparsely populated and has a high emergency call workload. Cities that are more similar to Salt Lake City have not had great success with the flying squad concept.

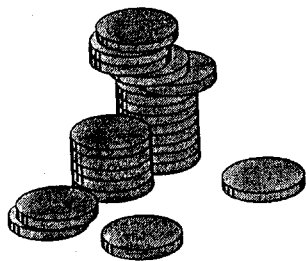
It is the intent of the Council to request the Administration to review the possibility of using volunteers in the school crossing guard program.

The City has funded a school crossing guard program, even in difficult economic times, in the belief that paid service is more reliable than volunteer. During development of the Fiscal Year 1992-93 Mayor's Recommended Budget the issue of crossing guards was studied in depth. New State legislation regarding school crossings specifically exempts school age children from serving as crossing guards. The Administration will continue to explore the possibility of enlisting PTA and school district support for a volunteer program. However, absent the support of these entities, the Administration contends that a paid crossing guard service is more reliable than a volunteer service.

Revenue

REVENUE

This section includes a general discussion of each of the City's major revenue sources. The detailed discussion of each revenue source includes a fourteen-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, trend, 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 the revenue forecasts must ultimately determine a set of estimates from a range of possible outcomes generated by various modeling approaches. The process produces 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 non agricultural average monthly wage and taxable direct sales indicate growth in tax collections in Fiscal Year 1992-93, the City's continued loss of population and slow job growth give mixed signals for Salt Lake City's economic health.

Many uncontrollable factors affect Salt Lake City revenues, both in the present and in 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 adversely affect revenue in Salt Lake City.

GENERAL FUND REVENUES BY SOURCE
Years Ending June 30, 1980 Through 1993

Fiscal Year	Property Tax	Sales Tax	Franchise Tax	Licenses & Permits	Fines & Forfeitures	Interest Income	Inter-Govtmtd.	Interfund Reimbrmnt	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	19.03%
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	2,752,406	2,730,005	2,856,907	5,738,258	2,916,882	937,466	1,135,025	142,462	60,865,981	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	3,597,639	1,333,480	3,220,280	6,969,550	2,983,717	994,782	1,419,282	537,035	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	28,297,803	22,263,950	14,088,677	4,885,455	3,166,314	2,726,874	1,999,833	4,067,960	1,278,830	2,595,807	1,443,943	86,815,446	7.14%
1992(B)	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	-1.08%
1993(F)	27,844,518	26,114,970	13,496,080	4,776,974	3,232,738	1,800,000	2,039,000	4,541,556	1,277,000	2,386,632	120,317	87,629,785	2.03%
% Total	28.47%	26.05%	17.78%	4.88%	3.39%	3.73%	7.00%	4.63%	1.37%	2.16%	0.55%	100.00%	

* Does not include bond proceeds or transfers in.





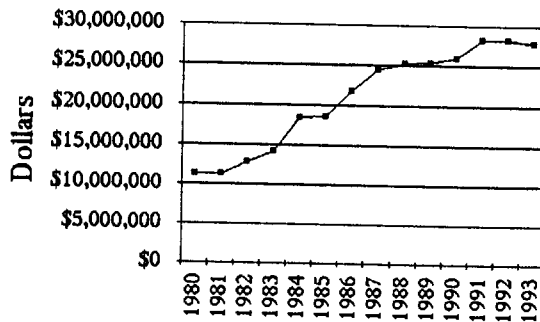
GENERAL FUND

Property Tax

PROPERTY TAX REVENUE IS SALT LAKE CITY'S PRINCIPAL SOURCE OF GENERAL FUND REVENUE, PROVIDING 31 PERCENT OF TOTAL PROJECTED REVENUES IN FISCAL YEAR 1992-93. PROPERTY TAX REVENUES ARE PROJECTED TO DECREASE BY 1.3 PERCENT IN FISCAL YEAR 1992-93. THE BULK OF THIS DECREASE IS THE RESULT OF A MISTAKE BY THE UTAH STATE TAX COMMISSION IN ASSESSING CENTRALLY ASSESSED PROPERTIES AND WILL RESULT IN AN ON-GOING LOSS TO THE CITY. IN ADDITION, DUE TO THE METHODOLOGY USED TO CALCULATE STATE ASSESSED PROPERTY, CENTRALLY ASSESSED PROPERTY TAX REVENUES ARE EXPECTED TO DECLINE.

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 and final forecasts of property tax revenues are provided by Salt Lake 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 29.5 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, the Code does require local governments planning to increase the property tax rate above the certified level to hold a truth in taxation hearing regarding the proposed increase.



Sales Tax

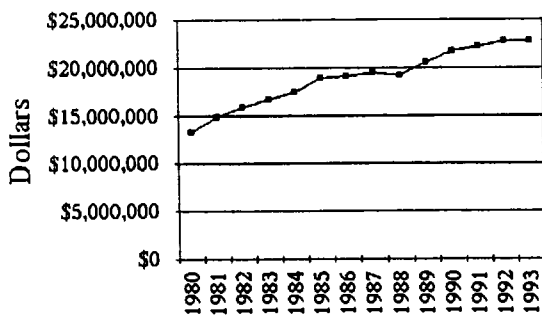
SALES TAX REVENUE IS SALT LAKE CITY'S SECOND LARGEST SOURCE OF GENERAL FUND REVENUE, PROVIDING 29 PERCENT OF TOTAL PROJECTED REVENUES IN FISCAL YEAR 1992-93.

Following sluggish growth in the mid 1980's, trends in sales tax revenues in the late 1980's through Fiscal Year 1990-91 reflected the general strength of the City's economy. *GROWTH IN SALES TAX REVENUES IS EXPECTED TO REMAIN STRONG DUE TO GROWTH IN INCOME AND EMPLOYMENT THROUGHOUT THE AREA.*

The Sales Tax System, Base, and 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. Additionally, sales



tax is collected on 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, 55 percent is distributed to the City and 45 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 determined by the most recent census or census estimate.

Within the distribution formula, the ratio of point of sales and population distribution will change each year, reaching the final ratio of 50/50 by Fiscal Year 1993-94. The future impact of these changes will depend on the City's population trend and the strength of the general economy.

Changes in the Sales Tax

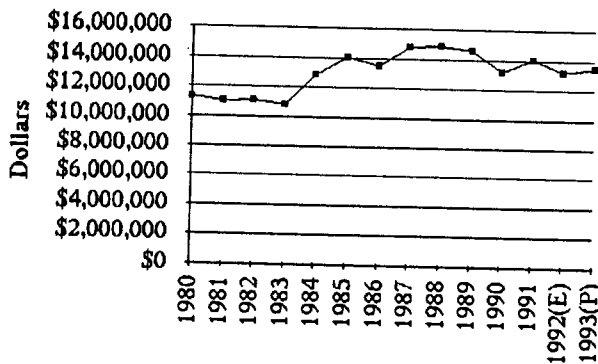
Due to the passage of HB 338, the monthly sales tax collections legislation, *SALT LAKE CITY WILL RECEIVE ONE-TIME SALES TAX REVENUES IN FISCAL YEAR 1992-93. ESTIMATES, BASED ON TWO MONTHS COLLECTIONS, PROJECT THAT SALT LAKE CITY SHOULD RECEIVE \$3,100,000 IN ONE-TIME MONEY.*



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 1992-93.

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. This trend is expected to level out in Fiscal Year 1992-93. In addition, Salt Lake City is in the process of auditing U.S. West. The outcome of this audit is expected to increase ongoing 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.

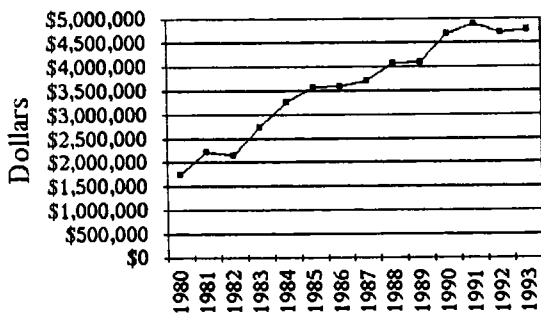
In Fiscal Year 1986-87, under section 17.16.070 of the Salt Lake City Code, the City instituted a franchise fee of 6 percent of gross revenue on the Public Utilities Department for water and sewer services. The City's objective in enacting this ordinance was to fairly and equally charge for the department's use of the City's streets. The charge represents the same cumulative charge 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 1992-93. License and permit revenues reflect a general weakness in the City's construction industry which is offset by the strength of Salt Lake City's business community. COMBINED REVENUES ARE PROJECTED TO INCREASE SLIGHTLY IN FISCAL YEAR 1992-93.

License and 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.

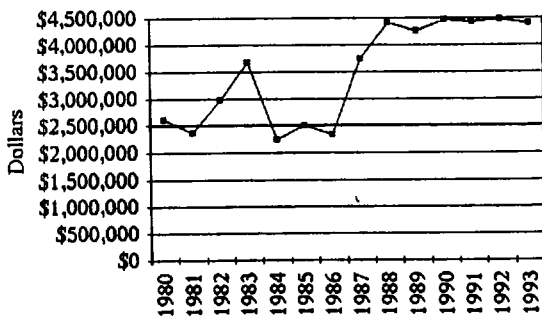
New businesses pay \$35.00 for a license the first year of operation and \$70.00 per year thereafter. In addition, a fee of \$6.00 per full-time employee is charged on annual license renewals. The maximum amount to be paid for a business license is \$2,400 per year. Those businesses

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 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 and Parking Meters

FINES AND FORFEITURES AND PARKING METER REVENUE REPRESENTS 4.7 PERCENT OF PROJECTED GENERAL FUND REVENUES IN FISCAL YEAR 1992-93. In Fiscal Year 1992-93, revenues from fines and forfeitures and parking meters is projected to decline slightly.



Fines & Forfeitures System

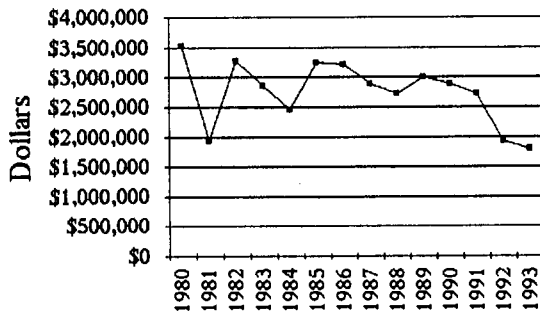
Ordinances, policies and administrative procedures governing fines and forfeitures revenue are set forth in section 9.28 and Title 12 of the Salt Lake City Code and various sections of the Utah Administrative Code.

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.



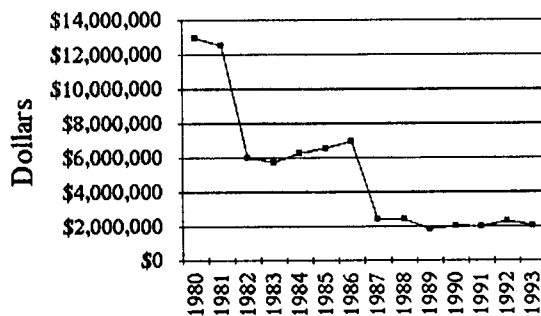
Interest Income

INTEREST INCOME ACCOUNTS FOR 2 PERCENT OF PROJECTED GENERAL FUND REVENUES IN FISCAL YEAR 1992-93. Interest revenues are dependent on economic activity, national and local interest rates, cash flow, and bonding activities. Fiscal Year 1992-93 interest income revenue is projected to fall from last Fiscal Year, following the general trend of national interest rates.



Authority and guidelines for the investment of City funds are found in the Utah State Money Management Act of 1974. Depositories, investment instruments and the ratio of balances invested are regulated under these rules.

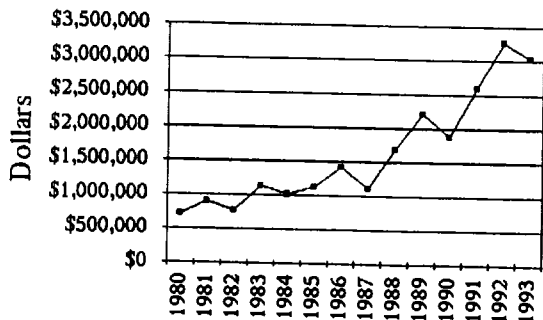
Intergovernmental Revenues



IN THE EARLY 1980'S INTERGOVERNMENTAL REVENUES COMPRISED AS MUCH AS 21 PERCENT OF GENERAL FUND REVENUES. WITH THE TERMINATION OF FEDERAL REVENUE SHARING IN 1986, INTERGOVERNMENTAL REVENUES HAVE DECREASED AS A PERCENTAGE OF REVENUE. IN FISCAL YEAR 1992-93, INTERGOVERNMENTAL REVENUES ACCOUNT FOR ONLY 2 PERCENT OF PROJECTED GENERAL FUND REVENUES. A decrease in intergovernmental revenues is forecast for Fiscal Year 1992-93 due to the loss of liquor law monies.

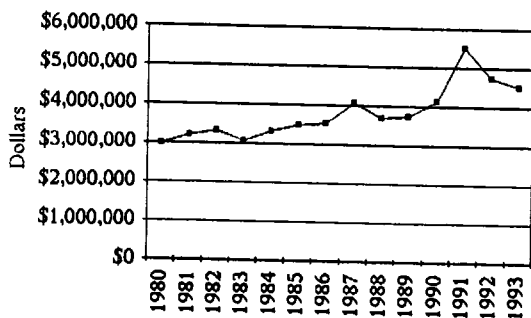


Charges for Services



CHARGES FOR SERVICES ACCOUNT FOR 3 PERCENT OF PROJECTED GENERAL FUND REVENUES IN FISCAL YEAR 1992-93. Revenue sources in this category include: cemetery fees, some public safety fees, and engineering fees. Decline in this category of revenues, including a loss of revenues from animal control fees and recreational facilities fees and charges, is projected in Fiscal Year 1992-93.

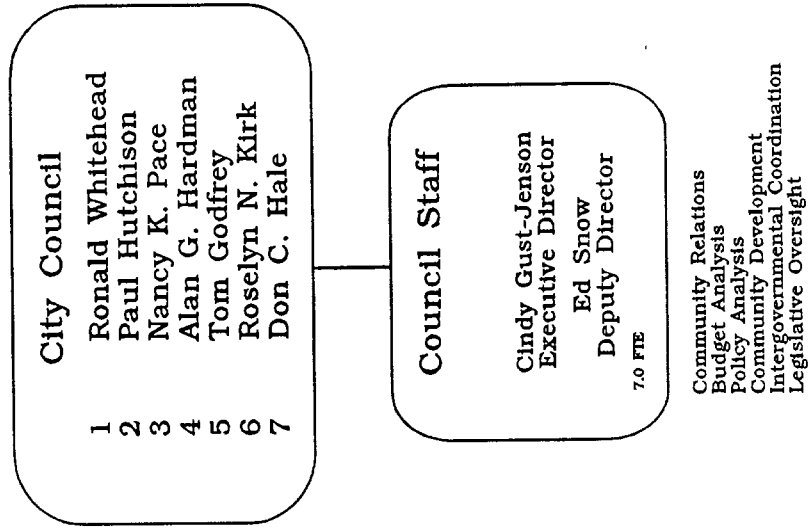
Interfund Reimbursements and Miscellaneous Revenue



*INTERFUND REIMBURSEMENTS AND MISCELLANEOUS REVENUES ACCOUNT FOR FIVE AND ONE-HALF PERCENT OF GENERAL FUND REVENUES. Interfund reimbursements include charges for services provided by one general fund department or agency to other non-general fund departments or agencies of the City. Miscellaneous revenue primarily comprised of impound evidence receipts and monies from the sale of property and surplus goods. *INTERFUND REIMBURSEMENTS AND MISCELLANEOUS REVENUES ARE EXPECTED TO DECREASE SLIGHTLY IN FISCAL YEAR 1992-93.**

City Council

City Council Organizational Structure Fiscal Year 1992-93





The CITY COUNCIL is a separate, but equal, branch of City government. The Council's purpose is to fulfill the legislative functions of City government and set overall policy direction by passing ordinances, adopting the budget, and providing oversight of the Administration.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Municipal Legislation	\$624,916	\$643,862	Capital Outlay increased for copy machine purchase
TOTAL	\$624,916	\$643,862	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$366,038	\$25,112	\$229,966	\$3,800	\$624,916
Merit and other price adjustments	10,945		11,778		22,723
Purchase of copy machine				8,700	8,700
Shift computer/telephone to Non Dept.			-12,477		-12,477
Fiscal Year 1992-93 proposed budget	\$376,983	\$25,112	\$229,267	\$12,500	\$643,862

Service Detail

City Council Office

The City Council represents residents in each of the City's seven City Council Districts. The Council conducts independent management audits of City departments and reviews specific City programs and activities. The proposed Fiscal Year 1992-93 budget for the City Council includes an increase in Capital Outlay for the purchase of a copy machine. The service level will not change.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Municipal Legislation	\$565,984	\$624,916	\$643,862	\$18,946	3.03%
TOTAL	565,984	624,916	643,862	18,946	3.03%
Funding Sources:					
General Fund	565,984	624,916	643,862	18,946	3.03%
TOTAL	\$565,984	\$624,916	\$643,862	\$18,946	3.03%
Authorized Positions	13.13	14.00	14.00	0.00	0.00%

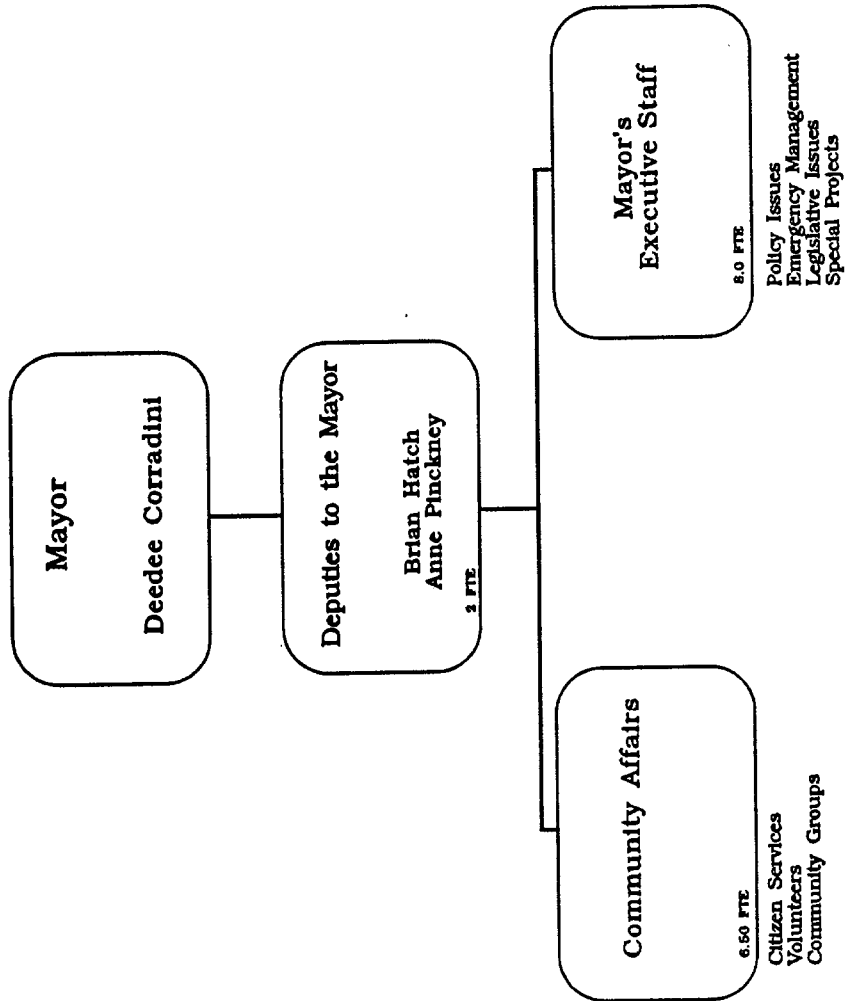


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$264,134	\$300,605	\$301,665	\$308,091
Benefits	47,656	65,433	65,612	68,892
<i>Total Personal Services</i>	<u>311,790</u>	<u>366,038</u>	<u>367,277</u>	<u>376,983</u>
<i>Total Operating & Maintenance</i>	<u>25,646</u>	<u>25,112</u>	<u>25,112</u>	<u>25,112</u>
Charges/Services/Fees:				
Travel/Training	38,063	28,600	28,600	32,600
Utilities	601	378	378	355
Professional and Other Contractual Services	138,063	165,700	165,700	163,300
Buildings, Equipment, and Janitorial Maintenance	4,066	4,066	4,066	2,066
Rentals/Leases	13,489	15,076	15,076	11,026
Insurance Claims/Damages	-	-	-	-
Interfund Charges:				
Data Processing Services	7,631	8,687	8,687	9,954
Fleet Maintenance Services	-	-	-	-
Risk Management Premiums	5,482	2,059	2,059	2,016
Employee Insurance Payments	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-
Other Interfund Charges	-	-	-	-
Contingency	-	-	-	-
Other Charges/Fees/Services	5,742	5,400	5,400	7,950
<i>Total Charges/Fees/Services</i>	<u>213,137</u>	<u>229,966</u>	<u>229,966</u>	<u>229,267</u>
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	15,411	3,800	3,800	12,500
<i>Total Capital Outlay</i>	<u>15,411</u>	<u>3,800</u>	<u>3,800</u>	<u>12,500</u>
<i>Total Operating Expenses</i>	<u>565,984</u>	<u>624,916</u>	<u>626,155</u>	<u>643,862</u>
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
<i>Total Other Uses</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL BUDGET	<u>565,984</u>	<u>624,916</u>	<u>626,155</u>	<u>643,862</u>

Mayor

Office of the Mayor Organizational Structure Fiscal Year 1992-93





The purpose of the MAYOR'S OFFICE is to lead City departments in serving the residents of Salt Lake City. The Office includes the Mayor's Executive staff and Community Affairs.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Executive Staff	\$695,871	\$672,213	Staff reorganized.
Community Affairs	\$321,340	\$245,502	Part-time clerical position eliminated, part-time intern added.
TOTAL	\$1,017,211	\$917,715	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$797,456	\$25,912	\$190,477	\$3,366	\$1,017,211
Merit and other price adjustments	-25,059	1,389	4,252	-866	-20,284
Shift computer/telephone to Non Dept.			-79,212		-79,212
Fiscal Year 1992-93 proposed budget	\$772,397	\$27,301	\$115,517	\$2,500	\$917,715

Service Detail

Executive Staff

This program provides the Mayor with professional support. The program includes intergovernmental and intragovernmental relations, emergency management liaison, special projects coordination (such as legislative, recycling, public-private partnerships, and Sister Cities programs), public affairs, labor negotiation functions, local business relations, policy analysis, and other support staff functions. The Fiscal Year 1992-93 budget is proposed to decrease due to reorganization of the Mayor's Executive staff at the change of administration in January, 1992, and because of transfer of equipment charges to the Non Departmental budget. The service level of this program will remain constant.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Executive Staff	\$655,853	\$695,871	\$672,213	\$-23,658	-3.40%
TOTAL	<u>655,853</u>	<u>695,871</u>	<u>672,213</u>	<u>-23,658</u>	<u>-3.40%</u>
<i>Funding Sources:</i>					
General Fund	655,853	695,871	672,213	-23,658	-3.40%
TOTAL	<u>\$655,853</u>	<u>\$695,871</u>	<u>\$672,213</u>	<u>\$-23,658</u>	<u>-3.40%</u>
<i>Authorized Positions</i>	11.60	11.60	11.00	-0.60	-5.17%

Community Affairs

This program serves as a liaison between the public and City government. The program includes a citizen complaint/request for service center, a volunteer center, and support to Salt Lake Area Community Councils and other community groups. The Fiscal Year 1992-93 is proposed to decrease due primarily to a transfer of Information Management Services costs to the Non Departmental budget. Additionally, one part-time Clerical position is eliminated and one part-time Intern position added. The service level is not expected to change.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Community Affairs	\$286,378	\$321,340	\$245,502	\$-75,838	-23.60%
TOTAL	<u>286,378</u>	<u>321,340</u>	<u>245,502</u>	<u>-75,838</u>	<u>-23.60%</u>
<i>Funding Sources:</i>					
General Fund	286,378	321,340	245,502	-75,838	-23.60%
TOTAL	<u>\$286,378</u>	<u>\$321,340</u>	<u>\$245,502</u>	<u>\$-75,838</u>	<u>-23.60%</u>
<i>Authorized Positions</i>	6.68	6.68	6.50	-0.18	-2.69%

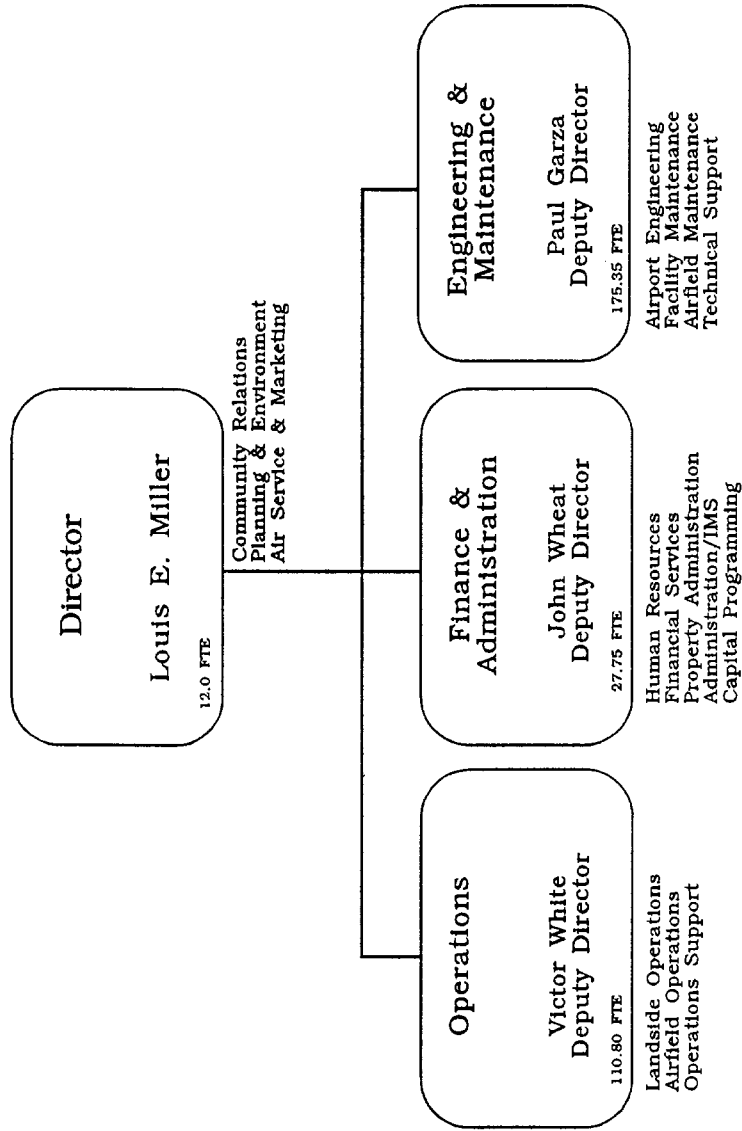


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$627,020	\$646,020	\$647,111	\$623,951
Benefits	118,709	151,436	151,869	148,446
Total Personal Services	<u>745,729</u>	<u>797,456</u>	<u>798,980</u>	<u>772,397</u>
Total Operating & Maintenance	<u>23,753</u>	<u>25,912</u>	<u>25,512</u>	<u>27,301</u>
Charges/Services/Fees:				
Travel/Training	26,481	28,738	28,638	30,525
Utilities	3,273	3,588	3,588	3,120
Professional and Other Contractual Services	24,209	31,637	33,104	27,104
Buildings, Equipment, and Janitorial Maintenance	3,236	3,799	4,149	5,820
Rentals/Leases	27,216	22,802	22,802	15,337
Insurance Claims/Damages	-	-	-	-
Interfund Charges:				
Data Processing Services	70,607	74,391	74,741	5,287
Fleet Maintenance Services	-	-	-	-
Risk Management Premiums	7,404	12,986	12,986	12,123
Employee Insurance Payments	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-
Other Interfund Charges	-4,244	-	-	-
Contingency	-	-	-	-
Other Charges/Fees/Services	10,968	12,536	12,336	16,201
Total Charges/Fees/Services	<u>169,150</u>	<u>190,477</u>	<u>192,344</u>	<u>115,517</u>
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	3,599	3,366	3,366	2,500
Total Capital Outlay	<u>3,599</u>	<u>3,366</u>	<u>3,366</u>	<u>2,500</u>
Total Operating Expenses	<u>942,231</u>	<u>1,017,211</u>	<u>1,020,202</u>	<u>917,715</u>
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
Total Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL BUDGET	<u>942,231</u>	<u>1,017,211</u>	<u>1,020,202</u>	<u>917,715</u>

Airport

Airport Authority Organizational Structure Fiscal Year 1992-93





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.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration	\$777,400	\$910,700	One Air Service/Marketing Dir. added; one Noise/Environment Specialist added.
Finance & Admin. Services	\$71,137,800	\$101,766,600	Increased for costs associated with new carrier runway; master bond resolution requires increased reserves; one accounting; one warehouse; one contract; and one planning position were added; additional debt service.
Engineering/Maintenance	\$14,056,700	\$15,077,600	Increased janitorial service for expansion; additional preventative maintenance for runways and facilities; two equipment operators; two mechanics; and four maintenance positions were added.
Operations/Pub. Safety	\$5,016,600	\$6,681,500	Purchase of 8 shuttle busses; addition of 31 positions for the shuttle service; two additional communications positions; one secretary position added.
TOTAL	\$90,988,500	\$124,436,400	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$10,404,700	\$1,599,800	\$23,749,700	\$55,234,300	\$90,988,500
Merit & price adjustments	419,800	56,100	-26,700	-166,900	282,300
Shuttle service	583,700	126,000	-700,000	960,000	969,700
New positions	479,000				479,000
Carpet & plumbing upgrades/equip. maint		46,900	25,500		72,400
Electrical power & water			-183,200		-183,200
Janitorial services			257,200		257,200
Sky cap service			175,000		175,000
rubber removal & pavement maintenance			234,800		234,800
Debt service			3,233,700		3,233,700
Security Contingency - Gulf War			-350,000		-350,000
Airline rebate\Intergovernmental Charges			147,500		147,500
Operation & maintenance reserves per bonding			1,800,000		1,800,000
Capital Improvements				26,329,500	26,329,500
Fiscal Year 1992-93 proposed budget	\$11,887,200	\$1,828,800	\$28,363,500	\$82,356,900	\$124,436,400



Service Detail

✓ Administration

This program provides coordinated direction and support to carry out the department's goals and policies. The program also provides community relations, planning, and marketing efforts for the Airport and the community as a whole. The proposed budget for Fiscal Year 1992-93 includes the addition of one full-time Air Service and Marketing Director position and one full-time Noise and Environmental Specialist position. These organizational changes will help the program maintain the department's commitment to economic growth and environmental safety.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Administration	\$437,932	\$777,400	\$910,700	\$133,300	17.15 %
TOTAL	437,932	777,400	910,700	133,300	17.15 %
<i>Funding Sources:</i>					
Airport Revenues	437,932	777,400	910,700	133,300	17.15 %
TOTAL	\$437,932	\$777,400	\$910,700	\$133,300	17.15 %
<i>Authorized Positions</i>	6.51	10.00	12.00	2.00	20.00 %

Finance and Administration

This program provides financial and administrative services for the Airport. The community is ensured that the Airport is operated at a level which provides the best possible economic benefit to the community. The Fiscal Year 1992-93 budget is proposed to increase due to the construction of a new carrier runway. Through the new carrier runway, the economic benefits and potential of the Airport will be enhanced. Additionally, the budget proposal includes the creation of one full-time Chief Accountant position to increase the Airport's forecasting and revenue analysis; one full-time Warehouse Operator position to assist in inventory control and implementation of a bar code system; one full-time Contract Specialist position to assist with increasing contracts workload; and one full-time Capital Programmer position to assist with grant administration. The proposal also includes the elimination of the shuttle service contract. Shuttle services will become an Airport program effective September 1, 1992.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Finance & Admin. Serv.	\$43,993,600	\$71,137,800	\$101,766,600	\$30,628,800	43.06 %
TOTAL	43,993,600	71,137,800	101,766,600	30,628,800	43.06 %
<i>Funding Sources:</i>					
Airport Revenues	43,993,600	71,137,800	101,766,600	30,628,800	43.06 %
TOTAL	\$43,993,600	\$71,137,800	\$101,766,600	\$30,628,800	43.06 %
<i>Authorized Positions</i>	23.00	24.25	27.75	3.50	14.43 %



✓ Engineering and Maintenance

This program coordinates construction activities at the Airport and ensures that activities comply with Federal Aviation Administration (FAA) requirements. Additionally, the program provides maintenance of Airport facilities, including airfields, terminals, parking lots, grounds, and roadways. The Fiscal Year 1992-93 budget proposal includes additional maintenance costs for the airfield as well as additional costs for janitorial services, primarily to maintain the new parking structure and the Terminal #2 expansion. It is proposed that two full-time Airfield Maintenance Equipment Operator positions be added to assist with maintenance of the new landscape in front of the parking terrace. The proposal also includes the addition of two full-time Mechanic Trainee positions to service Airport owned shuttle buses; the addition of one full-time General Maintenance position to oversee planting indoors and outdoors on Airport property; and the addition of three full-time General Maintenance positions to assist with preventative maintenance of Airport facilities.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Engineering/Maintenance	\$12,519,303	\$14,056,700	\$15,077,600	\$1,020,900	7.26%
TOTAL	<u>12,519,303</u>	<u>14,056,700</u>	<u>15,077,600</u>	<u>1,020,900</u>	<u>7.26%</u>
<i>Funding Sources:</i>					
Airport Revenues	12,519,303	14,056,700	15,077,600	1,020,900	7.26%
TOTAL	<u>\$12,519,303</u>	<u>\$14,056,700</u>	<u>\$15,077,600</u>	<u>\$1,020,900</u>	<u>7.26%</u>
<i>Authorized Positions</i>	162.86	168.17	175.35	7.18	4.27%

✓ Operations

This program ensures implementation of and adherence to safety measures, law enforcement, and security regulations. Additionally, the program provides passenger convenience services, including parking, shuttle buses, and traffic control. The Fiscal Year 1992-93 budget proposal includes the creation of twenty-six full-time equivalent Shuttle Bus Driver positions and five full-time Shuttle Coordinator positions. The costs associated with the addition of these positions is offset by the savings generated due to cancellation of the contract for shuttle services. Additionally, the proposal includes the hiring of two full-time Communication Coordinator positions to upgrade the control center and one full-time Secretary position to provide support to the land side operation functions. Finally, the Capital Outlay budget is proposed to increase primarily due to the purchase of eight new shuttle buses.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Operations/Pub. Safety	\$4,586,798	\$5,016,600	\$6,681,500	\$1,664,900	33.19%
TOTAL	<u>4,586,798</u>	<u>5,016,600</u>	<u>6,681,500</u>	<u>1,664,900</u>	<u>33.19%</u>
<i>Funding Sources:</i>					
Airport Revenues	4,586,798	5,016,600	6,681,500	1,664,900	33.19%
TOTAL	<u>\$4,586,798</u>	<u>\$5,016,600</u>	<u>\$6,681,500</u>	<u>\$1,664,900</u>	<u>33.19%</u>
<i>Authorized Positions</i>	72.80	76.80	110.80	34.00	44.27%

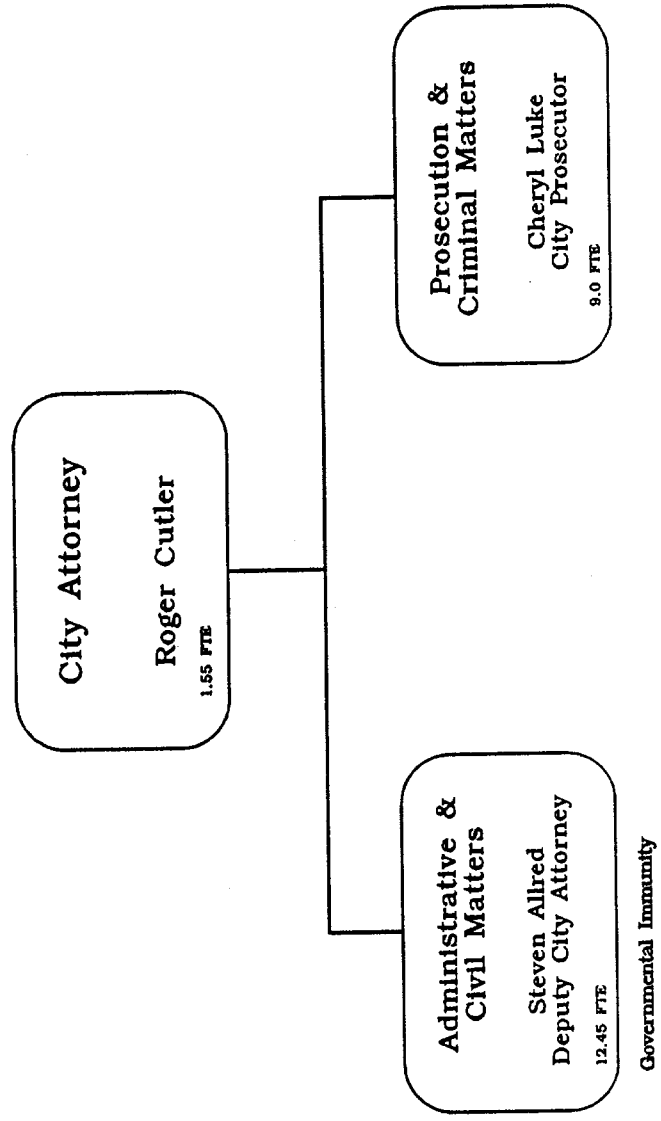


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$7,219,758	\$8,209,300	\$8,133,600	\$9,437,400
Benefits	1,775,393	2,195,400	2,150,500	2,449,800
Total Personal Services	<u>8,995,151</u>	<u>10,404,700</u>	<u>10,284,100</u>	<u>11,887,200</u>
Total Operating & Maintenance	<u>1,321,064</u>	<u>1,599,800</u>	<u>1,499,700</u>	<u>1,828,800</u>
Charges/Services/Fees:				
Travel/Training	119,242	107,000	110,200	143,100
Utilities	2,007,364	2,870,200	2,474,800	2,671,700
Professional and Other Contractual Services	1,470,771	1,623,200	1,337,500	1,974,900
Buildings, Equipment, and Janitorial Maintenance	1,389,594	1,700,000	1,773,700	1,957,200
Rentals/Leases	1,495,275	900,000	1,258,000	200,000
Insurance Claims/Damages	4,289	40,000	27,400	40,000
Airline Rebates	2,552,738	2,650,700	2,651,000	2,700,000
Data Processing Services	145,325	182,800	149,500	198,000
Fleet Maintenance Services	0	0	0	0
Risk Management Premiums	307,455	350,000	324,500	350,000
Employee Insurance Payments	0	0	0	0
General Fund Administrative Service Fee	603,923	663,900	610,300	668,600
Other Interfund Charges	1,274,386	1,385,500	1,385,500	1,455,000
Contingency	0	350,000	0	0
Other Charges/Fees/Services	333,264	241,100	253,700	286,000
Total Charges/Fees/Services	<u>11,703,626</u>	<u>13,064,400</u>	<u>12,356,100</u>	<u>12,644,500</u>
Fleet Vehicle Acquisitions	1,583,173	1,099,200	1,230,200	1,809,100
Other Capital Outlay	572,162	300,900	285,900	501,700
Total Capital Outlay	<u>2,155,335</u>	<u>1,400,100</u>	<u>1,516,100</u>	<u>2,310,800</u>
Total Operating Expenses	<u>24,175,176</u>	<u>26,469,000</u>	<u>25,656,000</u>	<u>28,671,300</u>
Other Uses				
Capital Improvements	48,758,496	53,834,200	25,167,100	80,046,100
Bonding/Debt/Interest Charges	8,614,595	10,685,300	12,423,300	13,919,000
Other Non-Operating Uses	5,238	0	0	0
Transfers Out	0	0	0	1,800,000
Total Other Uses	<u>57,378,329</u>	<u>64,519,500</u>	<u>37,590,400</u>	<u>95,765,100</u>
TOTAL BUDGET	<u>81,553,505</u>	<u>90,988,500</u>	<u>63,246,400</u>	<u>124,436,400</u>

Attorney

**City Attorney's Office
Organizational Structure
Fiscal Year 1992-93**





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.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Changes
Administration	\$113,815	\$108,936	No significant change
Civil Support	577,086	620,921	Reduction in outside counsel; add 1 new attorney position
Prosecution	495,190	475,330	Reduction in use of contract prosecutors
Governmental Immunity	414,966	437,910	.15 FTE transferred in
TOTAL	\$1,601,057	\$1,643,097	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$982,276	\$32,137	\$565,909	\$20,735	\$1,601,057
Merit and other price adjustments	48,090		27,968	-6,397	69,661
New position	63,709				63,709
Miscellaneous operating expenses		-4,000			-4,000
Shift IMS costs to Non Departmental			-44,830		-44,830
Special counsel fees			-42,500		-42,500
Fiscal Year 1992-93 proposed budget	\$1,094,075	\$28,137	\$506,547	\$14,338	\$1,643,097

Service Detail

Attorney's and Prosecutor's Offices

This program ensures that the day-to-day operations of Salt Lake City are legally responsible and that commitments which the City makes, and contracts which the City enters into, are appropriate legal commitments which protect the health, safety, and welfare of the residents and resources of the City. When appropriate, the program provides prosecution of criminal violations. One Attorney position was added to this program which will be funded by the Airport. Due to budgetary reductions, the Fiscal Year 1992-93 budget proposal includes a reduction in funds for specialized counsel and forensic consultants. In some instances, this may result in settlement, rather than litigation, of cases.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Administration	\$106,009	\$113,815	\$108,936	-4,879	-4.29%
Civil Support	535,470	577,086	620,921	43,835	7.60%
Prosecution	449,645	495,190	475,330	-19,860	-4.01%
TOTAL	1,091,124	1,186,091	1,205,187	19,096	1.61%
<i>Funding Sources:</i>					
Federal Grants	44,770	48,577	45,979	-2,598	-5.35%
General Fund	1,046,354	1,137,514	1,159,208	21,694	1.91%
TOTAL	\$1,091,124	\$1,186,091	\$1,205,187	19,096	1.61%
<i>Authorized Positions</i>	18.80	19.95	20.80	0.85	4.26%

Governmental Immunity

This program is the City's self insurance fund. The program ensures that the City is protected against invalid claims, the public is appropriately compensated for City negligence, and taxpayer's money is used cost efficiently with regard to insurance. The Fiscal Year 1992-93 budget proposal includes transfer of 0.15 of an Administrative Secretary position to this program from the Legal Support Division of the Attorney's office. Because the duties of the Administrative Secretary were already assigned to this program, moving the budget will not have an impact on the service level.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Governmental Immunity	\$423,122	\$414,966	\$437,910	22,944	5.53%
TOTAL	423,122	414,966	437,910	22,944	5.53%
<i>Funding Sources:</i>					
Fund Balance	423,122	414,966	437,910	22,944	5.53%
TOTAL	\$423,122	\$414,966	\$437,910	22,944	5.53%
<i>Authorized Positions</i>	2.20	2.05	2.20	0.15	7.32%

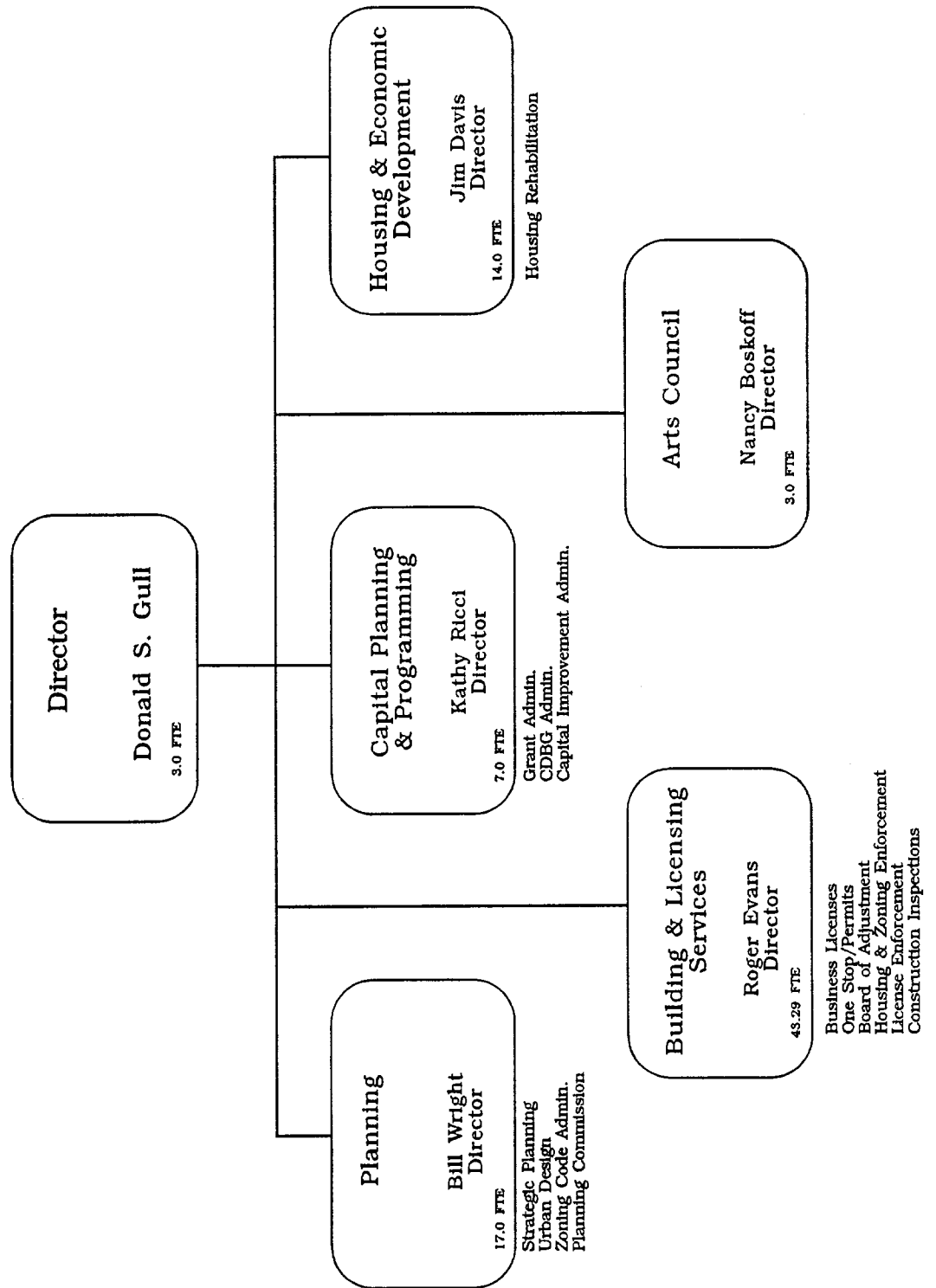


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$747,094	\$797,038	\$800,096	\$889,726
Benefits	161,214	185,238	185,732	204,349
Total Personal Services	908,308	982,276	985,828	1,094,075
Total Operating & Maintenance	36,906	32,137	32,137	28,137
Charges/Services/Fees:				
Travel/Training	10,711	17,000	17,000	17,000
Utilities	1,741	2,027	2,027	2,027
Professional and Other Contractual Services	205,173	188,500	217,000	174,000
Buildings, Equipment, and Janitorial Maintenance	2,167	6,250	6,250	6,250
Rentals/Leases	18,874	19,778	19,778	10,702
Insurance Claims/Damages	262,285	250,000	250,000	250,000
Interfund Charges:				
Data Processing Services	34,618	38,580	38,580	2,794
Fleet Maintenance Services	-	-	-	-
Risk Management Premiums	8,712	4,486	4,486	4,486
Employee Insurance Payments	-	-	-	-
General Fund Administrative Service Fee	6,538	12,188	12,188	12,188
Other Interfund Charges	-	-	-	-
Contingency	-	-	-	-
Other Charges/Fees/Services	29,515	27,100	25,100	27,100
Total Charges/Fees/Services	580,334	565,909	592,409	506,547
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	-11,302	20,735	20,735	14,338
Total Capital Outlay	-11,302	20,735	20,735	14,338
Total Operating Expenses	1,514,246	1,601,057	1,631,109	1,643,097
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
Total Other Uses	-	-	-	-
TOTAL BUDGET	1,514,246	1,601,057	1,631,109	1,643,097

Community And Economic Development

Community and Economic Development Organizational Structure Fiscal Year 1992-93





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

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration	\$279,343	\$276,081	One secretary was transferred to another division. Two positions receive higher salaries.
Business Regulation	\$210,840	\$118,260	Decrease of once full-time and one part-time staff.
New Construction, Inspection, and Plan Review	\$730,327	\$642,231	Consulting services for engineering/architectural services eliminated.
Residential Inspections; Enforcement of Zoning Regulations; New Business License Inspection	\$531,413	\$558,787	One Secretary was transferred to this program. One data input position was transferred to another program. Two reclassifications increased salaries.
Permit & Business License Review and Board of Adjustment Support	\$574,597	\$422,386	One full-time zoning review specialist position was eliminated.
Master Plan Preparation; Environmental Reviews; Zoning Ordinance Rewrite	\$98,611	\$98,332	Budget will remain constant.
	\$794,125	\$713,537	Decrease of one full-time planning technician and part-time planning interns. In December, 1991, one full-time associate planner position was added.
Community Development Block Grants and Capital Improvement Projects	\$426,916	\$336,849	Decrease of miscellaneous items.
Arts Council	\$137,870	\$111,072	Decrease of one full-time assistant director positions.
Housing & Economic Development	\$0	\$592,911	New program.
TOTAL	\$3,784,042	\$3,870,446	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$3,115,150	\$118,756	\$517,025	\$33,111	\$3,784,042
Merit and price adjustments	222,327	2,852	11,338		236,517
Staffing level reduction	-183,476				-183,476
Housing & Econ. Development Program	239,735	8,000	25,100	10,000	282,835
Architectural/engineering consultation fees			-13,292		-13,292
Shift IMS costs to Non Departmental			-225,201		-225,201
Operating and Maintenance Reductions		-10,979			-10,979
Fiscal Year 1992-93 proposed budget	\$3,393,736	\$118,629	\$314,970	\$43,111	\$3,870,446



Service Detail

Administration

This program provides coordinated direction and support to carry out the department's goals and policies. Residents, developers, and City decision makers receive information regarding departmental projects and answers to questions/concerns regarding the department's activities. The proposed Fiscal Year 1992-93 budget includes the transfer of one full-time Secretary position from this program to Building and Licensing. The duties of the secretary were already assigned to the other program so there will be no change in service level.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Administration	\$252,954	\$279,343	\$276,081	-3,262	-1.17%
TOTAL	<u>252,954</u>	<u>279,343</u>	<u>276,081</u>	<u>-3,262</u>	<u>-1.17%</u>
<i>Funding Sources:</i>					
General Fund	252,954	279,343	276,081	-3,262	-1.17%
TOTAL	<u>\$252,954</u>	<u>\$279,343</u>	<u>\$276,081</u>	<u>-3,262</u>	<u>-1.17%</u>
<i>Authorized Positions</i>	<u>3.00</u>	<u>4.00</u>	<u>3.00</u>	<u>-1</u>	<u>-25.00%</u>

✓ Building and Licensing Services

This program ensures that businesses comply with licensing requirements and that the community observes zoning regulations as well as state and local laws regarding new construction and reconstruction. Due to reorganization, the proposed Fiscal Year 1992-93 budget includes the elimination of one full-time Business License Supervisor position, one full-time Zoning Review Specialist position, and part-time staff. The reorganization may result in slower plan review and processing as remaining employees will be required to assume some duties of the positions being eliminated. Duplicative supervisory and review duties will be eliminated. Additionally, response time for business requests for administrative decisions and ordinance changes may increase as Business Licensing and Business License Enforcement will share supervisory and administrative staff. The elimination of part-time staff will result in increased response time for demolition and housing appeal hearings. The proposal also includes elimination of consulting fees for architectural/engineering services.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Construction Compliance	\$658,212	\$730,327	\$642,231	-88,096	-12.06 %
Housing Preservation	542,389	531,413	558,787	27,374	5.15 %
Zoning Compliance	102,835	124,210	135,438	11,228	9.04 %
Permits & Zoning	393,266	450,387	286,948	-163,439	-36.29 %
Bd. of Adjust. Support	89,417	98,611	98,332	-279	-0.28 %
Business License	195,995	210,840	118,260	-92,580	-43.91 %
TOTAL	1,982,114	2,145,788	1,839,996	-305,792	-14.25 %
Funding Sources:					
General Fund	1,982,114	2,145,788	1,839,996	-305,792	-14.25 %
TOTAL	\$1,982,114	\$2,145,788	\$1,839,996	-305,792	-14.25 %
Authorized Positions	45.88	47.22	45.29	-1.93	-4.09 %

✓ Planning and Urban Design

This program provides administration of the City's zoning ordinances and master plans by which future development in the City can be guided. The program also provides environmental review of proposed development projects. The proposed Fiscal Year 1992-93 budget includes elimination of one full-time Planning Technician position as well as part-time planning interns. The staff reduction will result in less available information regarding land use planning, and slower processing times for petitions for alley vacation and street closures. The budget proposal also includes the addition of one full-time Associate Planner position to monitor and review the two new historic districts. This position was filled in December 1991 with funds appropriated by the City Council.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Advance Planning	\$570,321	\$506,282	\$408,224	-98,058	-19.37 %
Planning Commission	81,672	84,397	53,344	-31,053	-36.79 %
Hist. Landmark Comm.	46,816	61,961	97,829	35,868	57.89 %
Environ. Assessment	10,000	37,204	38,828	1,624	4.37 %
CDBG Planning	99,302	104,281	115,312	11,031	10.58 %
TOTAL	808,111	794,125	713,537	-80,588	-10.15 %
Funding Sources:					
General Fund	698,809	652,640	559,397	-32,065	-4.91 %
Federal Grants	109,302	141,485	154,140	12,655	8.94 %
TOTAL	\$808,111	\$794,125	\$713,537	\$80,588	10.15 %
Authorized Positions	18.70	17.75	17.00	-0.75	-4.23 %



✓ Arts Council

This program provides free and inexpensive arts events to the public. Services include brown bag and twilight concerts, administration of the Art Barn and the Percent-for-Art program, and coordination of the Living Traditions Festival. Due to reorganization, the Fiscal Year 1992-93 budget proposal includes the elimination of one full-time assistant director position. This will result in fewer brown bag concerts, gallery exhibits, literary readings, and one major event.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Arts Council Support	\$156,285	\$137,870	\$111,072	-26,798	-19.44%
TOTAL	<u>156,285</u>	<u>137,870</u>	<u>111,072</u>	<u>-26,798</u>	<u>-19.44%</u>
<i>Funding Sources:</i>					
General Fund	156,285	137,870	111,072	-26,798	-19.44%
TOTAL	<u>\$156,285</u>	<u>\$137,870</u>	<u>\$111,072</u>	<u>\$26,798</u>	<u>19.44%</u>
<i>Authorized Positions</i>	<u>4.00</u>	<u>4.00</u>	<u>3.00</u>	<u>-1.00</u>	<u>-25.00%</u>

Capital Planning and Programming

This program ensures that federal and municipal funds are spent on appropriate projects. The program also ensures that monies allocated to maintaining the City's infrastructure are utilized appropriately. Through the program, citizens are ensured that the dollars which are allocated to capital improvement are systematically applied to projects which best serve the community. The budget and service level of this program are proposed to remain constant in Fiscal Year 1992-93.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Cap. & Grants Plan.	\$430,981	\$426,916	\$336,849	-90,067	-21.10%
TOTAL	<u>430,981</u>	<u>426,916</u>	<u>336,849</u>	<u>-90,067</u>	<u>-21.10%</u>
<i>Funding Sources:</i>					
General Fund	166,457	135,536	104,934	-180,134	-132.90%
Federal Grants	262,524	291,380	231,915	-59,465	-20.41%
TOTAL	<u>\$428,981</u>	<u>\$426,916</u>	<u>\$336,849</u>	<u>-90,067</u>	<u>-21.10%</u>
<i>Authorized Positions</i>	<u>10.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>	<u>0.00%</u>



✓ Housing and Economic Development

The Housing and Economic Development program was created to enhance the City's efforts to provide aggressive management of housing stock. This program stimulates opportunities for new, middle income, and first time home buyers to afford housing in Salt Lake City. The program also ensures that business owners will have the opportunity to locate, expand, and retain their businesses in all areas of the City where development is appropriate.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Housing & Econ. Dev.	-	-	\$592,911	\$592,911	100.00%
TOTAL	<u>-</u>	<u>-</u>	<u>\$592,911</u>	<u>\$592,911</u>	<u>100.00%</u>
<i>Funding Sources:</i>					
General Fund	-	-	282,835	282,835	100.00%
Federal Grants	-	-	310,076	310,076	100.00%
TOTAL	<u>-</u>	<u>-</u>	<u>\$592,911</u>	<u>\$592,911</u>	<u>100.00%</u>
<i>Authorized Positions</i>	-	-	14.00	14.00	100.00%

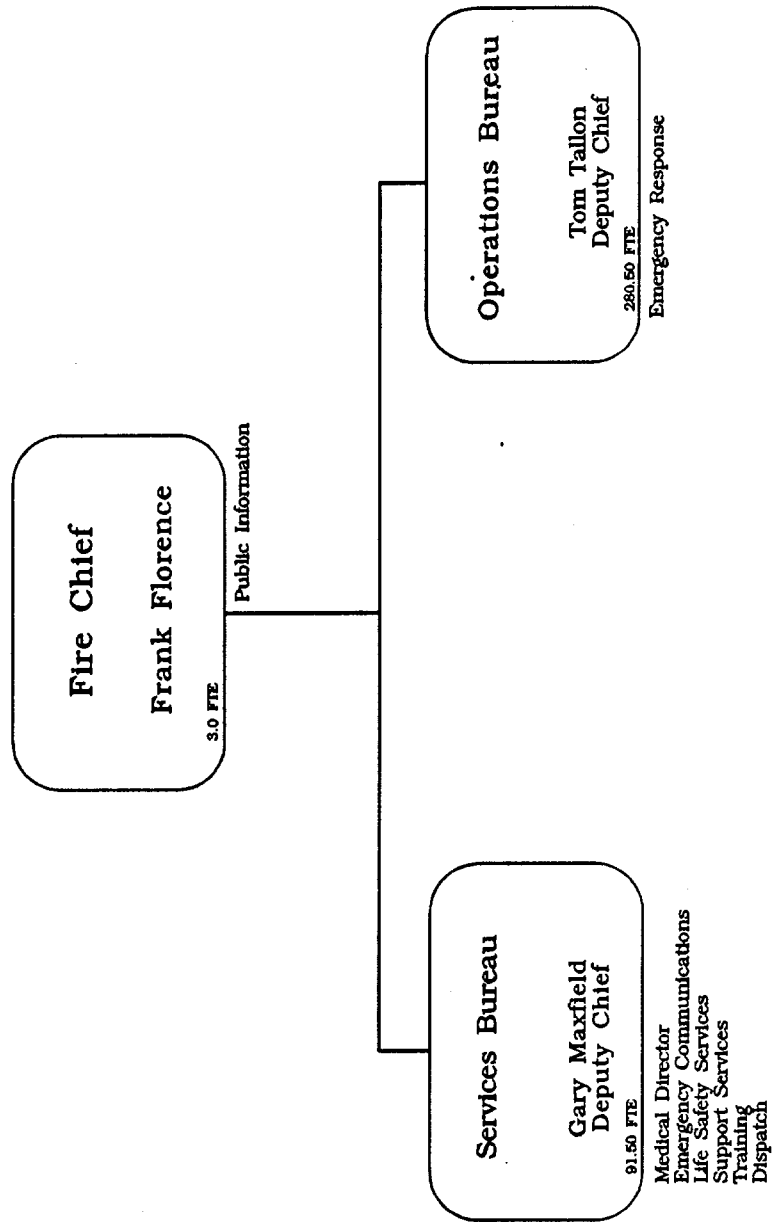


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$2,398,931	\$2,464,390	\$2,474,738	\$2,675,752
Benefits	563,660	650,760	652,815	717,984
Total Personal Services	<u>2,962,591</u>	<u>3,115,150</u>	<u>3,127,553</u>	<u>3,393,736</u>
Total Operating & Maintenance	<u>89,621</u>	<u>118,756</u>	<u>118,756</u>	<u>118,629</u>
Charges/Services/Fees:				
Travel/Training	31,864	41,150	41,150	62,650
Utilities	5,257	7,905	7,905	7,296
Professional and Other				
Contractual Services	105,759	52,671	52,671	37,075
Buildings, Equipment, and				
Janitorial Maintenance	9,454	12,800	12,800	11,260
Rentals/Leases	78,387	72,614	72,614	52,856
Insurance Claims/Damages	-	-	-	-
Interfund Charges:				
Data Processing Services	192,799	211,724	211,724	22,322
Fleet Maintenance Services	30,590	43,549	43,549	43,549
Risk Management Premiums	38,073	36,497	36,497	36,497
Employee Insurance Payments	-	-	-	-
General Fund Administrative				
Service Fee	-	-	-	-
Other Interfund Charges	-	-	-	-
Contingency	-	-	-	-
Other Charges/Fees/Services	30,722	38,115	38,115	41,465
Total Charges/Fees/Services	<u>522,905</u>	<u>517,025</u>	<u>517,025</u>	<u>314,970</u>
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	55,011	33,111	33,111	43,111
Total Capital Outlay	<u>55,011</u>	<u>33,111</u>	<u>33,111</u>	<u>43,111</u>
Total Operating Expenses	<u>3,630,128</u>	<u>3,784,042</u>	<u>3,796,445</u>	<u>3,870,446</u>
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
Total Other Uses	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL BUDGET	<u>3,630,128</u>	<u>3,784,042</u>	<u>3,796,445</u>	<u>3,870,446</u>

Fire

Fire Department Organizational Structure Fiscal Year 1992-93





The purpose of the 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 year, the Fire Department engaged in a right sizing effort as a way to contain the overall cost of fire service without reducing the services provided. The Fire Department analyzed all support functions and through reorganizing management, revising procedures, and reassigning personnel, eliminated the need for eight support positions and increased average daily fire vehicle staffing.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration	\$269,361	\$343,558	Miscellaneous portions of positions shifted to and from other services; all departmental capital funds transferred to this service center.
Fire Station and Equipment Maintenance	\$985,701	\$817,305	One communication technician eliminated; building and grounds coordinator eliminated; misc. operating and maintenance and charges and services costs reduced.
Finance, Payroll, & Purchasing	\$1,105,710	\$886,386	Administrative services officer eliminated; misc. operating and maintenance and charges and services costs reduced.
Dispatch	\$2,203,169	\$2,423,869	Communications director eliminated; one position transferred from Emergency Services; four new dispatcher positions; misc. portions of positions transferred in and out.
Emergency Response	\$13,006,764	\$13,106,021	Four fire fighters eliminated, one transferred to dispatch, one fire fighter transferred to Training, four fire fighters transferred to Fire Prevention, 0.40 secretary position transferred from Admin.
Training	\$464,144	\$475,850	One fire fighter and two secretaries transferred from Emergency Response, one captain redistributed to Emergency Response.
Fire Prevention and Education	\$728,771	\$684,816	Deputy fire marshall eliminated; three fire prevention specialists eliminated, one captain redistributed to Emergency Response, four fire fighters transferred from Emergency Response.
TOTAL	\$18,763,620	\$18,737,805	



Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$16,544,244	\$388,455	\$1,688,637	\$142,284	\$18,763,620
Merit and other price adjustments	692,202	4,433	73,492		770,127
Shift computer/telephone to Non Dept.			-190,997		-190,997
Reduce capital outlay funds				-71,142	-71,142
Transfer fire station maintenance to Mgmt Serv.			-60,800		-60,800
"Right size" Department	-500,462	-67,294	-10,747		-578,503
Add four dispatchers	105,500				105,500
Fiscal Year 1992-93 proposed budget	\$16,841,484	\$325,594	\$1,499,585	\$71,142	\$18,737,805

Service Detail

Administration

This program provides coordinated direction and support to carry out the department's goals and policies. Additionally, the program provides information to City officials, the public, and the media regarding Fire department activities and emergencies. The program also provides finance, payroll, and purchasing services for the department as well as maintenance of fire stations and equipment. In the proposed Fiscal Year 1992-93 budget all Fire Department Capital Outlay funds were transferred to the Office of the Chief and then reduced fifty percent. The proposed budget also includes elimination of one full-time Communication Technician position and one full-time Building and Grounds Maintenance Coordinator position. Most of the services performed by these positions will be provided by the Management Service Department. Additionally, one full-time Administrative Services Officer position is proposed to be eliminated from the finance section of Administration. The Fire Department administration may be slower to respond to requests for financial and budgetary information as a result of the staff reduction. In addition to these changes, many positions were transferred to reflect cost allocation changes and the reassignment of management personnel. These included the transfer of 0.66 of a Battalion Chief FTE to Dispatch, the transfer of 0.40 of a secretary to Emergency Response, the transfer of 0.25 of a Battalion Chief FTE from Training, and the transfer of a number of positions totalling 0.75 FTE from Dispatch to Administration.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Administration	\$252,818	\$269,361	\$343,558	\$74,197	27.55%
Station & Equip. Maint.	923,542	985,701	817,305	-168,396	-17.08%
Fin., Payroll & Purch.	1,070,561	1,105,710	886,386	-219,324	-19.84%
TOTAL	2,246,921	2,360,772	2,047,249	-313,523	-13.28%
Funding Sources:					
General Fund	2,246,921	2,360,772	2,047,249	-313,523	-13.28%
TOTAL	\$2,246,921	\$2,360,772	\$2,047,249	\$-313,523	-13.28%
Authorized Positions	14.29	14.05	11.09	-2.96	-21.07%

Dispatch

This program dispatches calls for fire, police, and medical assistance. Due to reorganization, the proposed Fiscal Year 1992-93 budget includes the elimination of one full-time Communication Director position. In order to decrease overtime, one Fire Fighter position was transferred from Emergency Response and changed to a dispatcher position, and four new dispatcher positions were added. This overtime was unbudgeted and has in the past been absorbed by delayed hiring of fire fighters. This change will actually increase the number of fire fighters on staff. Additionally, some positions were transferred to reflect cost allocation changes and the reassignment of management personnel. This included the transfer of 0.66 of a Battalion Chief FTE from Administration, the transfer of 0.10 of a secretarial FTE to Emergency Services, and the transfer of a number of positions totaling 0.75 FTE to Administration. Additionally, since 0.10 FTE of the Administrative Services Officer was allocated to Dispatch, the program budget shows a 0.10 FTE decrease due to its proposed elimination. There will be no service level change in this program.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Public Safety Dispatch	\$2,042,605	\$2,203,169	\$2,423,869	\$220,700	10.02%
TOTAL	2,042,605	2,203,169	2,423,869	220,700	10.02%
Funding Sources:					
General Fund					
Trans from E-911 Fund	424,079	447,435	461,977	14,542	3.25%
Other	1,618,526	1,755,734	1,961,892	206,158	11.74%
TOTAL	\$2,042,605	\$2,203,169	\$2,423,869	\$220,700	10.02%
Authorized Positions	63.56	60.95	64.66	3.71	6.09%



✓ Emergency Response

This program responds to calls for assistance in cases of fire, medical, and hazardous materials emergencies. Due to reorganization, the proposed Fiscal Year 1992-93 budget includes elimination of four full-time Fire Fighter positions and the transfer of two full-time Fire Fighter positions to Fire Prevention and Education. The six Fire Fighter positions mentioned above are currently assigned to serve as assistants to battalion chiefs. There will be no change in service level, however, demands on battalion chiefs during major emergencies may be increased. Additionally, one full-time Fire Fighter position was transferred to Training, and one full-time Fire Fighter was transferred to Dispatch and changed to a dispatcher position and two fire fighter positions were redistributed to Fire Prevention and Education. In order to reflect cost allocation changes, 0.40 FTE of a Secretary position was transferred from Administration and two secretarial positions were transferred to Training. Additionally, two Captains were redistributed to Emergency Services, one from Training and one from Fire Prevention and Education. As part of the Fire Department reorganization, three Lieutenants were changed to Fire Fighters and the rest were changed to Captains.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Emergency Response	\$13,118,363	\$13,006,764	\$13,106,021	\$99,257	0.76%
TOTAL	<u>13,118,363</u>	<u>13,006,764</u>	<u>13,106,021</u>	<u>99,257</u>	<u>0.76%</u>
<i>Funding Sources:</i>					
General Fund					
Airport Reimbursement	1,275,068	1,363,676	1,515,738	152,062	11.15%
Other	11,843,295	11,643,088	11,590,283	-52,805	-0.45%
TOTAL	<u>\$13,118,363</u>	<u>\$13,006,764</u>	<u>\$13,106,021</u>	<u>\$99,257</u>	<u>0.76%</u>
<i>Authorized Positions</i>	<u>295.65</u>	<u>291.00</u>	<u>280.50</u>	<u>-10.50</u>	<u>-3.61%</u>

✓ Fire Prevention and Education

This program provides community fire education services, fire safety inspections of businesses and public buildings, and fire and arson investigation services. Due to reorganization, the Deputy Fire Marshal position and three full-time Fire Prevention Specialist positions are proposed to be eliminated in the Fiscal Year 1992-93 budget. The duties of these positions will be assumed by four full-time Fire Fighter positions two of which were transferred from Emergency Response and two of which were redistributed from Emergency Response. Additionally, one Captain position was redistributed to Emergency Response.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Fire Prevention & Educ.	\$632,651	\$728,771	\$684,816	-43,955	-6.03%
TOTAL	<u>632,651</u>	<u>728,771</u>	<u>684,816</u>	<u>-43,955</u>	<u>-6.03%</u>
Funding Sources:					
General Fund					
Hazardous Materials			15,000	-	-
Inspection Fees	11,559	15,000	15,000	-	-
Other	621,092	713,771	669,816	-43,955	-6.16%
TOTAL	<u>\$632,651</u>	<u>\$728,771</u>	<u>\$684,816</u>	<u>\$-43,955</u>	<u>-6.03%</u>
Authorized Positions	<u>14.00</u>	<u>15.00</u>	<u>14.00</u>	<u>-1.00</u>	<u>-6.67%</u>

Training

This program provides fire fighter training for fire, paramedic, emergency medical, and hazardous material services and ensures that fire fighters maintain training and certification requirements. Salt Lake City and Salt Lake County have combined resources to provide this training to City and County fire fighters. This budget represents Salt Lake City's portion of the shared training costs. The Fiscal Year 1992-93 proposed budget includes the transfer of one full-time Fire Fighter position and two secretarial positions from Emergency Response. Additionally, one Captain position was redistributed to Emergency Response. Reassignment of management personnel resulted in the transfer of 0.25 of a Battalion Chief FTE to Finance, Payroll, and Purchasing. The proposed funding level will allow the City and the County to continue existing recruitment and apprentice training and specialist certification, but will delay implementation of other training programs.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Training	\$374,998	\$464,144	\$475,850	11,706	2.52%
TOTAL	<u>374,998</u>	<u>464,144</u>	<u>475,850</u>	<u>11,706</u>	<u>2.52%</u>
Funding Sources:					
General Fund					
	374,998	464,144	475,850	11,706	2.52%
TOTAL	<u>\$374,998</u>	<u>\$464,144</u>	<u>\$475,850</u>	<u>\$11,706</u>	<u>2.52%</u>
Authorized Positions	<u>3.00</u>	<u>7.00</u>	<u>8.75</u>	<u>1.75</u>	<u>25.00%</u>

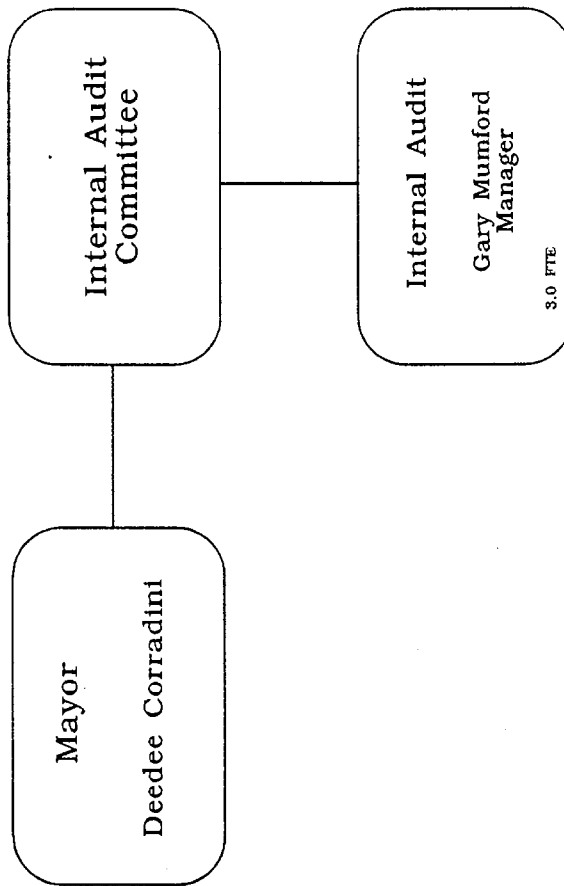


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$12,360,724	\$12,571,161	\$12,498,079	\$12,926,269
Benefits	4,007,566	3,973,083	3,977,343	3,915,215
<i>Total Personal Services</i>	<u>16,368,290</u>	<u>16,544,244</u>	<u>16,475,422</u>	<u>16,841,484</u>
<i>Total Operating & Maintenance</i>	<u>382,326</u>	<u>388,455</u>	<u>367,693</u>	<u>325,594</u>
Charges/Services/Fees:				
Travel/Training	53,779	33,801	38,619	26,530
Utilities	303,663	343,653	350,613	290,042
Professional and Other				
Contractual Services	63,877	86,527	94,649	41,242
Buildings, Equipment, and				
Janitorial Maintenance	237,336	207,704	205,479	242,638
Rentals/Leases	98,036	97,953	97,953	67,144
Insurance Claims/Damages	-	-	-	-
Interfund Charges:				
Data Processing Services	161,025	172,609	172,609	0
Fleet Maintenance Services	342,133	410,442	410,442	507,179
Risk Management Premiums	256,433	312,883	312,883	306,999
Employee Insurance Payments	-	-	-	-
General Fund Administrative				
Service Fee	-	-	-	-
Other Interfund Charges	-	-	-	-
Contingency	-	-	-	-
Other Charges/Fees/Services	47,036	23,065	18,839	17,811
<i>Total Charges/Fees/Services</i>	<u>1,563,318</u>	<u>1,688,637</u>	<u>1,702,086</u>	<u>1,499,585</u>
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	101,552	142,284	151,597	71,142
<i>Total Capital Outlay</i>	<u>101,552</u>	<u>142,284</u>	<u>151,597</u>	<u>71,142</u>
<i>Total Operating Expenses</i>	<u>18,415,486</u>	<u>18,763,620</u>	<u>18,696,798</u>	<u>18,737,805</u>
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
<i>Total Other Uses</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL BUDGET	<u>18,415,486</u>	<u>18,763,620</u>	<u>18,696,798</u>	<u>18,737,805</u>

Internal Audit

**Office of Internal Audit
Organizational Structure
Fiscal Year 1992-93**





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 by making recommendations to strengthen operations. Internal auditors identify and evaluate the adequacy and effectiveness of operating units relative to their missions, goals, and objectives. Internal auditors work with managers to solve managerial or operational problems. Additionally, they 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 confidentially report irregularities or inefficiencies.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Audits	\$177,065	\$178,282	Compensation adjustments
TOTAL	\$177,065	\$178,282	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$165,276	\$1,070	\$8,525	\$2,194	\$177,065
Compensation package and adjustments	351				351
Charges for Services Increase Building rental charges			2,152		2,152
Capital Outlay Reductions				-1,194	-1,194
Operating and Maintenance Reductions		-92			-92
Fiscal Year 1992-93 proposed budget	\$165,627	\$978	\$10,677	\$1,000	\$178,282



Service Detail

Auditing

This program provides auditing services to all City agencies under the direction of the Internal Audit Committee. The proposed budget does not allow for equipment replacement as it becomes necessary. Out-of-town travel has been eliminated which will result in less opportunity for auditors to attend seminars to learn new or different auditing techniques.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Internal Auditing	\$175,258	\$177,065	\$178,282	1,217	0.69%
TOTAL	<u>175,258</u>	<u>177,065</u>	<u>178,282</u>	<u>1,217</u>	<u>0.69%</u>
<i>Funding Sources:</i>					
General Fund	175,258	177,065	178,282	1,217	0.69%
TOTAL	<u>\$175,258</u>	<u>\$177,065</u>	<u>\$178,282</u>	<u>\$1,217</u>	<u>0.69%</u>
<i>Authorized Positions</i>	3.00	3.00	3.00	0.00	0.00%

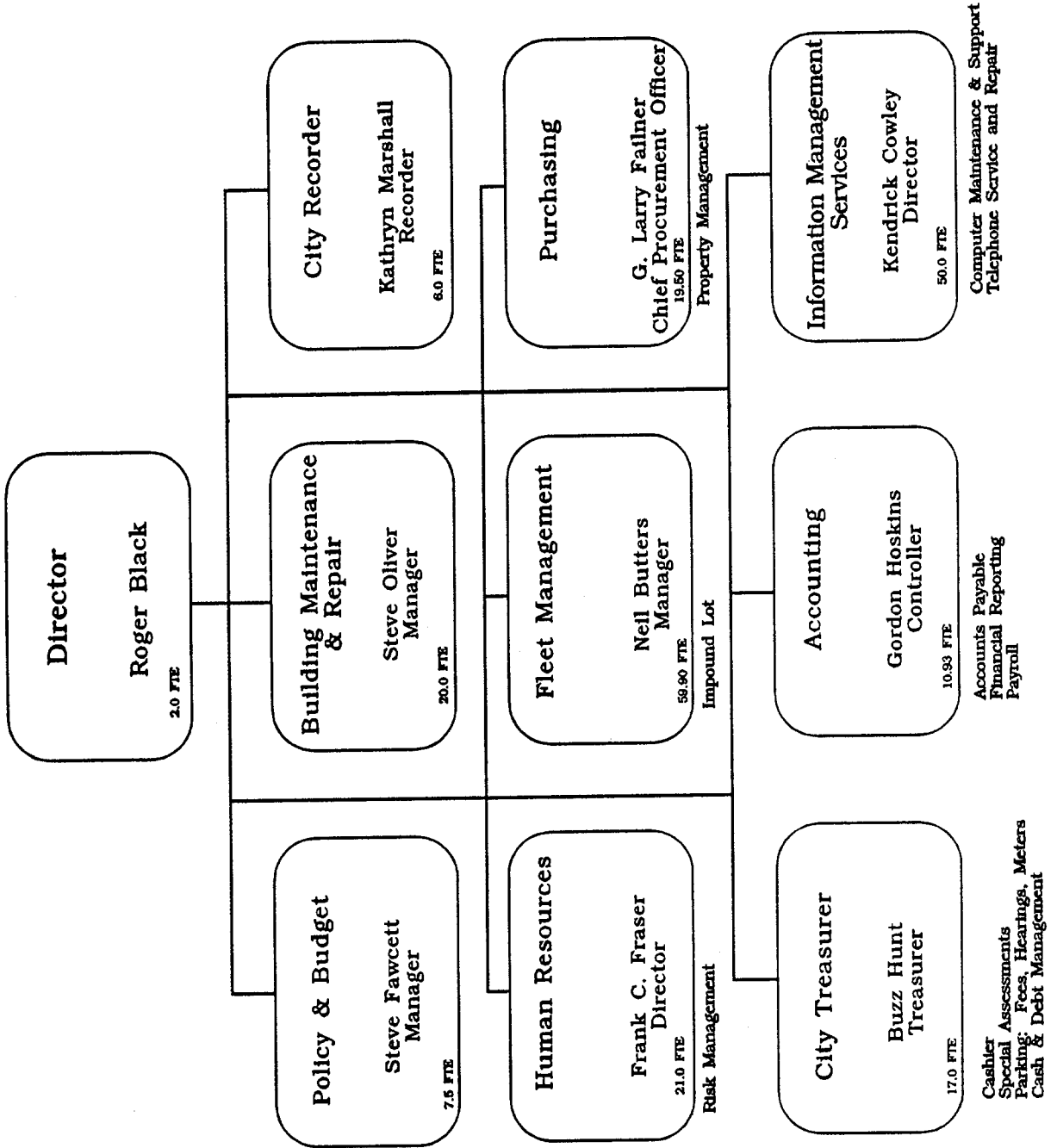


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$126,764	\$129,960	\$133,288	\$133,350
Benefits	32,094	35,316	36,593	32,277
<i>Total Personal Services</i>	<u>158,858</u>	<u>165,276</u>	<u>169,881</u>	<u>165,627</u>
<i>Total Operating & Maintenance</i>	<u>1,170</u>	<u>1,070</u>	<u>1,070</u>	<u>978</u>
Charges/Services/Fees:				
Travel/Training	2,247	2,465	2,465	795
Utilities	264	52	100	52
Professional and Other Contractual Services	6,000			
Buildings, Equipment, and Janitorial Maintenance Rentals/Leases	2,623	2,596	5,117	7,948
Insurance Claims/Damages	-	-	-	-
Interfund Charges:				
Data Processing Services	2,274	2,295	2,295	918
Fleet Maintenance Services				
Risk Management Premiums		493	493	394
Employee Insurance Payments	-	-	-	-
General Fund Administrative Service Fee	-	-	-	-
Other Interfund Charges	-	-	-	-
Contingency	-	-	-	-
Other Charges/Fees/Services	589	624	624	570
<i>Total Charges/Fees/Services</i>	<u>13,997</u>	<u>8,525</u>	<u>11,094</u>	<u>10,677</u>
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	1,233	2,194	2,194	1,000
<i>Total Capital Outlay</i>	<u>1,233</u>	<u>2,194</u>	<u>2,194</u>	<u>1,000</u>
<i>Total Operating Expenses</i>	<u>175,258</u>	<u>177,065</u>	<u>184,239</u>	<u>178,282</u>
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
<i>Total Other Uses</i>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL BUDGET	<u>175,258</u>	<u>177,065</u>	<u>184,239</u>	<u>178,282</u>

Management
Services

Management Services Department Organizational Structure Fiscal Year 1992-93





The MANAGEMENT SERVICES DEPARTMENT provides administrative and financial services for Salt Lake City. The Department ensures that the City's financial resources are controlled, invested, and disbursed effectively and appropriately through purchasing, treasury, budgeting, and accounting programs. Additionally, the Department provides 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 management, micro computer systems and training support, records management, and building maintenance.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration	\$536,229	\$313,798	A department director, a deputy director and a secretary position eliminated; one deputy director transferred to Human Resources and changed to a division director; Risk charges increased.
Accounts Payable	\$561,244	\$203,707	Part of a secretary and overtime budget eliminated, 2 positions transferred to Financial Reporting, IMS charges transferred to Non Dept.
Payroll	\$355,567	\$75,698	One accountant and part of a secretarial position eliminated, IMS charges transferred to Non Dept.
Financial Reporting	\$185,232	\$251,058	A part time clerical position and part of a secretary eliminated, 2 positions transferred from Accounts Payable.
Animal Control Services	\$563,407	\$353,794	The City now contracts with the County for animal control.
Building Maintenance and Repair	\$1,833,241	\$1,891,597	Natural gas reduced; office rent eliminated; janitorial service reduced; contractual services increased to pay for service to fire stations.
City Records	\$343,172	\$300,987	One secretary eliminated; capital expenditure reduced.
Election Administration	\$124,704	\$0	No election is scheduled for 1992.
Human Resource Management	\$734,008	\$659,132	One clerical position and the employee information officer eliminated, contractual chief negotiator eliminated, the division director position transferred from Office of the Director.
Impound Lot	\$144,340	\$190,196	Transferred 3 tow truck drivers from Fleet Mgmt; contractual towing increased; Fleet Mgmt towing charges eliminated.
Centralized Purchasing Services	\$562,105	\$389,937	One half of a buyer position eliminated.
Internal Office Supply Store	\$13,500	\$0	Funding for store eliminated.
Contract Processing	\$231,170	\$196,789	IMS charges transferred to Non Dept.
Property Management	\$286,187	\$223,524	Hourly clerk position changed to full time, IMS charges transferred to Non Dept..
Policy and Budget	\$520,547	\$365,984	Management position and one half of a secretary position eliminated, IMS charges transferred to Non Dept.
Cashier	\$98,272	\$79,579	IMS charges transferred to Non Dept.
Special Assessments	\$168,973	\$43,139	One half clerk position eliminated IMS charges transferred to Non. Dept.
Parking Meter Collection	\$87,080	\$87,360	Budget is proposed to remain constant.
Parking Ticket Adjud. and Coll.	\$767,107	\$400,728	One half clerk position eliminated.
Cash and Debt Management	\$235,836	\$213,979	Capital expenditures eliminated.
Vehicle Maintenance	\$5,090,905	\$4,886,954	One clerk and one senior fleet mechanic eliminated; a part time data entry clerk added; 3 tow truck drivers transferred to Impound Lot; parts and repair materials decreased.
Vehicle Replacement	\$2,544,468	\$3,017,787	Transfer to General Fund increased.
Data Processing	\$4,262,996	\$4,569,738	Hardware and software purchases increased; a microcomputer network administrator added, miscellaneous charges and services items increased.
Telephone Service and Repair	\$864,852	\$883,823	Budget will remain constant.
Risk Admin. and Property Insurance	\$1,397,717	\$1,470,734	One office technician position added.
Health and Other Insurance	\$11,409,860	\$12,273,220	Insurance premiums increased.
Worker's Compensation	\$955,202	\$943,017	Transfer to General Fund eliminated.
Unemployment Compensation	\$105,698	\$92,328	Budget will remain constant.
TOTAL	\$34,983,919	\$34,380,587	



Changes

General Fund

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$4,470,616	\$473,473	\$3,386,832	\$21,300	\$8,352,221
Merit and other price adjustments	172,125	-2,977	58,903	9,739	237,790
Transfer tow truck drivers from Fleet Management	80,458				80,458
Shift computer/telephone to Non. Dept.			-1,616,784		-1,616,784
Salt Lake County animal control contract	-450,233	-20,681	261,350	-1,500	-211,064
Merger and reorganization	-239,478	-10,374	-12,636		-262,488
Reduce election budget	-1,264	-20,615	-102,825		-124,704
Staffing reduction	-203,243		6,200		-197,043
Reduce janitorial service at PSB			-9,600		-9,600
Reduce office rent			-9,100		-9,100
County pay for more natural gas			-19,000		-19,000
Fire station maintenance			60,800		60,800
Eliminate contractual labor negotiator			-25,000		-25,000
Eliminate internal office supply store			-13,500		-13,500
Fiscal Year 1992-93 proposed budget	\$3,828,981	\$418,826	\$1,965,640	\$29,539	\$6,242,986



Fleet Management Fund

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$2,156,120	\$2,331,750	\$672,503	\$2,475,000	\$7,635,373
Merit and other price adjustments	30,831	-147,875	549	12,500	-103,995
Compensation package	36,971				36,971
Right size staff	-55,650				-55,650
Transfer tow truck drivers to General Fund	-80,458				-80,458
Transfer to General Fund CIP			472,500		472,500
Fiscal Year 1992-93 proposed budget	\$2,087,814	\$2,183,875	\$1,145,552	\$2,487,500	\$7,904,741

Information Management Services Fund

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$2,104,810	\$78,006	\$2,916,511	\$28,521	\$5,127,848
Merit and other price adjustments	58,484	3,699	72,183	-14,261	120,105
Compensation package	58,355				58,355
Add Network Administrator	37,253				37,253
Hardware and Software Purchases for Resale		110,000			110,000
Fiscal Year 1992-93 proposed budget	\$2,258,902	\$191,705	\$2,988,694	\$14,260	\$5,453,561

Risk Management Fund

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$851,781	\$8,508	\$13,008,188	\$250	\$13,868,477
Merit and other price adjustments	13,441		-46,739		-33,048
Compensation package	7,548				7,548
Increase in employee insurances			1,482,360		1,482,360
Additional clerical staff	28,962				28,962
Decrease in early retirement payouts funded through Risk Management	-575,000				-575,000
Fiscal Year 1992-93 proposed budget	\$326,732	\$8,508	\$14,443,809	\$250	\$14,779,299



Service Detail

✓ Office of the Director

This program provides coordinated direction and support to carry out the department's goals and policies. Due to reorganization, the proposed Fiscal Year 1992-93 budget includes elimination of one full-time Department Director position, one full-time Deputy Director position, and one full-time Secretary position. One full-time Human Resource Director position will be transferred to the Human Resources program. The reorganization will not affect the service level of this program.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Administration	\$464,770	\$536,229	\$315,798	\$-220,431	-41.11%
TOTAL	<u>464,770</u>	<u>536,229</u>	<u>315,798</u>	<u>-220,431</u>	<u>-41.11%</u>
<i>Funding Sources:</i>					
General Fund	464,770	536,229	315,798	-220,431	-41.11%
TOTAL	<u>\$464,770</u>	<u>\$536,229</u>	<u>\$315,798</u>	<u>\$-220,431</u>	<u>-41.11%</u>
<i>Authorized Positions</i>	5.90	6.00	2.00	-4.00	-66.67%

Accounting

This program provides accounts payable, accounts receivable, payroll, and financial reporting services. The proposed Fiscal Year 1992-93 budget includes elimination of part of a Secretary position in Accounts Payable as well as elimination of the overtime budget. As a result of the elimination, some documents might miss check printing deadlines. All vouchers for checks will be processed on a first-in-first-out basis. The elimination of a portion of the Secretary position will result in Accounting sharing clerical services with Policy and Budget. A voice mail system will be necessary to maintain service levels. The proposed budget also includes the elimination of one full-time Accountant position and a portion of a Secretary position in Payroll. While most duties will be absorbed by remaining personnel, some analysis of payroll withholding requirements will be eliminated. Additionally, the proposed budget includes elimination of a part-time filing position. As a result, there will be no back up for the Records Storage Supervisor. Documents will need to be refiled by other employees when the supervisor is away from the office. Additionally, in order to account more correctly for the costs of the programs, the Financial Records Supervisor and the Contracts Accountant position were transferred from Accounts Payable to Financial Reporting.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Accounts Payable	\$529,367	\$561,244	\$203,707	\$-357,537	-63.70%
Payroll	345,337	355,567	75,698	-279,869	-78.71%
Financial Reporting	178,123	185,232	251,058	65,826	35.54%
TOTAL	<u>1,052,827</u>	<u>1,102,043</u>	<u>530,463</u>	<u>-571,580</u>	<u>-51.87%</u>
Funding Sources:					
General Fund	1,052,827	1,102,043	530,463	-571,580	-51.87%
TOTAL	<u>\$1,052,827</u>	<u>\$1,102,043</u>	<u>\$530,463</u>	<u>\$-571,580</u>	<u>-51.87%</u>
Authorized Positions	13.15	13.09	10.93	-2.16	-16.50%

Purchasing

This program provides purchasing, contract development and processing, and property management services. The program ensures that all City bids and purchases meet State and local requirements. The program also ensures the appropriate purchase, use, and disposal of real property owned by Salt Lake City. The proposed Fiscal Year 1992-93 budget includes elimination of the Internal Office Supply Store. Additionally, the proposal includes elimination of one full-time Buyer in Centralized Purchasing. The reduction is partially offset by the addition of an hourly Buyer position. As a result of the reorganization, City staff will not have access to an office supply store in the City & County Building.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Purchasing	\$530,988	\$562,105	\$389,937	\$-172,168	-30.63%
Internal Supply Store	20,168	13,500	-	-13,500	-100.00%
Contract Processing	212,672	231,170	196,789	-34,381	-14.87%
Property Management	262,553	286,187	223,524	-62,663	-21.90%
TOTAL	<u>1,026,381</u>	<u>1,092,962</u>	<u>810,250</u>	<u>-282,712</u>	<u>-25.87%</u>
Funding Sources:					
General Fund	1,026,381	1,092,962	810,250	-282,712	-25.87%
TOTAL	<u>\$1,026,381</u>	<u>\$1,092,962</u>	<u>\$810,250</u>	<u>\$-282,712</u>	<u>-25.87%</u>
Authorized Positions	22.62	23.00	22.50	-0.50	-2.17%

Policy and Budget

This program develops and presents revenue and expenditure budgets. The program also develops and maintains the City's operating policies and procedures. Due to reorganization, the Fiscal Year 1992-93 budget proposal includes elimination of one full-time Director position and one-half of a Secretary position. As a result of the reorganization, clerical services will be shared with



Accounting and a voice mail system will be purchased. Additionally, special projects will be reduced or additional compensatory time will be required for remaining staff.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Policy and Budget	\$503,340	\$520,547	\$365,984	\$-154,563	-29.72%
TOTAL	503,340	520,547	365,984	-154,563	-29.72%
<i>Funding Sources:</i>					
General Fund	503,340	520,547	365,984	-154,563	-29.72%
TOTAL	\$503,340	\$520,547	\$365,984	\$-154,563	-29.72%
<i>Authorized Positions</i>	9.00	9.00	7.50	-1.50	-16.67%

Treasurer's Office

This program provides cashier, Special Assessment billing and collection, parking notice adjudication and fee collection, and cash and debt management services. The program enables residents to pay City taxes, fees, service charges, and utility bills in one stop. The Fiscal Year 1992-93 budget proposal includes elimination of one-half of a Clerk position in Special Assessments and one-half of a Clerk position in Parking. The staff reduction will result in the Special Assessments Coordinator assuming additional clerical functions. Individualized service for delinquent and low-income accounts will be curtailed and possibly eliminated. However, all special assessments will still eventually be collected. Functions of the Clerk position in Parking will be assumed by remaining staff.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Cashier	\$91,887	\$98,422	\$79,579	\$-18,843	-19.15%
Special Assessments	158,888	168,973	43,139	-125,834	-74.47%
Parking Meter Collection	106,393	87,080	87,360	280	0.32%
Parking Adjudication	761,189	767,107	400,728	-366,379	-47.76%
Cash and Debt Mgmt	240,548	235,836	213,979	-21,857	-9.27%
TOTAL	1,358,905	1,357,418	824,785	-532,633	-39.24%
<i>Funding Sources:</i>					
General Fund	1,358,905	1,357,418	824,785	-532,633	-39.24%
TOTAL	\$1,358,905	\$1,357,418	\$824,785	\$-532,633	-39.24%
<i>Authorized Positions</i>	17.93	18.01	17.00	-1.01	-5.61%

Building Maintenance and Repair

This program provides maintenance and repair services at the City and County Building, the Public Safety Building, the Third Circuit Court Building, the Metropolitan Hall of Justice Complex, the Fleet Management building, the Streets Division building, and thirteen fire stations. Additionally,



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Risk Adm. & Prop. Ins.	\$1,254,253	\$1,397,717	\$1,470,734	\$73,017	5.22%
Employee Benefit Ins.	10,427,163	11,409,860	12,273,220	863,360	7.57%
Worker's Compensation	1,086,162	955,202	943,017	-12,185	-1.28%
Unemployment Comp.	80,140	105,698	92,328	-13,370	-12.65%
TOTAL	<u>12,847,718</u>	<u>13,868,477</u>	<u>14,779,299</u>	<u>910,822</u>	<u>6.57%</u>
Funding Sources:					
Risk Management	12,847,718	13,868,477	14,779,299	910,822	6.57%
TOTAL	<u>\$12,847,718</u>	<u>\$13,868,477</u>	<u>\$14,779,299</u>	<u>\$910,822</u>	<u>6.57%</u>
Authorized Positions	<u>8.50</u>	<u>8.26</u>	<u>9.26</u>	<u>1.00</u>	<u>12.11%</u>

Fleet Management

This program operates as an internal service fund. The program provides vehicle maintenance and replacement services for Salt Lake City. The proposed Fiscal Year 1992-93 budget includes elimination of one full-time Clerk position and one full-time Senior Fleet Mechanic position, and the addition of one part-time Data Entry Clerk. Additionally, three full-time Tow Truck Driver positions have been transferred to the Impound Lot. There will be no change in service level as a result of the position eliminations due to an aggressive vehicle replacement program. In order to meet CIP needs, the proposed budget contain a \$472,500 transfer from Fleet fund balance to the General Fund CIP.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Vehicle Maintenance	\$5,265,179	\$5,090,905	\$4,886,954	\$-203,951	-4.01%
Vehicle Replacement	3,370,639	2,544,468	3,017,787	473,319	18.60%
TOTAL	<u>8,635,818</u>	<u>7,635,373</u>	<u>7,904,741</u>	<u>269,368</u>	<u>3.53%</u>
Funding Sources:					
Fleet Management	8,635,818	7,635,373	7,904,741	269,368	3.53%
TOTAL	<u>\$8,635,818</u>	<u>\$7,635,373</u>	<u>\$7,904,741</u>	<u>\$267,398</u>	<u>3.53%</u>
Authorized Positions	<u>61.00</u>	<u>60.00</u>	<u>55.50</u>	<u>-4.50</u>	<u>-7.50%</u>

Impound Lot

This program tows, receives, and holds vehicles impounded for violation of City ordinances. The proposed Fiscal Year 1992-93 budget includes transferring three full-time Tow Truck Driver positions to this program from Fleet Management in order to more simply account for the cost of this program. Additionally, contractual towing costs have increased. The service level of this program will not change.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Impound Lot	\$118,962	\$144,340	\$190,196	\$45,856	31.77%
TOTAL	118,962	144,340	190,196	45,856	31.77%
<i>Funding Sources:</i>					
General Fund	118,962	144,340	190,196	45,856	31.77%
TOTAL	\$118,962	\$144,340	\$190,196	\$45,856	31.77%
<i>Authorized Positions</i>	1.38	1.40	4.40	3.00	214.29%

Information Management Services

This program operates as an internal service fund. The program provides mainframe and microcomputer operations, maintenance, support, and development for Salt Lake City. Additionally, the program provides telephone service and repair for all City offices. The Fiscal Year 1992-93 budget proposal includes elimination of all mainframe development and reduction in mainframe support. The proposal also includes increased hardware and software costs and the addition of one full-time Network Administrator position. The proposed increases and shift in emphasis will allow the program to provide additional microcomputer support to City users.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Data Processing	\$4,082,788	\$4,262,996	\$4,569,738	\$306,742	7.20%
Telephone	849,420	864,852	883,823	18,971	2.19%
TOTAL	4,932,208	5,127,848	5,453,561	325,713	6.35%
<i>Funding Sources:</i>					
Data Processing	4,082,788	4,262,996	4,569,738	306,742	7.20%
Telephone	849,420	864,852	883,823	18,971	2.19%
TOTAL	\$4,932,208	\$5,127,848	\$5,453,561	\$325,713	6.35%
<i>Authorized Positions</i>	47.96	49.00	50.00	1.00	2.04%

Animal Control

Salt Lake City has contracted with Salt Lake County to provide the services of this program. The program provides animal control services, including enforcement of State and local regulations regarding domestic animals. Additionally, the program provides education in responsible pet ownership. This consolidation appears to have been successful. Since entering the contract with Salt Lake County, the City's costs for the program have decreased significantly while Salt Lake City has received no complaints about the County's responsiveness or level of service. Reflecting this savings, the Fiscal Year 1992-93 budget is proposed to decrease without decreasing service level.

the program provides parking services to many City employees. The proposed Fiscal Year 1992-93 budget includes reduced janitorial services at the Public Safety Building. The building will not be cleaned on Tuesdays and Thursdays. The proposed budget also reflects the reduction of the City's portion of the natural gas bill for the Metropolitan Hall of Justice complex under the agreement now being negotiated with the County regarding use of space in the City and County Building and the Metropolitan Hall of Justice. Additionally, the program's administrative office will move to City-owned property. The budget proposal also includes the transfer of \$60,800 from the Fire Department to this program for maintenance of fire stations.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Building Maint. & Repair	\$1,922,027	\$1,833,241	\$1,891,597	\$58,356	3.18%
TOTAL	<u>1,922,027</u>	<u>1,833,241</u>	<u>1,891,597</u>	<u>58,356</u>	<u>3.18%</u>
Funding Sources:					
General Fund	1,922,027	1,833,241	1,891,597	58,356	3.18%
TOTAL	<u>\$1,922,027</u>	<u>\$1,833,241</u>	<u>\$1,891,597</u>	<u>\$58,356</u>	<u>3.18%</u>
Authorized Positions	<u>21.00</u>	<u>20.00</u>	<u>20.00</u>	<u>-</u>	<u>-</u>

City Recorder

This program maintains information and documents pertinent to the administration of City government. The program also prepares and records minutes of City Council meetings. Additionally, in election years, the program administers municipal elections. The proposed Fiscal Year 1992-93 budget includes the elimination of one full-time Clerk position. This will result in increased processing time for some paperwork. Microfilming will be reduced and a voice mail system will be purchased. A municipal election is not scheduled during Fiscal Year 1992-93, therefore, the funds have been removed from the program. However, funds will need to be reinstated next fiscal year.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Records	\$299,375	\$343,172	\$300,987	\$-42,185	-12.29%
Elections	11	124,704	-	-124,704	-100.00%
TOTAL	<u>299,386</u>	<u>467,876</u>	<u>300,987</u>	<u>-166,889</u>	<u>-35.67%</u>
Funding Sources:					
General Fund	299,386	467,876	300,987	-166,889	-35.67%
TOTAL	<u>\$299,386</u>	<u>\$467,876</u>	<u>\$300,987</u>	<u>\$-166,889</u>	<u>-35.67%</u>
Authorized Positions	<u>6.00</u>	<u>7.00</u>	<u>6.00</u>	<u>-1.00</u>	<u>-14.29%</u>



Human Resources

This program fulfills labor and equal employment opportunity requirements for Salt Lake City. Additionally, the program provides recruitment, classification, and employee relations services. **THE PROGRAM ALSO PROVIDES CUSTOMER SERVICE, SUPERVISORY, AND TOTAL QUALITY MANAGEMENT TRAINING TO CITY EMPLOYEES.** The proposed Fiscal Year 1992-93 budget includes elimination of one full-time Employee Information Officer position. As a result, City departments will be required to administer tuition reimbursement and fitness agreements for employees participating in these programs. Additionally, there will be no central coordination of Employee Appreciation Day through this program. The number of retirement planning and new employee orientation seminars will be scaled back. Elimination of one full-time Clerk position is also proposed. This will lengthen the time required for hiring and will result in elimination of most pre-employment drug tests and physical exams. The City will now only pay for these tests for high risk positions. Coordination of annual physical exams for public safety employees will be transferred to the Police and Fire Departments. The budget also proposes elimination of funds for a contractual chief negotiator. Funds for the Human Resources Director have been shifted to this program from the Office of the Director, with no change in service level.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Human Resources	\$731,132	\$734,008	\$659,132	\$-74,876	-10.20%
TOTAL	<u>731,132</u>	<u>734,008</u>	<u>659,132</u>	<u>-74,876</u>	<u>-10.20%</u>
<i>Funding Sources:</i>					
General Fund	731,132	734,008	659,132	-74,876	-10.20%
TOTAL	<u>\$731,132</u>	<u>\$734,008</u>	<u>\$659,132</u>	<u>\$-74,876</u>	<u>-10.20%</u>
<i>Authorized Positions</i>	<u>12.60</u>	<u>12.74</u>	<u>11.74</u>	<u>-1.00</u>	<u>-7.85%</u>

✓ Risk Management

This program operates as an internal service fund. The program provides administration of risk and property insurance. Additionally, the program manages employee participation in health, dental, accidental death and dismemberment, and long term disability insurance programs. The program also administers Worker's Compensation and Unemployment Compensation. The Fiscal Year 1992-93 budget proposal includes an increase in employee insurance premiums and the addition of one full-time Office Technician position. The new position will allow Risk Management to offset the increased workload associated with the new "cafeteria" insurance program which is being implemented. Worker's Compensation premiums are expected to increase in Fiscal Year 1992-93. Departmental billing changes are also proposed for Fiscal Year 1992-93 for the Worker's Compensation program. The changes will provide an incentive to departments to control costs. Offsetting the increase in employee insurance premiums, funding for early retirement payouts has decreased. This program is used to make it easier for departments to pay early retirement costs by extending the time period in which the costs can be paid, allowing the departments to prepay some of the costs with year-end savings. The Administration may request an increase to this program later through budget amendment.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Animal Control Services	\$551,440	\$563,407	\$353,794	\$-209,613	-37.20%
TOTAL	<u>551,440</u>	<u>563,407</u>	<u>353,794</u>	<u>-209,613</u>	<u>-37.20%</u>
<i>Funding Sources:</i>					
General Fund	551,440	563,407	353,794	-209,613	-37.20%
TOTAL	<u>551,440</u>	<u>563,407</u>	<u>353,794</u>	<u>\$-209,613</u>	<u>-37.20%</u>
<i>Authorized Positions</i>	14.31	14.56	0.00	-14.56	-100.00%

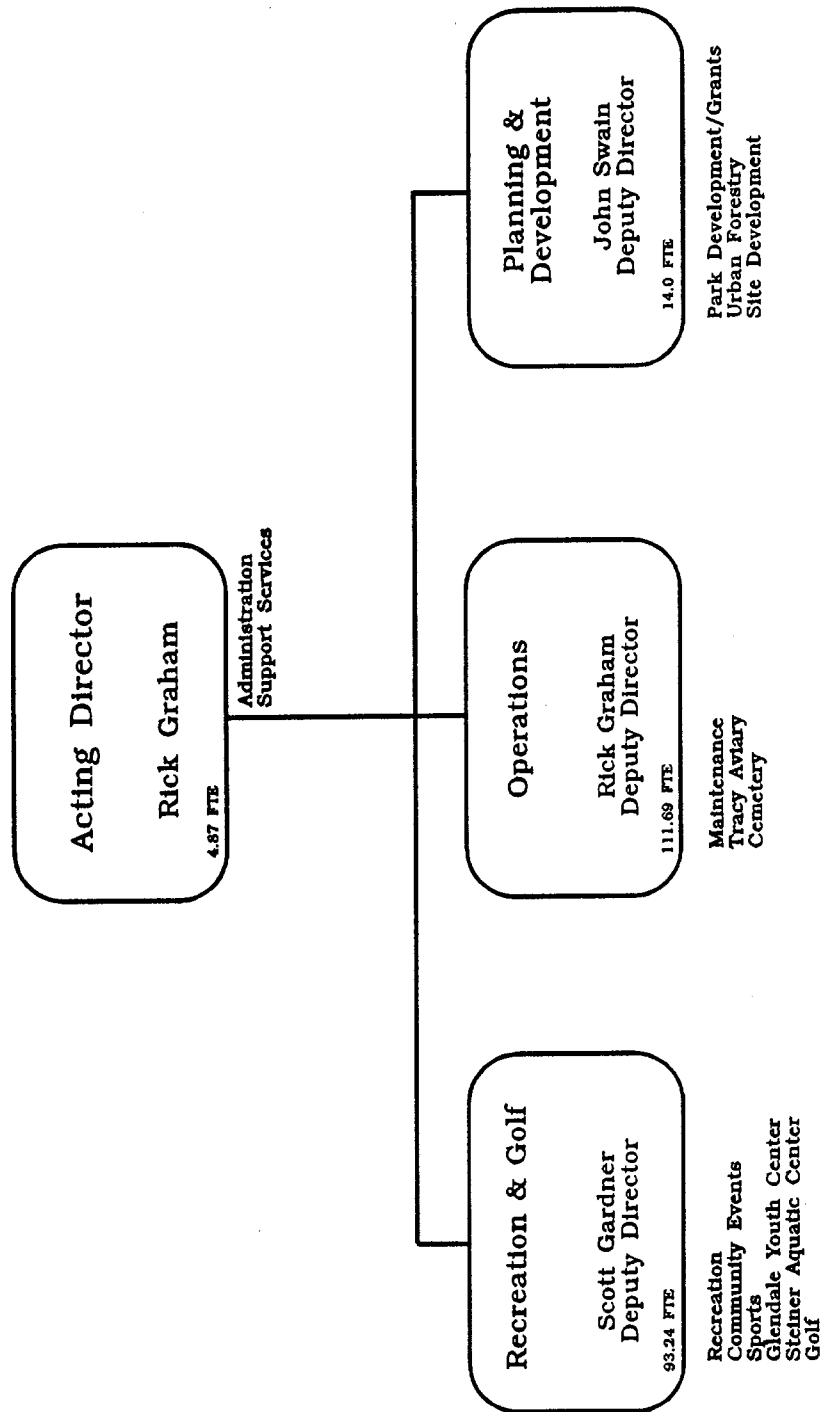


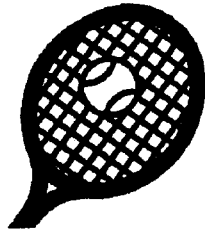
Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$6,955,729	\$7,143,577	\$6,775,119	\$6,771,866
Benefits	1,644,066	1,864,750	1,772,939	1,730,563
Total Personal Services	8,599,795	9,008,327	8,548,058	8,502,429
Total Operating & Maintenance	3,081,304	2,891,737	3,008,544	2,802,914
Charges/Services/Fees:				
Travel/Training	64,719	80,223	82,169	81,138
Utilities	1,281,179	1,307,738	1,314,822	1,277,875
Professional and Other Contractual Services	608,907	675,272	1,053,639	959,781
Buildings, Equipment, and Janitorial Maintenance	715,485	709,471	707,896	746,543
Rentals/Leases	1,914,327	1,919,561	1,949,927	1,936,378
Insurance Claims/Damages	2,583,076	1,925,213	1,925,213	1,279,412
Interfund Charges:				
Data Processing Services	1,644,085	1,701,384	1,681,644	100,327
Fleet Maintenance Services	50,839	64,260	47,018	24,740
Risk Management Premiums	1,087,871	883,414	883,414	1,010,712
Employee Insurance Payments	8,804,577	10,462,887	10,462,887	11,977,667
General Fund Administrative Service Fee	523,215	602,000	602,000	581,000
Other Interfund Charges	-206,232	-201,857	-201,857	-195,946
Contingency	31,051	38,628	37,320	138,247
Other Charges/Fees/Services	68,900	117,034	172,434	86,851
Total Charges/Fees/Services	19,171,999	20,285,228	20,718,526	20,004,725
Fleet Vehicle Acquisitions	3,370,639	2,470,000	3,411,182	2,470,000
Other Capital Outlay	125,175	55,071	52,029	61,549
Total Capital Outlay	3,495,814	2,525,071	3,463,211	2,531,549
Total Operating Expenses	34,348,912	34,710,363	35,738,339	33,841,617
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	77,852	79,556	79,970	66,470
Transfers Out	-	194,000	194,000	472,500
Total Other Uses	77,852	273,556	273,970	538,970
TOTAL BUDGET	34,426,764	34,983,919	36,012,309	34,380,587

Parks

Parks Department Organizational Structure Fiscal Year 1992-93





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 green space, maintain the urban forest, and provide recreation opportunities to the residents of Salt Lake City.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Changes
Administration	\$186,652	\$157,139	1 position transferred to Maintenance
Support Services	240,794	269,312	Higher risk management charges
Maintenance	3,426,788	3,244,314	Eliminated 1 FTE; created pool maintenance budget
Cemetery	574,902	574,556	Eliminated 1 FTE; transferred 1 FTE
Golf	5,360,431	5,145,368	Lower bond payments due to refinancing
Sports	119,896	121,171	No significant change
Glendale Youth Recreation Center	187,007	195,631	No significant change
Community Events	383,362	380,328	Eliminated capital outlay funds
Steiner Aquatics Center	630,808	595,149	Reduced one-time capital outlay funds
Tracy Aviary	422,410	441,882	One FTE budget transferred in (position was already assigned to this program)
Urban Forestry	569,894	574,561	No significant change
Planning and Development	265,180	270,198	No significant change
TOTAL	\$12,368,124	\$11,969,609	

Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$5,402,138	\$1,277,941	\$5,172,445	\$515,600	\$12,368,124
Compensation package and adjustments	146,622	-4,566	-185,273	95,000	51,783
Staffing level reduction	-87,948				-87,948
Shift IMS costs to Non Departmental Recreation Fund administrative fees			-61,294 -45,000		-61,294 -45,000
Swimming pool maintenance		23,420			23,420
Maintenance operating costs		-68,934			-68,934
Capital outlay for recreation				-97,542	-97,542
Fleet				40,000	40,000
Bond refinancing for golf courses				-153,000	-153,000
Fiscal Year 1992-93 proposed budget	\$5,460,812	\$1,227,861	\$4,880,878	\$400,058	\$11,969,609



Service Detail

Administration

This program provides coordinated direction and support to carry out the department's goals and policies. The program provides support services for the department such as finance, purchasing, and seasonal hiring. Additionally, residents are able to reserve park facilities for special uses. Due to reorganization, the Fiscal Year 1992-93 budget proposal includes the transfer of one full-time Administrative Assistant position from Administration to Operations. The service level of this program will not be affected.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Administration	\$174,992	\$186,652	\$157,139	-29,513	-15.81%
Support Services	230,892	240,794	269,312	28,518	11.84%
TOTAL	<u>405,884</u>	<u>427,446</u>	<u>426,451</u>	<u>-29,513</u>	<u>-6.90%</u>
<i>Funding Sources:</i>					
General Fund	405,884	427,446	426,451	-29,513	-6.90%
TOTAL	<u>\$405,884</u>	<u>\$427,446</u>	<u>\$426,451</u>	<u>-29,513</u>	<u>-6.90%</u>
<i>Authorized Positions</i>	5.74	5.87	4.87	-1.00	-17.04%

✓ Maintenance and Cemetery Operations

This program ensures respectful, safe, and attractive maintenance of burial grounds and lawfully conducted burials. Additionally, the program ensures maintenance of parks and open spaces which complies with nationally adopted health, safety, and aesthetic standards. The public is able to access historical burial records. Due to reorganization, the Fiscal Year 1992-93 proposed budget includes the elimination of one full-time Cemetery Sexton position. A secretary will assume administrative duties and there will be no change in service level. The proposal also includes consolidation of a property maintenance crew which will result in the elimination of one full-time Field Supervisor position. No service level changes are expected from the consolidation. Fleet and Operating and Maintenance reorganizations have produced cost savings which will, in part, allow the program to develop a maintenance budget for three City-owned swimming pools at Fairmont, Jordan, and Liberty Parks.



Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$4,214,900	\$4,401,949	\$4,410,944	\$4,427,756
Benefits	890,252	1,000,189	1,008,998	1,033,056
Total Personal Services	<u>5,105,152</u>	<u>5,402,138</u>	<u>5,419,942</u>	<u>5,460,812</u>
Total Operating & Maintenance	<u>1,306,328</u>	<u>1,277,941</u>	<u>1,253,353</u>	<u>1,227,861</u>
Charges/Services/Fees:				
Travel/Training	24,419	23,035	23,045	20,188
Utilities	1,183,507	1,375,719	1,212,343	1,216,298
Professional and Other Contractual Services	831,021	919,195	936,801	924,143
Buildings, Equipment, and Janitorial Maintenance	212,475	343,400	282,374	325,133
Rentals/Leases	141,874	113,808	119,413	106,437
Insurance Claims/Damages	6,488	5,500	5,500	7,000
Interfund Charges:				
Data Processing Services	40,271	48,661	48,661	4,231
Fleet Maintenance Services	379,451	470,607	497,011	481,199
Risk Management Premiums	167,119	173,640	173,640	215,780
Employee Insurance Payments	-	-	-	-
General Fund Administrative Service Fee	104,502	169,000	169,000	132,000
Other Interfund Charges	-	-	-	-
Contingency	1,007	128,954	96,221	145,270
Other Charges/Fees/Services	31,801	80,881	79,688	135,821
Total Charges/Fees/Services	<u>3,123,935</u>	<u>3,852,400</u>	<u>3,643,697</u>	<u>3,713,500</u>
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	1,519,654	515,600	535,136	400,058
Total Capital Outlay	<u>1,519,654</u>	<u>515,600</u>	<u>535,136</u>	<u>400,058</u>
Total Operating Expenses	<u>11,055,069</u>	<u>11,048,079</u>	<u>10,852,128</u>	<u>10,802,231</u>
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	1,307,045	1,307,045	357,359	1,154,378
Other Non-Operating Uses	2,254	13,000	5,000	13,000
Transfers Out	-	-	-	-
Total Other Uses	<u>1,309,299</u>	<u>1,320,045</u>	<u>362,359</u>	<u>1,167,378</u>
TOTAL BUDGET	<u>12,364,368</u>	<u>12,368,124</u>	<u>11,214,487</u>	<u>11,969,609</u>



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Maintenance	\$3,110,810	\$3,426,788	\$3,244,314	-182,474	-5.32%
Cemetery	646,507	574,902	574,556	-346	-0.06%
TOTAL	<u>3,757,317</u>	<u>4,001,690</u>	<u>3,818,870</u>	<u>-182,820</u>	<u>-4.57%</u>
Funding Sources:					
General Fund	3,757,317	4,001,690	3,818,870	-182,820	-4.57%
TOTAL	<u>\$3,757,317</u>	<u>\$4,001,690</u>	<u>\$3,818,870</u>	<u>-182,820</u>	<u>-4.57%</u>
Authorized Positions	99.89	101.18	99.94	-1.24	-1.23%

✓ Recreation

The recreation and golf programs are proposed to be combined to form a self-supporting Recreation Enterprise Fund. This program provides a wide range of organized recreation events, lessons, and competitions for the community, as well as public access to economical recreational golf programs. Through the golf program, the public is ensured that open space is preserved and maintained in accordance with national golf standards. This program also offers training in leadership and self esteem skills to socially and economically disadvantaged children through low cost, organized recreational activities. Through the Steiner Aquatic Center, the public can participate in a wide range of water activities. Due to refinancing of the golf course bonds, the golf budget decreased. The savings will not have an impact on service level.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Golf	\$5,855,215	\$5,360,431	\$5,145,368	-215,063	-4.01%
Sports	110,557	119,896	121,171	1,275	1.06%
Glendale Youth Center	178,442	187,007	195,631	8,624	4.61%
Community Events	373,427	383,362	380,328	-3,034	-0.79%
Steiner Aquatics Center	473,845	630,808	595,149	-35,659	-5.65%
TOTAL	<u>6,991,486</u>	<u>6,681,504</u>	<u>6,437,647</u>	<u>-243,857</u>	<u>-3.65%</u>
Funding Sources:					
Recreation Fund	6,991,486	6,681,504	6,437,647	-243,857	-3.65%
TOTAL	<u>\$6,991,486</u>	<u>\$6,681,504</u>	<u>\$6,437,647</u>	<u>-243,857</u>	<u>-3.65%</u>
Authorized Positions	91.69	94.20	91.71	-2.49	-2.64%

Planning and Forestry

This program ensures preservation and development of recreational open space in neighborhoods throughout the City. Additionally, the program ensures that existing facilities meet current recreational needs and standards. The Urban Forestry service ensures proper maintenance of trees in an urban environment. As a result of the program, residents enjoy higher property values,



cleaner air, cooler summertime temperatures, and a natural setting in an urban area. The funding and service level for this program are proposed to remain constant in Fiscal Year 1992-93.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Planning and Development	\$254,288	\$265,180	\$270,198	5,018	1.89%
Urban Forestry	506,385	569,894	574,561	4,667	0.82%
TOTAL	760,673	835,074	844,759	9,685	1.16%
<i>Funding Sources:</i>					
General Fund	760,673	835,074	844,759	9,685	1.16%
TOTAL	\$760,673	\$835,074	\$844,759	9,685	1.16%
<i>Authorized Positions</i>	14.00	14.00	14.00	0.00	0.00%

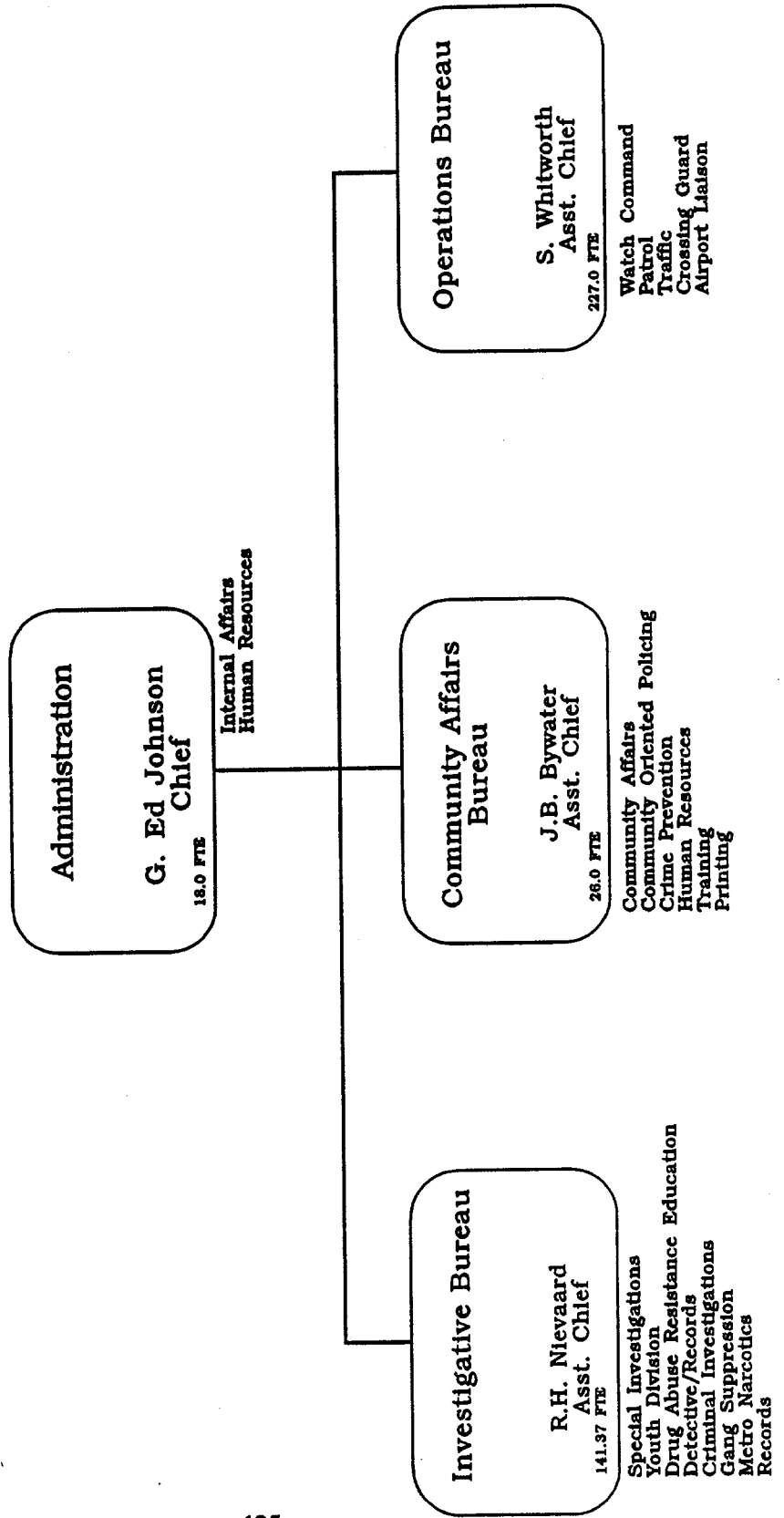
Tracy Aviary

This program provides the public with a low cost opportunity to view and learn about common species birds as well as those which are endangered or not native to the area. Additionally, the public has access to a wide variety of low cost bird educational activities. The Fiscal Year 1992-93 proposed budget includes the transfer of one full-time Aviary Attendant position to the Aviary from Operations. The position has been assigned to the Aviary so there will be no service level change.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Tracy Aviary	\$449,008	\$422,410	\$441,882	19,472	4.61%
TOTAL	449,008	422,410	441,882	19,472	4.61%
<i>Funding Sources:</i>					
General Fund	449,008	422,410	441,882	19,472	4.61%
TOTAL	\$449,008	\$422,410	\$441,882	19,472	4.61%
<i>Authorized Positions</i>	13.39	12.27	11.75	-0.52	-4.24%

Police

Police Department Organizational Structure Fiscal Year 1992-93



The purpose of the POLICE DEPARTMENT is to protect life and property through the prevention and suppression of crime and to provide community service.



In December 1991, the Community Services Bureau was created to place more emphasis on Community Oriented Policing. The Community Affairs and Training Divisions were transferred from the Operations Bureau to the Community Service Bureau. The proposed Fiscal Year 1992-93 budget includes the transfer of the Personal Services and Administrative Units to the new Bureau.

Currently, several "right sizing" options are under consideration by the Department. The Department has determined that several supervisory positions can be changed in order to place more police officers in the field. The goal is to recruit and hire the number of police officers approved by the City Council without increasing the size of the budget despite increased costs associated with new labor agreements and the cost of living.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration and Support			
Office of the Chief	\$740,328	\$856,660	Two positions from Metro Narcotics transferred and reclassified as one Assistant Chief and one Lieutenant.
Investigations of misconduct	\$225,334	\$273,644	One position transferred from Investigative Bureau.
Human Resource Management	\$133,983	\$154,085	Increase miscellaneous items.
Printing	\$143,889	\$133,062	One position transferred to Community Affairs.
Watch Command	\$334,408	\$321,206	Decrease miscellaneous items.
Records	\$2,457,445	\$1,688,727	One secretary and one Office Technician I eliminated. Transfer of Data Processing costs to Non Departmental.
Enforcement and Safety			
Patrol	\$8,705,491	\$9,203,345	Two positions transferred to crime lab. One Sergeant position transferred from Investigations. Nine vacant positions eliminated. New labor agreement.
Airport liaison	\$116,004	\$114,952	Decrease miscellaneous items.
Traffic enforcement	\$1,917,495	\$1,832,654	Adjust retirement benefits.
Crossing guards and parking meter collection supervision	\$440,481	\$444,504	Increase miscellaneous items.
Investigations			
Investigations	\$4,458,799	\$4,315,545	One Secretary position eliminated. One Sergeant position transferred to Patrol and one Officer to Internal Affairs.
Crime Lab	\$254,295	\$317,626	Two positions transferred from Patrol.
Gang suppression	\$223,207	\$228,938	Increase miscellaneous items.
Metro Narcotics	\$593,449	\$514,079	Two positions transferred to Administration and reclassified.
Community Policing			
Community Affairs	\$338,615	\$384,861	One position transferred from Printing. One position transferred from Crime Prevention. One Planning and Research position eliminated.
Crime Prevention	\$409,589	\$362,256	One position transferred to Community Affairs.
Teach substance abuse avoidance	\$170,664	\$180,351	Increase miscellaneous items.
Training			
Training	\$365,532	\$395,672	Increase for specialized training.
TOTAL	\$22,029,008	\$21,722,167	



Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$18,819,736	\$270,025	\$2,804,517	\$134,730	\$22,029,008
New labor agreement/cost of living adjustment	215,833				215,833
Reductions and transfer of costs in public relations, data processing, fleet, telephone lease, and memberships			-883,843		-883,843
Supplies and safety equipment		211,169			211,169
Communication equipment				150,000	150,000
Fiscal Year 1992-93 proposed budget	\$19,035,569	\$481,194	\$1,920,674	\$284,730	\$21,722,167

Service Detail

Administration and Support

This program provides coordinated direction and support to carry out the Department's goals and policies. The program also provides citizens and outside law enforcement agencies access to the Department. Additionally, the program provides internal affairs investigations of employee misconduct. Human resource, printing, watch command, and records functions are provided through this program. Due to a reorganization in December 1991, two full-time Officer positions in Metro Narcotics were transferred to the Office of the Chief where they were reclassified Assistant Chief and Lieutenant. The proposed Fiscal Year 1992-93 budget includes the transfer of one full-time Officer position from the Investigative Bureau to Internal Affairs to assist with review of employee misconduct, and one full-time Sergeant position from Printing to Community Affairs. In addition, it is proposed that one full-time Secretary and one full-time Office Technician I positions be eliminated from Records. As a result of the reorganization, management and coordination of Community Oriented Policing will be enhanced, as will the department's ability to address employee misconduct and review high speed chase incidents. The elimination of the support positions in Records will result in reallocation of workload. Some of the workload will be offset by technology improvements which will also reduce inconvenience at the public service counter.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Office of the Chief	\$859,888	\$740,328	\$856,660	116,332	15.71%
Internal Affairs	249,995	225,334	273,644	48,310	21.44%
Human Resources	170,797	133,983	154,085	20,102	15.00%
Printing	105,674	143,889	133,062	-10,827	-7.52%
Watch Command	315,345	334,408	321,206	-13,202	-3.95%
Records	2,565,030	2,457,445	1,688,727	-768,718	-31.28%
TOTAL	<u>4,266,729</u>	<u>4,035,387</u>	<u>3,427,384</u>	<u>-608,003</u>	<u>-15.07%</u>
Funding Sources:					
General Fund	4,266,729	4,035,387	3,427,384	-608,003	-15.07%
TOTAL	<u>\$4,266,729</u>	<u>\$4,035,387</u>	<u>\$3,427,384</u>	<u>\$608,003</u>	<u>15.07%</u>
Authorized Positions	<u>73.00</u>	<u>71.00</u>	<u>71.00</u>	<u>0.00</u>	<u>0.00%</u>

✓ Enforcement and Safety

This program ensures response to emergency requests for police assistance within three to five minutes of the call, and within one to two hours for low priority requests. Additionally, the program provides enhanced service through Special Weapons and Tactics (SWAT), Scene of Crime Officer (SOCO), foot patrol, reserve officer, bicycle, and canine units. The program also provides assistance to Airport security as needed. Traffic enforcement and crossing guard services are included in the program. The proposed budget includes the transfer of one full-time supervisory position to Patrol from Investigations, and two full-time Officer positions from Patrol to the Crime Lab. The elimination of nine vacant patrol officer positions is also proposed. These positions will be restored when the Department's reorganization plan is implemented. **THE PROPOSED BUDGET INCLUDES \$200,000 IN ONE-TIME MONEY FOR SAFETY AND COMMUNICATIONS EQUIPMENT WHICH WILL ENHANCE EACH OFFICER'S ABILITY TO PERFORM AND MAINTAIN A HIGH LEVEL OF SERVICE TO THE COMMUNITY.**

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Patrol	\$8,416,366	\$8,705,491	\$9,203,345	497,854	5.72%
Airport Liaison	93,163	116,004	114,952	-1,052	-0.91%
Traffic Enforcement	1,655,407	1,917,495	1,832,654	-84,841	-4.42%
Crossing Guard Prog. & Pkg. Meter Coll. Sup.	643,407	440,481	444,504	4,023	0.91%
TOTAL	<u>10,808,343</u>	<u>11,179,471</u>	<u>11,595,455</u>	<u>415,984</u>	<u>3.72%</u>
Funding Sources:					
General Fund	10,691,382	11,072,211	11,480,503	408,292	3.69%
Airport Authority	116,961	107,260	114,952	7,692	7.17%
TOTAL	<u>\$10,808,343</u>	<u>\$11,179,471</u>	<u>\$11,595,455</u>	<u>\$415,984</u>	<u>3.72%</u>
Authorized Positions	<u>285.12</u>	<u>257.05</u>	<u>247.05</u>	<u>-10.00</u>	<u>-3.89%</u>



✓ Investigations

This program ensures that all major crime scenes are responded to within thirty minutes for physical evidence gathering and crime lab analysis. If the elements of solvability exist, cases are assigned for follow-up. A future consolidation of Crime lab facilities with Salt Lake County is part of the Mayor's Shared Services Initiative. Additionally, the program provides on-site officers in several schools in the Salt Lake City School District, as well as gang member identification and monitoring. The program includes the Metro Narcotics Unit which coordinates drug enforcement with police departments throughout the metropolitan area. The Fiscal Year 1992-93 proposed budget includes the elimination of one full-time Secretary position from Investigations. The proposed budget also includes the transfer of one full-time position from the program to Internal Affairs. The service level impact of this reorganization will be negligible. Two full-time Officer positions will be transferred to the Crime Lab for training. The rotation of Officers through the crime lab will allow more officers to become familiar with crime scene evidence gathering techniques. Finally, two full-time Officer positions were transferred from Metro Narcotics to Administration in December 1991. The transfer of the two positions from Metro Narcotics brings Salt Lake City in line with the staffing level of other entities involved in Metro Narcotics.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Criminal Investigation	\$3,828,634	\$4,458,823	\$4,315,545	\$-143,278	-3.21%
Crime Lab	289,358	254,295	317,626	63,331	24.90%
Gang Suppression	15,946	223,207	228,938	5,731	2.57%
Metro Narcotics	459,119	593,449	514,079	-79,370	-13.37%
TOTAL	4,593,057	5,529,774	5,376,188	-153,586	-2.78%
<i>Funding Sources:</i>					
General Fund	4,193,662	5,059,774	4,730,230	-329,544	-6.51%
State Grants	319,656	470,000	470,000	0	0.00%
Federal Grants	79,739	0	175,958	175,958	100.00%
TOTAL	\$4,593,057	\$5,529,774	\$5,376,188	\$-153,586	-2.78%
<i>Authorized Positions</i>	105.36	101.37	98.37	-3.00	-2.96%

✓ Community Policing

This program provides support for Community Oriented Policing. Additionally, the program includes Crime Prevention activities such as review of nationwide police practices, response to community and citizen requests for non emergency police assistance, and administration of an "Officer Friendly" program in elementary schools. The program also provides a Drug Resistance Education Program (D.A.R.E.) in twenty-eight elementary schools. The proposed Fiscal Year 1992-93 budget includes the elimination of one full-time Planning and Research Position in Community Affairs. One full-time Sergeant position will be transferred to Community Affairs from Printing. As a result of the reorganization, fewer outside programs will be reviewed and considered for adoption by the Department.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Community Affairs	\$140,894	\$338,615	\$384,861	46,246	13.66%
Crime Prevention	507,322	409,589	362,256	-47,333	-11.56%
Substance Abuse Avoid.	130,458	170,664	180,351	9,687	5.68%
TOTAL	778,674	918,868	927,468	8,600	0.94%
Funding Sources:					
General Fund	698,357	918,868	927,468	8,600	0.94%
Federal Grants	80,317	0	0	0	0.00%
TOTAL	\$778,674	\$918,868	\$927,468	\$8,600	0.94%
Authorized Positions	17.00	19.00	19.00	0.00	0.00%

Training

This program ensures that officers are trained in accordance with State law and Department policy. Additionally, officers are provided weapons inspection and maintenance. The proposed budget for Fiscal Year 1992-93 includes \$35,000 for specialized training.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Training	\$411,805	\$365,532	\$395,672	30,140	8.25%
TOTAL	411,805	365,532	395,672	30,140	8.25%
Funding Sources:					
General Fund	411,805	365,532	395,672	30,140	8.25%
TOTAL	\$411,805	\$365,532	\$395,672	\$30,140	8.25%
Authorized Positions	7.00	6.00	6.00	0.00	0.00%

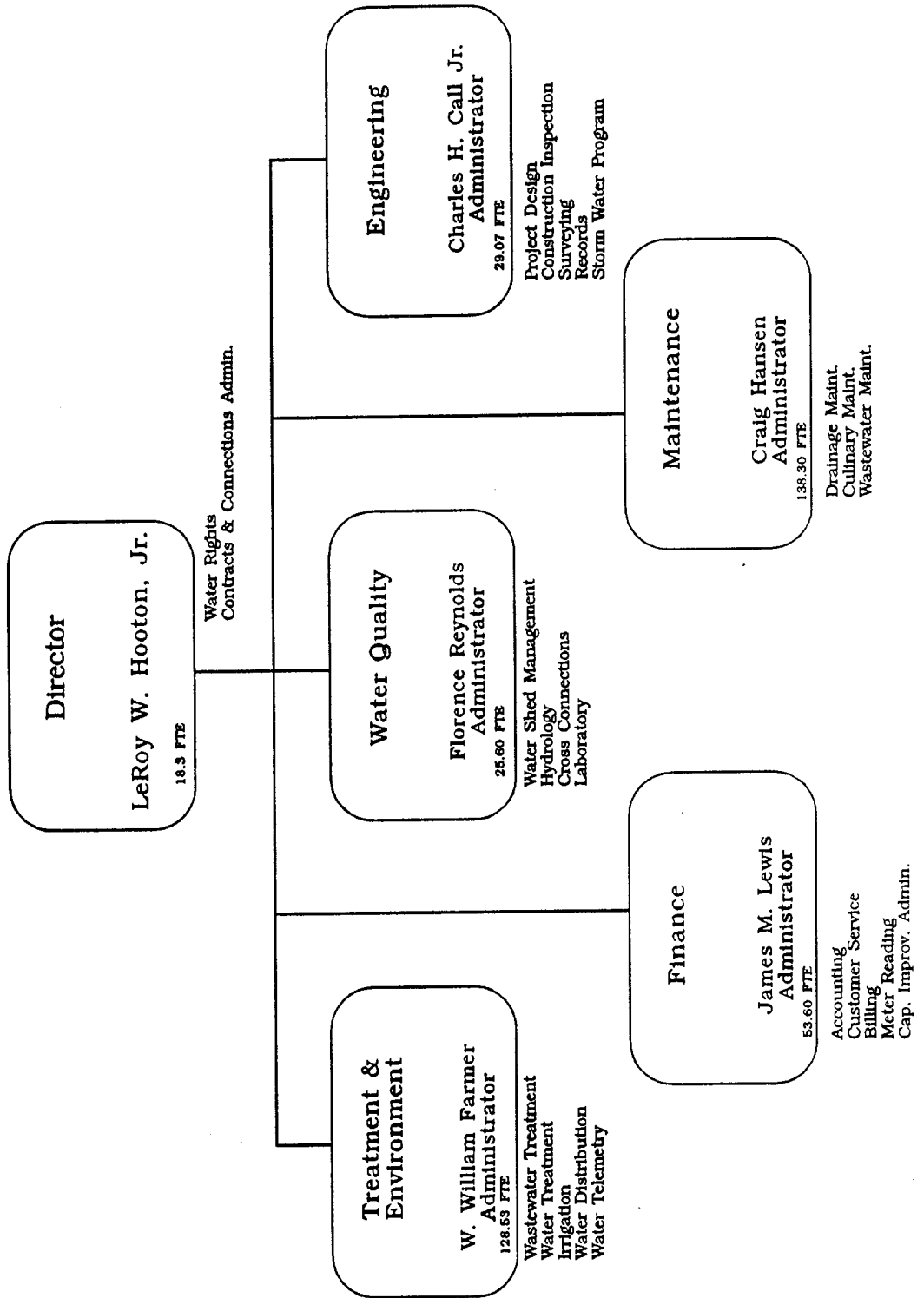


Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$12,840,613	\$13,397,471	\$13,668,142	\$14,013,418
Benefits	4,596,491	5,422,265	5,402,584	5,022,151
Total Personal Services	17,437,104	18,819,736	19,070,726	19,035,569
Total Operating & Maintenance	302,927	270,025	268,487	481,194
Charges/Services/Fees:				
Travel/Training	21,029	19,751	17,509	19,751
Utilities	53,454	45,554	50,863	49,647
Professional and Other				
Contractual Services	94,630	39,820	63,821	74,455
Buildings, Equipment, and				
Janitorial Maintenance	202,453	178,982	177,055	185,842
Rentals/Leases	252,110	251,702	253,786	163,396
Insurance Claims/Damages	117,553	-	-	-
Interfund Charges:				
Data Processing Services	780,470	805,190	809,756	15,173
Fleet Maintenance Services	936,673	964,057	964,057	894,045
Risk Management Premiums	299,574	346,520	346,520	395,860
Employee Insurance Payments	56,000	49,800	49,800	59,800
General Fund Administrative				
Service Fee	-	-	-	-
Other Interfund Charges	1,372	2,225	2,200	2,225
Contingency	-	-	-	-
Other Charges/Fees/Services	44,565	100,916	107,956	60,480
Total Charges/Fees/Services	2,859,883	2,804,517	2,843,323	1,920,674
Fleet Vehicle Acquisitions	-	-	-	-
Other Capital Outlay	258,710	134,730	118,215	284,730
Total Capital Outlay	258,710	134,730	118,215	284,730
Total Operating Expenses	20,858,624	22,029,008	22,300,751	21,722,167
Other Uses				
Capital Improvements	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-
Other Non-Operating Uses	-	-	-	-
Transfers Out	-	-	-	-
Total Other Uses	0	0	0	0
TOTAL BUDGET	20,858,624	22,029,008	22,300,751	21,722,167

Public Utilities

Public Utilities Organizational Structure Fiscal Year 1992-93





The purpose of the PUBLIC UTILITIES DEPARTMENT is to provide water, waste water, 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.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration	\$648,062	\$797,578	Increase in data processing for storm water activities.
Contracts & Construction	139,613	180,303	Add one engineer position.
Cap. Imp./Debt Service	27,302,816	22,881,933	Less CIP because Parley's Treatment; Ensign Down's and collector lines completed.
Billing & Meter Reading	1,183,250	1,286,843	Increased data processing costs.
Customer Service	1,094,398	1,084,254	One position transferred to Maintenance.
Accounting & Reporting	467,397	474,834	No significant changes.
Outside General Services	2,473,160	2,516,122	No significant changes.
Maintain Culinary Water	4,116,470	4,045,670	One position transferred from Customer Service; one engineer tech position added; offset from decrease in fuel costs.
Maintain Sanitary Sewer	1,217,106	1,189,179	Decrease in fleet maintenance.
Maintain Storm Water	750,844	819,822	Increased maintenance of storm water system.
Culinary Water Treatment	3,561,054	4,159,802	Painting of two storage tanks; increased maintenance for opening of Parley's Treatment Plant.
Waste Water Treatment	3,317,206	3,439,778	Increased maintenance of facilities.
Computer Monitoring	423,301	447,286	Increased equipment maintenance.
Irrigation Water	439,638	460,077	Expanded canal maintenance.
Water Purchase	3,422,903	2,863,769	Purchase of less water due to Parley's back in service.
Cross Conections	176,840	188,510	No significant changes.
Water Shed	405,681	453,410	one full-time employee replaces two part-timers.
Laboratory/Pretreatment	268,426	353,056	One new analyst position added: increased lab. work.
Engineering & Mapping	1,067,986	1,044,715	No significant changes.
TOTAL	\$52,476,151	\$48,686,941	



Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$12,763,962	\$2,140,000	\$14,505,821	\$23,066,368	\$52,476,151
Compensation package and price adjustments	499,085	91,000	631,089		1,221,174
Transfer Engineer from Public Works	44,165				44,165
Decrease in capitalization estimate	19,700				19,700
Parley's Treatment Plant startup costs		114,500			114,500
Increased facility maintenance		396,980			396,980
Decreased Payment-in-Lieu-of Taxes			-255,026		-255,026
Decreased water purchases			-560,000		-560,000
Decrease professional services/equip. rental			-250,528		-250,528
Increased data processing costs			142,761		142,761
Decreased bond issue costs			-147,736		-147,736
Decreased capital purchases				-126,309	-126,309
Completion of Parley's, Ensign Downs, etc.				-6,383,200	-6,383,200
1991 water bond projects				1,769,350	1,769,350
Decrease sewer collection lines				-594,165	-594,165
Increased storm water projects.				819,124	819,124
Fiscal Year 1992-93 proposed budget	\$13,326,912	\$2,742,480	\$14,066,381	\$18,551,168	\$48,686,941

Service Detail

Administration

This program provides coordinated direction and support to carry out the department's goals and policies. The program also ensures that all construction contracts, water exchange agreements, ordinances, and federal regulations are met. The addition of one full-time Engineer position is proposed to assist new developers with line connection and construction activities and to assist the Water Rights Specialist. The Capital Improvement and Debt Service budget will decrease due to completion of major capital improvement projects such as the Parley's Treatment Plant seismic upgrade and installation of major water lines in the Northwest Quadrant.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Administration	\$244,976	\$648,062	\$797,578	\$149,516	23.07%
Contracts & Construction	135,784	139,613	180,303	40,690	29.14%
Cap. Imp./Debt Service	17,559,292	27,302,816	22,881,933	-4,420,883	-16.19%
TOTAL	\$17,940,052	\$28,090,491	\$23,859,814	\$-4,230,677	-15.06%
Funding Sources:					
Water Fees	\$10,428,819	\$16,444,655	\$11,689,247	\$-4,755,408	-28.92%
Sewer Fees	7,386,873	7,396,946	6,675,816	-721,130	-9.75%
Storm Water Fees	124,360	4,248,890	5,494,751	1,245,861	29.32%
TOTAL	\$17,940,052	\$28,090,491	\$23,859,814	\$-4,230,677	-15.06%
Authorized Positions	16.00	16.00	15.20	-0.80	-5.00%

Finance

This program provides financial, billing, and customer relations services for the department. Additionally, the program manages the capital improvement needs of the department. In Fiscal Year 1992-93, the Customer Service budget is proposed to decrease due to the transfer of one full-time Commercial Accounts Representative position to Maintenance. As a result of combining the department's water and sewer customer service functions, increased efficiency will be realized. The Billing and Meter Reading budget is proposed to increase due to additional computer processing time. Costs associated with printing, inserting, and mailing utility bills are expected to increase due to Utah Power's cancellation of the existing contract for this service. Due to the calculation formula of Payment-in-Lieu-of-Taxes (PILOT), the department's PILOT obligation will decrease in Fiscal Year 1992-93. Additionally, a reduction in the number of studies needed in Fiscal Year 1992-93 result in a proposed decrease in the Charges and Services budget.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Billing & Meter Reading	\$1,344,863	\$1,183,250	\$1,286,843	\$103,593	8.75%
Customer Service	1,256,463	1,094,398	1,084,254	-10,144	-0.93%
Accounting & Reporting	431,076	467,397	474,834	7,437	1.59%
Outside General Services	2,618,832	2,473,160	2,516,122	42,962	1.74%
TOTAL	\$5,651,234	\$5,218,205	\$5,362,053	\$143,848	2.76%
Funding Sources:					
Water Fees	\$3,713,024	\$3,498,347	\$3,688,399	\$190,052	5.43%
Sewer Fees	1,938,210	1,719,858	1,673,654	-46,204	-2.69%
TOTAL	\$5,651,234	\$5,218,205	\$5,362,053	\$143,848	2.76%
Authorized Positions	56.00	56.00	53.60	-2.40	-4.29%



Water and Sewer Maintenance

This program maintains all City-owned water, sewer, and storm water lines in the service area. The program ensures that lines are clean and generally free from debris and that Environmental Protection Agency (EPA) and health standards are satisfied. Additionally, the program ensures that culinary water is available to all water customers in the service area and that the water meets E.P.A. standards and requirements. Due to facility maintenance needs, the Operating and Maintenance budget is proposed to increase in Fiscal Year 1992-93. The program is changing from four-member work crews to three-member crews. Heavy equipment purchases will be necessary to accommodate the adjustment, however, the end result will be increased productivity without increasing the staffing level. The addition of one full-time Engineering Technician position is proposed to assist in updating maps.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Maintain Culinary Water	\$3,924,037	\$4,116,470	\$4,045,670	\$-70,800	-1.72%
Maintain Sanitary Sewer	1,025,637	1,217,106	1,189,179	-27,927	-2.29%
Maintain Storm Water	535,025	750,844	819,822	68,978	9.19%
TOTAL	\$5,484,699	\$6,084,420	\$6,054,671	\$-29,749	-0.49%
<i>Funding Sources:</i>					
Water Fees	\$3,924,037	\$4,116,470	\$4,045,670	\$-70,800	-1.72%
Sewer Fees	1,025,637	1,217,106	1,189,179	-27,927	-2.29%
Storm Water Fees	535,025	750,844	819,822	68,978	9.19%
TOTAL	\$5,484,699	\$6,084,420	\$6,054,671	\$-29,749	-0.49%
<i>Authorized Positions</i>	142.87	140.87	138.30	-2.57	-1.82%

Treatment, Distribution, and Irrigation

This program treats culinary and waste water, and distributes culinary water in the service area according to environmental standards. The program ensures that water and waste water are treated in a manner which protects public health. The program also includes irrigation water and distribution and management of sludge disposal and reuse. Due to facility maintenance needs, the Fiscal Year 1992-93 Operating and Maintenance budget is proposed to increase. The reopening of the Parley's Treatment Plant in spring, 1992, will result in initial start-up costs as well as ongoing maintenance costs. In addition, a five-year program is recommended for painting the interior and exterior of water storage tanks.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Culinary Water Treatmnt	\$3,363,179	\$3,561,054	\$4,159,802	\$598,748	16.81%
Waste Water Treatment	3,098,675	3,317,206	3,439,778	122,572	3.70%
Computer Monitoring	405,239	423,301	447,286	23,985	5.67%
Irrigation Water	376,457	439,638	460,077	20,439	4.65%
TOTAL	\$7,243,550	\$7,741,199	\$8,506,943	\$765,744	9.89%
Funding Sources:					
Water Fees	\$4,144,875	\$4,423,993	\$5,067,165	\$643,172	14.54%
Sewer Fees	3,098,675	3,317,206	3,439,778	122,572	3.70%
TOTAL	\$7,243,550	\$7,741,199	\$8,506,943	\$765,744	9.89%
Authorized Positions	125.53	126.53	128.53	2.00	1.58%

Water Quality

This program adjusts controls to ensure that raw water, waste water, and storm water meet Environmental Protection Agency and health standards. The program monitors industrial use of the sewer system to prevent introduction of waste which may harm the collection or treatment facilities and increase service costs. The program prevents cross connections by ensuring, that backflow devices are in place and operational, and manages water shed areas. This program purchases water from the Metropolitan Water District of Salt Lake to ensure ample supply of culinary water for customers. The Fiscal Year 1992-93 budget proposal includes the addition of one full-time Analyst at the Department's laboratory to provide additional sampling, analyzing, and interpreting functions. Additionally, the proposal includes replacement of two hourly employees with one full-time position in the Water Shed program. This change will result in more efficient water shed management. Water purchase costs are scheduled to decrease due to the reopening of the Parley's Treatment Plant.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Water Purchase	\$3,312,026	\$3,422,903	\$2,863,769	\$-559,134	-16.34%
Cross Conections	134,325	176,840	188,510	11,670	6.60%
Water Shed	338,773	405,681	453,410	47,729	11.77%
Laboratory/Pretreatment	280,582	268,426	353,056	84,630	31.53%
TOTAL	\$4,065,706	\$4,273,850	\$3,858,745	\$-415,105	-9.71%
Funding Sources:					
Water Fees	\$3,785,124	\$4,005,424	\$3,505,689	\$-499,735	-12.48%
Sewer Fees	280,582	268,426	353,056	84,630	31.53%
TOTAL	\$4,065,706	\$4,273,850	\$3,858,745	\$-415,105	-9.71%
Authorized Positions	23.80	23.80	25.60	1.80	7.56%



Engineering

This program provides engineering and mapping services for the department. Through design efforts, the program attempts to minimize customer inconvenience caused by utility projects. The Fiscal Year 1992-93 budget is proposed to increase due to additional Geographic Information System (GIS) improvements during the last two years. The budget proposal includes reprioritization of staff efforts to bring mapping functions up-to-date.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Engineering & Mapping	\$962,102	\$1,067,986	\$1,044,715	\$-23,271	-2.18%
TOTAL	\$962,102	\$1,067,986	\$1,044,715	\$-23,271	-2.18%
Funding Sources:					
Water Fees	\$514,134	\$596,485	\$613,930	\$17,445	2.92%
Sewer Fees	376,442	402,435	389,062	-13,373	-3.32%
Storm Water Fees	71,526	69,066	41,723	-27,343	-39.59%
TOTAL	\$962,102	\$1,067,986	\$1,044,715	\$-23,271	-2.18%
Authorized Positions	31.20	29.20	32.17	2.97	10.17%

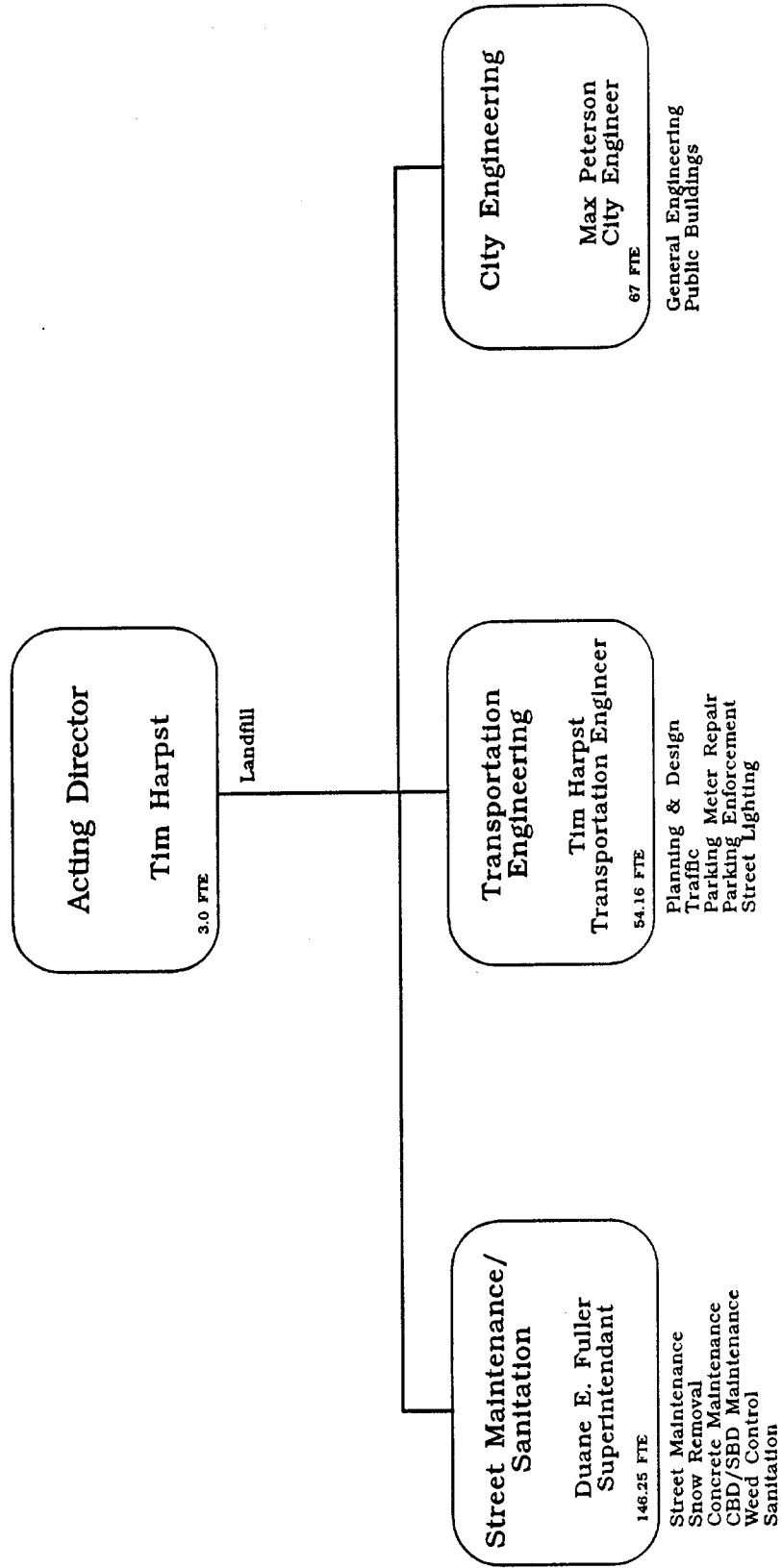


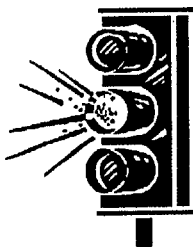
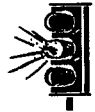
Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses:				
Salaries and Wages	\$9,661,632	\$9,838,997	\$9,974,162	\$10,359,584
Benefits	2,565,511	2,924,965	2,819,292	2,967,328
Total Personal Services	12,227,143	12,763,962	12,793,454	13,326,912
Total Operating & Maintenance	1,846,765	2,140,000	2,124,062	2,742,480
Charges/Services/Fees:				
Travel/Training	45,728	64,600	64,100	64,600
Utilities	2,063,289	2,414,587	2,373,389	2,333,649
Professional and Other Contractual Services	1,444,675	1,179,408	1,168,400	1,147,100
Buildings, Equipment, and Janitorial Maint.	30,977	50,620	51,620	49,850
Rents/Leases(Shuttle Service)	153,455	106,663	107,855	118,365
Insurance Claims and Damages	97,952	139,609	389,609	202,310
Interfund Charges:				
Data Processing Services	721,876	681,433	785,174	808,674
Fleet Maintenance Services	720,744	762,046	735,533	766,422
Risk Management Premiums	144,000	117,436	120,318	122,654
General Fund Administrative Service Fees	671,435	739,000	732,000	745,000
Payment in Lieu of Taxes	387,000	404,000	404,000	257,026
Metropolitan Water Purchases	3,055,740	3,160,000	3,160,000	2,600,000
Other Charges/Fees/Services	177,273	605,007	523,898	519,966
Total Charges/Fees/Services	9,714,144	10,424,409	10,615,896	9,735,616
Fleet Vehicle Acquisitions	1,165,752	525,813	725,813	643,500
Other Capital Outlay	1,069,454	1,536,550	2,398,700	1,272,554
Total Capital Outlay	2,235,206	2,062,363	3,124,513	1,916,054
Total Operating Expenses	26,023,258	27,390,734	28,657,925	27,721,062
Other Uses:				
Bonding/Debt/Interest Charges	3,442,096	3,909,412	4,123,501	4,158,765
Storm Drainage--Repayment Sewer	-	172,000	172,000	172,000
Capital Improvements	11,881,989	21,004,005	19,501,529	16,635,114
Total Other Uses	15,324,085	25,085,417	23,797,030	20,965,879
TOTAL BUDGET	41,347,343	52,476,151	52,454,955	48,686,941

Public Works

Public Works Department Organizational Structure Fiscal Year 1992-93





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 and disposal, street lighting, parking enforcement, traffic systems, general engineering, and snow removal.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Administration	\$421,112	\$221,852	Risk Mgt. Premium allocated to department divisions; one secretary eliminated; one safety specialist added.
Asphalt Production & Procurement	892,120	822,034	Asphalt being purchased cheaper so reduction in materials and natural gas to make asphalt.
Road Maintenance	906,901	907,572	No significant change
Road Planing	393,964	400,274	No significant change
Road Seal Coating	380,070	407,714	Personal Service adjustments
Road Overlay	644,301	690,390	Personal Service adjustments; increase in asphalt materials.
Street Admin. & Support	792,055	822,846	Risk Mgt. Premium shifted from Administration.
CBD/SBD Maintenance	559,924	596,811	Personal Service adjustments; increased fleet maintenance.
Concrete Replace. & Maint.	1,082,072	1,111,502	Increased fleet maintenance; one manager position eliminated; one maintenance position added.
Snow Removal	645,414	493,128	Reduction in fleet maintenance; allocation of Personal Services to other programs.
Weed Control	49,710	43,463	No significant change
Weekly Trash Collection	2,822,998	3,347,030	Increased dumping fees; fleet maintenance; Worker's Compensation; PILOT.
Neighborhood Cleanup	582,830	702,498	Increased dumping fees; administrative service; capital.
Street Sweeping	488,331	472,490	Decreased fleet costs.
Leaf Removal	285,379	224,578	Decreased fleet costs.
Private Development Review	186,058	174,087	Eliminate one half of Engineer position.
Public Right-of-Way	340,165	315,893	Eliminate one half of Engineer position.
Mapping & Records	836,017	850,727	Eliminate one Engineer position; offset by Personal Services transferred from other programs.
Street/Sidewalk/SID Coord.	1,439,638	1,274,421	Personal Services decreased due to reallocation to other programs.
Pub. Bldgs./Facilities	592,116	658,325	Increase in Personal Services from other programs.
Transportation Admin.	456,700	501,869	Risk Mgt. Premium shifted from Administration; increased worker's compensation charges.
Trans. Planning/Design	150,850	133,151	Personal Services adjustment.
Street Lighting	888,560	900,279	Personal Services adjustment.
Parking Enforcement	554,913	517,770	Elimination of one supervisory position; reduction of fleet maintenance; increase in part-time budget.
Meter Repair	100,502	102,784	No significant change.
Traffic Investigation	359,092	314,949	Elimination of coordinator position.
Traffic Signing	251,386	255,710	No significant change.
Traffic Marking	226,462	223,092	Reduction of paint supplies.
Traffic Signals	492,431	528,213	One-time increase of materials for school crossings.
TOTAL	\$17,822,071	\$18,015,452	



Changes

	Personal Services	Operating & Maintenance	Charges & Services	Capital Outlay	TOTAL
Fiscal Year 1991-92 adopted budget	\$8,027,209	\$1,866,989	\$3,676,275	\$72,060	\$13,642,533
Merit & price adjustments	149,972	-48,618	-10,296	4,200	95,258
Staffing level reduction	-235,774				-235,774
Paint & sign materials		-11,000			-11,000
Natural gas & electrical Power			-47,032		-47,032
Fleet maintenance			-82,522		-82,522
Safety & Loss Specialist	34,669		-34,669		
Part-time Parking Enf. Officers	12,000				12,000
Transfer fixed IMS charges to Non Dept.			-150,607		-150,607
Add to upgrade school crossings		46,000			46,000
Fiscal Year 1992-93 proposed budget	\$7,988,076	\$1,853,371	\$3,351,149	\$76,260	\$13,268,856

Service Detail

Administration

This program provides coordinated direction and support to carry out the department's goals and policies. Additionally, the program represents the City on the Landfill Council. The Fiscal Year 1992-93 budget proposal includes the elimination of one full-time Secretary position. There will be no service level impact as this program will locate in the Transportation building and share clerical support with Transportation. The budget proposal also includes the addition of a Safety and Loss Control Specialist position. This position will be instrumental in decreasing the Department's worker's compensation costs.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Administration	\$289,856	\$421,112	\$221,852	\$-199,260	-47.32%
TOTAL	<u>289,856</u>	<u>421,112</u>	<u>221,852</u>	<u>-199,260</u>	<u>-47.32%</u>
<i>Funding Sources:</i>					
General Fund	289,856	421,112	221,852	-199,260	-47.32%
TOTAL	<u>\$289,856</u>	<u>\$421,112</u>	<u>\$221,852</u>	<u>\$-199,260</u>	<u>-47.32%</u>
<i>Authorized Positions</i>	3.00	3.00	3.00	0.00	0.00%



Streets Administration

This program provides coordinated direction and support to carry out the department's and the division's goals and policies. The program also provides financial and record keeping services. Additionally, the program responds to citizen service requests and coordinates after-hours emergency response. The Fiscal Year 1992-93 budget is proposed to increase due to the transfer of Risk, Worker's Compensation, and Unemployment Compensation premiums. The increase is partially offset by a decrease in fleet maintenance costs.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Street Admin./Support	\$804,667	\$792,055	\$822,846	\$30,791	3.89%
TOTAL	<u>804,667</u>	<u>792,055</u>	<u>822,846</u>	<u>30,791</u>	<u>3.89%</u>
<i>Funding Sources:</i>					
General Fund:					
Charges for Services	67,915	67,255	67,255	0	0.00%
Other General Fund	736,752	724,800	755,591	30,791	4.25%
TOTAL	<u>\$804,667</u>	<u>\$792,055</u>	<u>\$822,846</u>	<u>\$30,791</u>	<u>3.89%</u>
<i>Authorized Positions</i>	<u>11.80</u>	<u>11.96</u>	<u>11.96</u>	<u>0.00</u>	<u>0.00%</u>

Street Maintenance

This program maintains all City-owned streets. The program includes overlay, seal coat, pot hole repair, road planing, and asphalt plant activities. The budget for overlay is proposed to increase in Fiscal Year 1992-93 to provide for the purchase of more asphalt. The proposed funding level meets most but not all of the fog sealing, overlay, crack sealing, and other maintenance needs of the City streets.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Asphalt Plant	\$1,111,264	\$892,120	\$822,034	\$-70,086	-7.86%
Maintenance	867,364	906,901	907,572	671	0.07%
Road Planing	197,814	393,964	400,274	6,310	1.60%
Seal Coat	299,716	380,070	407,714	27,644	7.27%
Overlay	624,793	644,301	690,390	46,089	7.15%
TOTAL	3,100,951	3,217,356	3,227,984	10,628	0.33%
Funding Sources:					
General Fund:					
Class "C" Roads	1,320,363	1,370,000	1,370,000	0	0.00%
Charges for Services	58,972	130,000	145,000	15,000	11.54%
Other General Fund	1,721,616	1,717,356	1,712,984	-4,372	-0.25%
TOTAL	\$3,100,951	\$3,217,356	\$3,227,984	\$10,628	0.33%
Authorized Positions	45.13	43.38	43.22	-0.16	-0.37%

✓ Solid Waste and Disposal

This program provides weekly trash collection, neighborhood cleanup, street sweeping, and leaf removal services. The program operates as an enterprise fund. The Fiscal Year 1992-93 budget for the weekly trash program is proposed to increase due to higher fleet maintenance, Worker's Compensation, and Payment-in-lieu-of-Taxes costs. New EPA requirements at the Landfill are also resulting in increases in waste disposal costs. The proposed budget for the neighborhood cleanup includes an increase due to increased waste disposal and administrative services costs as well as increased capital expenditures. The street sweeping budget is proposed to increase due to higher capital expenditures. However, the increase will be offset by lower fleet maintenance costs. The leaf removal budget proposal includes a decrease in fleet maintenance and capital outlay costs. The budget proposal for this program includes a fee increase. The proposed fee increase of \$1.50, bringing the total cost of a can to \$8.00, allows the program to meet expected increases in capital replacement, operating, and disposal costs for the next several years, as well as provides an incentive for residents to reduce waste through recycling programs. A detailed analysis of the proposal can be found on page ☺ of this book.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Weekly Trash Coll.	\$2,353,633	\$2,822,998	\$3,347,030	\$524,032	18.56%
Neighborhood Cleanup	454,842	582,830	702,498	119,668	20.53%
Street Sweeping	492,212	488,331	472,490	-15,841	-3.24%
Leaf Removal	205,482	285,379	224,578	-60,801	-21.31%
TOTAL	3,506,169	4,179,538	4,746,596	567,058	13.57%
Funding Sources:					



Refuse Collection Fee	3,485,647	3,915,287	4,466,261	550,974	14.07%
Public Utilities	0	150,000	150,000	0	0.00%
General Fund	20,522	41,443	43,527	2,084	5.03%
Miscellaneous	0	72,808	86,808	14,000	19.23%
TOTAL	\$3,506,169	\$4,179,538	\$4,746,596	\$567,058	13.57%
<i>Authorized Positions</i>	43.05	44.39	44.29	-0.10	-0.23%

Snow Removal

This program removes snow from all City streets within thirty six hours of a snow storm. The Fiscal Year 1992-93 budget is proposed to decrease due to reallocation of fleet maintenance costs.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Snow Removal	\$652,903	\$645,414	\$493,128	\$-152,286	-23.60%
TOTAL	652,903	645,414	493,128	-152,286	-23.60%
<i>Funding Sources:</i>					
General Fund:	652,903	645,414	493,128	\$-152,286	-23.60%
TOTAL	\$652,903	\$645,414	\$493,128	-152,286	-23.60%
<i>Authorized Positions</i>	10.90	9.20	9.17	-0.03	-0.33%

✓ Concrete Maintenance

This program provides an economical option for residents to maintain sidewalks, curbs, gutters, and drive approaches. The program provides the labor to replace broken or damaged concrete while the participating resident pays for the materials. A reorganization of the program is included in the Fiscal Year 1992-93 budget proposal. The outcome of the reorganization is the proposed elimination of one full-time Concrete Program Manager and the addition of a General Maintenance Worker. *AS A RESULT OF THE REORGANIZATION, MORE CONCRETE WILL BE REPLACED FOR LESS MONEY.* The proposed funding does not provide adequate resources for concrete road and bridge maintenance.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Concrete Rep. & Mnt.	\$973,704	\$1,082,072	\$1,111,502	\$29,430	2.72%
TOTAL	973,704	1,082,072	1,111,502	29,430	2.72%
<i>Funding Sources:</i>					
General Fund:					
Charges for Services	102,708	173,800	188,180	14,380	8.27%
Other General Fund	870,996	908,272	923,322	15,050	1.66%
TOTAL	\$973,704	\$1,082,072	\$1,111,502	\$29,430	2.72%
<i>Authorized Positions</i>	21.27	21.27	19.32	-1.95	-9.17%



Central and Sugar House Business District Maintenance

This program cleans and maintains the downtown and Sugar House business districts. Services provided include installation of aesthetically pleasing displays, such as Christmas decorations, as well as maintenance of bushes, trees, and shrubs. The proposed Fiscal Year 1992-93 budget allows the program to provide a minimal level of service. The area which the downtown business district encompasses has increased by 300% over the past ten years, however, the funding of the program has not increased.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
CBD/SBD Maint.	\$547,046	\$559,924	\$596,811	\$36,887	6.59%
TOTAL	<u>547,046</u>	<u>559,924</u>	<u>596,811</u>	<u>36,887</u>	<u>6.59%</u>
<i>Funding Sources:</i>					
General Fund:					
Charges for Services	7,498	13,000	15,360	2,360	18.15%
Other General Fund	539,548	546,924	581,451	34,527	6.31%
TOTAL	<u>\$547,046</u>	<u>\$559,924</u>	<u>\$596,811</u>	<u>\$36,887</u>	<u>6.59%</u>
<i>Authorized Positions</i>	<u>13.10</u>	<u>13.10</u>	<u>13.11</u>	<u>0.01</u>	<u>0.08%</u>

Weed Control

This program ensures that noxious weeds and vegetation are removed from road sides, City alleys, sidewalks in the Sugar House and downtown business districts, traffic medians, and other City property which is maintained by the General Fund. The Fiscal Year 1992-93 budget and service level are proposed to remain constant.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Weed Control	\$29,547	\$49,710	\$43,463	\$-6,247	-12.57%
TOTAL	<u>29,547</u>	<u>49,710</u>	<u>43,463</u>	<u>-6,247</u>	<u>-12.57%</u>
<i>Funding Sources:</i>					
General Fund:					
	29,547	49,710	43,463	\$-6,247	-12.57%
TOTAL	<u>\$29,547</u>	<u>\$49,710</u>	<u>\$43,463</u>	<u>-6,247</u>	<u>-12.57%</u>
<i>Authorized Positions</i>	<u>2.09</u>	<u>2.18</u>	<u>2.18</u>	<u>0.00</u>	<u>0.00%</u>

Transportation Administration

This program provides direction and support to carry out the department's and the division's goals and policies. Additionally, the program enters parking tickets into the computer system to enable the City Treasurer's Office to perform collection duties. The program also provides meter bagging



and residential parking permit services. The Fiscal Year 1992-93 budget is proposed to increase due to adjustments in Worker's Compensation and Risk Management charges.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Transportation Admin.	\$549,982	\$456,700	\$501,869	\$45,169	9.89%
TOTAL	<u>549,982</u>	<u>456,700</u>	<u>501,869</u>	<u>45,169</u>	<u>9.89%</u>
Funding Sources:					
General Fund:	549,982	456,700	501,869	\$45,169	9.89%
TOTAL	<u>\$549,982</u>	<u>\$456,700</u>	<u>\$501,869</u>	<u>45,169</u>	<u>9.89%</u>
Authorized Positions	<u>5.70</u>	<u>5.70</u>	<u>5.70</u>	<u>0.00</u>	<u>0.00%</u>

Transportation Planning and Design

This program plans and designs transportation systems for Salt Lake City. The program provides developers with review of projects which will affect the City's right-of-way. The Personal Services budget is proposed to decrease due to personnel turnover.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Trans. Planning/Design	\$141,445	\$150,850	\$133,151	\$-17,699	-11.73%
TOTAL	<u>141,445</u>	<u>150,850</u>	<u>133,151</u>	<u>-17,699</u>	<u>-11.73%</u>
Funding Sources:					
General Fund:	141,445	150,850	133,151	\$-17,699	-11.73%
TOTAL	<u>\$141,445</u>	<u>\$150,850</u>	<u>\$133,151</u>	<u>-17,699</u>	<u>-11.73%</u>
Authorized Positions	<u>4.40</u>	<u>4.40</u>	<u>4.40</u>	<u>0.00</u>	<u>0.00%</u>

Traffic

This program provides traffic investigation, traffic signing, traffic marking, and traffic signal services. The program maintains existing traffic systems, including traffic signals, pedestrian signals, flashing school lights, crosswalks, and curb painting and ensures that the systems meet industry standards. The proposed Fiscal Year 1992-93 budget includes the elimination of one full-time Traffic Technician Coordinator position in Traffic Investigations which will result in a reduction in the number of in-house studies which will be completed as well as a reduction in the number of special services provided, such as barricading classes. The proposed Traffic Signal budget does not include preventative maintenance costs. The proposed budget includes funds to comply with new State legislative requirements for school crossings.



	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Traffic Investigation	\$290,529	\$359,092	\$314,949	\$-44,143	-12.29%
Traffic Signing	233,183	251,386	255,710	4,324	1.72%
Traffic Marking	199,281	226,462	223,092	-3,370	-1.49%
Traffic Signals	465,155	492,431	528,213	35,782	7.27%
TOTAL	1,188,148	1,329,371	1,321,964	-7,407	-0.56%
<i>Funding Sources:</i>					
General Fund:					
Charges for Services	37,999	38,000	38,000	0	0.00%
Other General Fund	1,150,149	1,291,371	1,283,964	-7,407	-0.57%
TOTAL	\$1,188,148	\$1,329,371	\$1,321,964	-\$7,407	-0.56%
<i>Authorized Positions</i>	25.13	25.13	24.13	-1.00	-3.98%

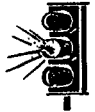
Parking Enforcement

This program provides enforcement of parking regulations. Additionally, the program provides repair of parking meters. The proposed Fiscal Year 1992-93 budget includes elimination of one full-time Parking Enforcement Supervisor position. While the elimination will have little impact on enforcement levels, the duties of this position will be shifted to the remaining field supervisors. The additional workload for the supervisors will result in lengthened response time to Request for Service system concerns. The proposed funding level also includes funds for part-time Enforcement Officers to supplement full time crews in keeping the enforcement level constant.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Parking Enforcement	512,782	554,913	517,770	\$-37,143	-6.69%
Meter Repair	\$84,200	\$100,502	\$102,784	\$2,282	2.27%
TOTAL	596,982	655,415	620,554	2,282	0.35%
<i>Funding Sources:</i>					
General Fund:					
TOTAL	596,982	655,415	620,554	-\$34,861	-5.32%
<i>Authorized Positions</i>	19.60	19.60	19.32	-0.28	-1.43%

Street Lighting

This program ensures that street lights on road ways and in residential, business, and entertainment areas are operational. Additionally, the program administers Special Improvement Districts developed for enhanced street lighting. The proposed Fiscal Year 1992-93 budget allows all



existing street lights to be utilized. Due to the reduction of utility charges and the use of energy efficient lights, costs have decreased.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Street Lighting	\$875,310	\$888,560	\$900,279	\$11,719	1.32%
TOTAL	<u>875,310</u>	<u>888,560</u>	<u>900,279</u>	<u>11,719</u>	<u>1.32%</u>
Funding Sources:					
General Fund:	875,310	888,560	900,279	\$11,719	1.32%
TOTAL	<u>\$875,310</u>	<u>\$888,560</u>	<u>\$900,279</u>	<u>11,719</u>	<u>1.32%</u>
Authorized Positions	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>	<u>0.00</u>	<u>0.00%</u>

General Engineering

This program provides engineering services for the General Fund. The program includes review of private development projects, oversight of work in the public right-of-way, engineering, surveying and mapping services, street and sidewalk analysis, and Special Improvement District and project coordination, design, and construction. The program ensures that projects are completed in accordance with generally accepted engineering standards. The proposed Fiscal Year 1992-93 budget includes elimination of one vacant full-time Engineer position which was assigned to the Review and Oversight services. The staff reduction will not impact the current service level. Additionally, one full-time GIS Assistant position is proposed to be eliminated from the Mapping and Records budget. As a result, the time to convert maps from the manually maintained system to the automatic system will not improve.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Priv. Dev. Review	\$172,295	\$186,058	\$174,087	\$-11,971	-6.43%
Public Right-of-Way	288,429	340,165	315,893	-24,272	-7.14%
Mapping & Records	874,475	836,017	850,727	14,710	1.76%
Strt/Sdewlk/SID Coord	1,472,066	1,439,638	1,274,421	-165,217	-11.48%
TOTAL	<u>2,807,265</u>	<u>2,801,878</u>	<u>2,615,128</u>	<u>-186,750</u>	<u>-6.67%</u>
Funding Sources:					
General Fund:					
Charges for Services	29,162	21,000	21,000	0	0.00%
Other General Fund	2,778,103	2,780,878	2,594,128	-186,750	-6.72%
TOTAL	<u>\$2,807,265</u>	<u>\$2,801,878</u>	<u>\$2,615,128</u>	<u>\$-186,750</u>	<u>-6.67%</u>
Authorized Positions	<u>56.20</u>	<u>58.35</u>	<u>54.45</u>	<u>-3.90</u>	<u>-6.68%</u>



Engineering for Public Buildings and Other City Facilities

This program ensures that all City-owned buildings and facilities are designed and maintained in compliance with generally accepted engineering standards. The program also administers contracts issued for work on City-owned structures. The budget is proposed to remain constant in Fiscal Year 1992-93.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
<i>Expenditures:</i>					
Pub. Bldgs./Facilities	\$452,084	\$592,116	\$658,325	\$66,209	11.18%
TOTAL	<u>452,084</u>	<u>592,116</u>	<u>658,325</u>	<u>66,209</u>	<u>11.18%</u>
<i>Funding Sources:</i>					
General Fund:	452,084	592,116	658,325	\$66,209	11.18%
TOTAL	<u>\$452,084</u>	<u>\$592,116</u>	<u>\$658,325</u>	<u>66,209</u>	<u>11.18%</u>
<i>Authorized Positions</i>	<u>9.60</u>	<u>11.65</u>	<u>12.55</u>	<u>0.90</u>	<u>7.73%</u>



Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Salaries and Wages	\$7,063,197	\$7,452,852	\$7,451,434	\$7,452,353
Benefits	1,732,250	1,963,193	1,963,846	1,928,909
<i>Total Personal Services</i>	<u>8,795,447</u>	<u>9,416,045</u>	<u>9,415,280</u>	<u>9,381,262</u>
<i>Total Operating & Maintenance</i>	<u>1,897,989</u>	<u>1,926,687</u>	<u>2,018,568</u>	<u>1,911,569</u>
Charges/Services/Fees:				
Travel/Training	33,213	31,841	32,018	36,141
Utilities	1,034,408	1,104,267	1,103,284	1,059,781
Professional and Other Contractual Services	126,759	232,208	269,222	208,225
Buildings, Equipment, and Janitorial Maintenance	41,776	67,690	66,130	72,212
Rentals/Leases	313,263	309,769	324,424	271,451
Insurance Claims/Damages	-17,058	0	0	0
Interfund Charges:				
Data Processing Services	270,854	289,800	288,713	223,214
Fleet Maintenance Services	2,501,231	2,333,975	2,333,975	2,142,904
Risk Management Premiums	323,171	437,517	437,517	496,287
Employee Insurance Payments	0	0	0	0
General Fund Administrative Service Fee	159,351	131,255	131,255	162,255
Other Interfund Charges	196,267	150,000	150,000	150,000
Contingency	968	17,742	17,742	17,742
Other Charges/Fees/Services	592,446	591,015	636,814	1,042,526
<i>Total Charges/Fees/Services</i>	<u>5,576,649</u>	<u>5,697,079</u>	<u>5,791,094</u>	<u>5,882,738</u>
Fleet Vehicle Acquisitions	0	677,700	761,416	717,373
Other Capital Outlay	244,329	99,560	100,558	117,510
<i>Total Capital Outlay</i>	<u>244,329</u>	<u>777,260</u>	<u>861,974</u>	<u>834,883</u>
<i>Total Operating Expenses</i>	<u>16,514,414</u>	<u>17,817,071</u>	<u>18,086,916</u>	<u>18,010,452</u>
Other Uses				
Capital Improvements	0	0	0	0
Bonding/Debt/Interest Charges	1,645	5,000	5,000	5,000
Other Non-Operating Uses	0	0	0	0
Transfers Out	0	0	0	0
<i>Total Other Uses</i>	<u>1,645</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>
TOTAL BUDGET	<u>16,516,059</u>	<u>17,822,071</u>	<u>18,091,916</u>	<u>18,015,452</u>

Non Departmental



The purpose of the NON DEPARTMENTAL 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, and contingency funds which are held in reserve for unforeseen expenditures. Additionally, the Non Departmental budget allows the City 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.

Service Budget

Service	FY 91-92 Budget	FY 92-93 Budget	Explanation of Change
Transitional housing	\$52,000	\$50,000	Maintains existing program
Utah Economic Development Corp.	\$128,000	\$126,659	Maintains existing program
Civic opportunities fund	\$30,000	\$24,100	Decrease City sponsored activities
Trolley buses	\$23,500	\$20,000	Maintains existing service
Winter Olympics bid effort	\$0	\$30,000	Restore funding for Winter Olympics
Sister Cities	\$10,000	\$7,000	Decrease City sponsored activities
Salt Lake Chamber of Commerce	\$40,000	\$20,000	Adjustment in membership dues
Sugarhouse Chamber of Commerce	\$2,000	\$2,000	No change
Council of Governments	\$19,940	\$20,566	Increase miscellaneous items
Salt Lake Arts Council	\$177,600	\$177,600	No change
Utah League of Cities and Towns	\$60,000	\$60,000	No change
National League of Cities	\$7,206	\$7,206	No change
Legal defenders	\$216,011	\$216,385	Increase miscellaneous items
Sugarhouse Park Authority	\$125,000	\$125,000	No change
Sugarhouse Park (water)	\$12,500	\$0	Not funded
U.S. Conference of Mayors	\$0	\$5,636	Restore funding for membership
Gifts	\$0	\$5,000	Mementos for dignitaries and guests of the City
Public Technology Inc.	\$0	\$10,600	Data collection from national information base
Management Information Services	\$0	\$1,000	Access to national research data base
Governmental Transactions			
General Fund	\$9,793,846	\$14,855,714	Increase for costs of main frame computer and telephone system leases from departments, fleet vehicle replacement, and governmental immunity
Debt Service Funds	\$5,978,319	\$4,938,231	Decrease scheduled payments and one time transfer of reserve account to other funds
Municipal Building Authority	\$4,141,625	\$4,081,633	Decrease in scheduled debt service
Special Revenue Fund	\$5,146,616	\$9,534,332	Increase grant project carryovers
Capital Improvements	\$13,613,025	\$32,678,156	Carryover and \$17 million of bonded projects
TOTAL	\$39,577,188	\$66,996,818	



Changes

	Civic/Municipal Affairs	Governmental Transactions	Special Revenue Funds	Capital Improvements	TOTAL
Fiscal Year 1991-92 adopted budget	\$903,757	\$19,913,790	\$5,146,616	\$13,613,025	\$39,577,188
Civic/Municipal Affairs Changes	4,995				4,995
Governmental Transactions Changes		3,961,788			3,961,788
Debt Service Funds					
Municipal Building Authority					
Special Revenue Funds Increases			4,387,716		4,387,716
Capital Improvements				19,065,131	19,065,131
Fiscal Year 1992-93 proposed budget	\$908,752	\$23,875,578	\$9,534,332	\$32,678,156	\$66,996,818

Service Detail

Civic Support and Municipal Affairs

This program includes funding for organizations or events which engender civic pride and/or enhance business or international interests. The Fiscal Year 1992-93 funding for the majority of these programs is proposed to remain constant. However, Salt Lake City's contribution to the Chamber of Commerce will decrease to bring the City's contribution in line with other employers in the area. The Sister Cities budget is proposed to decrease which will result in fewer City-sponsored dinners for visiting Sister Cities' delegations. The budget includes reinstating the U.S. Conference of Mayor's membership and creation of a fund to purchase mementos for visiting dignitaries. The budget also includes funds for memberships in Public Technology, Inc. and Management Information Services, both of which will assist research efforts and provide data base information.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Civic Support	\$508,234	\$463,100	\$457,359	-5,741	-1.24%
Municipal Affairs	450,202	440,657	451,393	10,736	2.44%
TOTAL	958,436	903,757	908,752	4,995	0.55%
Funding Sources:					
General Fund	958,436	903,757	908,752	4,995	0.55%
TOTAL	\$958,436	\$903,757	\$908,752	\$4,995	0.55%



Interfund/Governmental Transactions

This program encompasses financial pass through and accounting for funds which do not appropriately belong in any particular City department. The program includes General Fund Contingency, Interfund Transfers, Governmental Transactions, Debt Financing, Municipal Building Authority, and Downtown Economic Special Improvement District. The proposed Fiscal Year 1992-93 budget includes an increase in Interfund Transfers due to shifting costs for telephone, fleet replacement, and mainframe computers from other General Fund departments to this budget and additional funding for the Governmental Immunity Fund. Also, funding is proposed to replace the City's Financial Information and Control System, implement Total Quality Management, and an early retirement incentive program. Additionally, General Fund Contingency is proposed to decrease as a result of transferring personnel service cost contingencies to departments.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
Contingencies	\$0	\$347,591	\$347,591	\$0	0.00%
Transfers	9,954,645	6,874,398	10,897,437	4,023,039	58.52%
Debt Financing	6,384,628	5,978,319	4,938,231	-1,040,088	-17.40%
Municipal Bldg. Auth.	5,891,907	4,141,625	4,081,633	-59,992	-1.45%
Governmental Trans.	2,541,921	2,571,857	3,610,686	1,038,829	40.39%
TOTAL	24,773,101	19,913,790	23,875,578	3,961,788	19.89%
Funding Sources:					
General Fund	10,221,356	9,793,846	14,855,714	5,061,868	51.68%
Debt Service Fund	8,985,924	5,978,319	4,938,231	-1,040,088	-17.40%
Municipal Bldg. Auth.	5,565,821	4,141,625	4,081,633	-59,992	-1.45%
TOTAL	\$24,773,101	\$19,913,790	23,875,578	\$3,961,788	19.89%



Special Revenue Fund Accounting

This program provides accounting for special revenue funds such as Community Development Block Grant (CDBG) funds, street lighting funds, and grants operating funds.

	Actual 1990-91	Budget 1991-92	Proposed Budget 1992-93	Change 1991-92 to 1992-93	Percent of Change
Expenditures:					
CDBG Operating Fund	\$3,268,640	\$3,616,568	\$3,244,175	-372,393	-10.30%
Grants Operating Fund	499,203	80,158	4,830,743	4,750,585	5926.53%
Other Special Revenues	475,134	537,136	657,921	120,785	22.49%
Street Lighting	349,191	364,688	364,688	0	0.00%
Downtown SID/CBID	115,127	548,066	436,805	-111,261	-20.30%
TOTAL	4,707,295	5,146,616	9,534,332	4,387,716	85.25%
Funding Sources:					
CDBG Operating	3,268,640	3,616,568	3,244,175	-372,393	-10.30%
Street Lighting	349,191	364,688	364,688	0	0.00%
Grants Operating	499,203	80,158	4,830,743	4,750,585	5926.53%
Weed/Demolition	9,236	35,000	138,351	103,351	295.29%
E-911 Dispatch Fund	465,898	502,136	519,570	17,434	3.47%
Downtown SID/CBID	115,127	548,066	436,805	-111,261	-20.30%
TOTAL	\$4,707,295	\$5,146,616	\$9,534,332	\$4,387,716	85.25%



Expenses

	Actual 1990-91	Budget 1991-92	Projected Actual 1991-92	Proposed Budget 1992-93
Expenses				
Civic Support Contributions:				
SL City Arts Council	\$175,234	\$177,600	\$177,600	\$177,600
Utah Economic Development Corp	128,000	128,000	128,000	126,659
Civic Opportunities Program	30,000	30,000	30,000	24,100
Olympic Bid Program	60,000	0	0	30,000
Trolley Buses	23,500	23,500	23,500	20,000
SL Chamber of Commerce	40,000	40,000	40,000	20,000
Sugarhouse Chamber of Commerce	1,500	2,000	2,000	2,000
Sister City Program	10,000	10,000	10,000	7,000
Transitional Housing Program	40,000	52,000	52,000	50,000
Total Civic Support	508,234	463,100	463,100	457,359
Municipal Affairs Programs:				
SL Legal Defenders	208,340	216,011	216,011	216,385
Utah League of Cities and Towns	60,000	60,000	60,000	60,000
National League of Cities and Towns	6,627	7,206	7,206	7,206
SL Council of Governments	19,235	19,940	19,940	20,566
Sugarhouse Park Authority	125,000	125,000	125,000	125,000
Sugarhouse Park Authority (water)	31,000	12,500	12,500	0
U.S. Conference of Mayors	0	0	0	5,636
Public Technical Institute	0	0	0	10,600
Management Information Services	0	0	0	1,000
Gifts	0	0	0	5,000
Total Municipal Affairs	450,202	440,657	440,657	451,393
Total Civic/Municipal Affairs	958,436	903,757	903,757	908,752
Governmental Transactions:				
General Fund Contingency	0	347,591	347,591	347,591
Interfund Transfers	9,954,645	6,874,398	6,874,398	10,897,437
Debt Financing Program	6,384,628	5,978,319	5,978,319	4,938,231
Municipal Building Authority	5,891,907	4,141,625	4,141,625	4,081,633
Governmental Transactions	2,541,921	2,571,857	2,441,957	3,610,686
Capital Improvements	12,450,205	13,613,025	11,935,771	32,678,156
Total Governmental Transactions	37,223,306	33,526,815	31,719,661	56,553,734
Special Revenue Fund Accounting:				
CDBG Operating Fund	3,268,640	3,616,568	3,616,568	3,244,175
Grants Operating Fund	499,203	80,158	80,158	4,830,743
Other Special Revenue Fund	475,134	537,136	537,136	657,921
Street Lighting Fund	349,191	364,688	364,688	364,688
Downtown Economic SID/CBID	115,127	548,066	548,066	436,805
Total Special Revenue Funds	4,707,295	5,146,616	5,146,616	9,534,332
TOTAL BUDGET	42,889,037	39,577,188	37,770,034	66,996,818

Staffing Document



STAFFING LEVELS

This section provides information regarding the Official Staffing Document for Fiscal Year 1992-93. It contains detailed information regarding individual positions and pay classifications 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. Additional staffing information can be found in the service detail of each department.

Any change made to the official City staffing document which increases costs 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 approval.

The staffing document included in this budget lists staffing information according to the Fiscal Year 1991-92 and Fiscal Year 1992-93 budgets with any changes noted in the column entitled "Change from 1991-92 to 1992-93".

Changes are noted as follows:

Reclassifications:

If a reclassification resulted in a pay grade change only, the notation would be, for example, "Changed 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, "Change 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 1992-93 are noted "New Position."

Eliminated Positions:

Positions which have been removed from the Official Staffing Document for Fiscal Year 1992-93 are noted "Position Eliminated."



City Council

1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
COUNCIL				
Council Person	xxx	7.00	7.00	
Exec. Dir. City Council Office	003	1.00	1.00	
Deputy Director-City Council	325	1.00	1.00	Changed from Dep. Exec. Dir./Bud. Anal.
Budget/Policy Analyst	324	1.00	1.00	Changed from Comm. Rel. Coord.
Community Development Coord.	324	1.00	1.00	
Research Analyst/Assistant	314	1.00	1.00	Change from 309
Council Staff Assistant	309	2.00	2.00	1 changed from Council Admin. Asst. (314)
City Council Total		14.00	14.00	
Full Time		14.00	14.00	
Part Time		0.00	0.00	



Mayor

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
CITY ADMINISTRATION			
Mayor	xxx	1.00	
Deputy to the Mayor	003	2.00	1 changed from Chief of Staff, 1 changed from Asst. Chief of Staff (006)
Executive Assistant to the Mayor	006	1.00	Changed from Exec. Assist./Policy Develop.
Administrative Assistant	322	4.00	Changed from Admin. Assist./Constit. Service, Admin. Assist./Strat. Planning, and Admin. Assist./Bus. & Econ. Dev., Admin. Assist./Pub. Relations
Mayor's Executive Secretary	314	1.00	
Executive Office Asst. II	309	1.00	
Executive Office Asst. I	307	1.00	Changed from Executive Office Asst. II
PT-Research Analyst		0.60	
Administration Division Total		11.60	11.00
CONSTITUENT SERVICES			
Director of Community Affairs	321	1.00	Changed from Citizen Participation Director
Citizen Action Center Coord.	316	1.00	Changed from 315
Community Affairs Coordinator	313	1.00	
Vol. & Pub. Inf. Spec. Coord.	314	1.00	
Community Affairs Staff Assistant	219	1.00	Changed from Cit. Act. Center Assist.
Office Manager	219	1.00	Changed from Clerk III (219)
PT-Intern			0.50
PT-Office Tech. I		0.68	
Constituent Services Division Total		6.68	6.50
MAYOR'S OFFICE TOTAL		18.28	17.50



Airport

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
OFFICE OF THE DIRECTOR			
Director - Airports	001	1.00	
Air Service/Marketing Director	323	1.00	New position
Airport Planning Manager	320	1.00	
Community Relations Director	318	1.00	
Airport Noise/Envir. Spec.	318	1.00	
Administrative Secretary II	312	1.00	
Public Information Officer	220	1.00	
PT-Tour Coordinator		4.00	1 new position
Office of the Director Division Total	10.00	12.00	
FINANCE AND ADMINISTRATION			
Deputy Director - Fin. Admin.	004	1.00	
Airport Finance Director	322	1.00	1.00 Changed from Chief Accountant
HR/Org. Development Manager-Airport	321	1.00	1.00 Changed from 320
Airport Property/Contracts Mgr.	320	1.00	1.00 Changed from 317
Assistant Chief Accountant	318	1.00	2.00 1 new position
Capital Programming Manager	317	1.00	
Safety Officer	316	1.00	
Employee Relations Officer	316	1.00	
Contract Specialist	316		1.00 New Position
Admin./IMS Manager	316	1.00	1.00 Changed from 314
Accountant II	314	1.00	
Capital Programming Officer	314	1.00	2.00 1 new position
Training Coordinator	314	1.00	
Accountant I	312	2.00	2.00 1 changed from Accounting Clerk III (219)
Purchasing Service Officer	312	1.00	
Automated Inventory Accountant	312	1.00	
Warehouse Supervisor	311	1.00	1.00 Changed from Airport Chief Storekeeper (311)
Administrative Secretary I	310	1.00	1.00 Changed from Senior Secretary (219)
Sr. Warehouse Operator	220	1.00	1.00 Changed from Storekeeper II (114)
Senior Secretary	219	1.00	
Property Services Officer	218	2.00	
Warehouse Operator	114	1.00	2.00 1 changed from Storekeeper II (114) 1 new position
PT-Storekeeper		0.50	
PT-Employee Relations Spec.		0.25	
PT-Intern		0.50	
Finance and Administration Division Total	24.25	27.75	
ENGINEERING AND MAINTENANCE			
Deputy Director - Eng. & Maint.	004	1.00	
Airport Engineer	328	2.00	2.00 1 changed from Telecomm. Tech. (313)
Airfield/Grounds Maint. Superintendent	325	1.00	1.00 Changed from 322
Facilities Maintenance Superintendent	324	1.00	1.00 Changed from 322
Engineer VI	324	1.00	1.00 Changed from Engineer V (322)
Architectural Engineer	322	1.00	
Airport Electrical Superintendent	321	1.00	
Engineer IV	320	3.00	
Geographic Information System Manager	320	1.00	
Architectural Associate II	319	1.00	1.00 Changed from Engineering Associate (317)
Airport Construction Scheduler	319	1.00	
Engineering Associates	317	8.00	



1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Sr. Maintenance Supervisor	316	9.00	9.00	
Professional Land Surveyor	314	1.00	1.00	
Maintenance Supervisor	312	21.00	21.00	2 changed from Sr. Fleet Mechanics (123) 3 changed from Gen. Maint. Worker V (122) 1 changed from Gen. Maint. Worker IV (119)
Electronic Instrument Spec.	312	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Airport Project Coordinator II	309	1.00	1.00	
Sr. Engineering Tech II	225	1.00	1.00	
Sr. Engineering Tech.	224	10.00	10.00	
Engineering Records Tech. II	219	1.00	1.00	
Senior Secretary	219	4.00	4.00	
Secretary II	216	1.00	1.00	
Maintenance Electrician IV	125	3.00	3.00	
Senior Fleet Mechanic	123	2.00	2.00	
General Maintenance Worker V	122	11.00	12.00	1 new position
Maintenance Electrician III	122	3.00	3.00	
Airfield Maint. Equip. Operator IV	120	11.00	11.00	
Fleet Mechanic	120	4.00	4.00	
General Maintenance Worker IV	119	20.00	23.00	3 new positions
Airfield Maint Equip Op III	117	32.00	34.00	2 new positions
Facility Maint Technician	117	1.00	1.00	
Mechanic Trainee II	116	3.00	5.00	2 new positions
Custodian II	107	2.00	2.00	
PT-Custodian I		1.00	1.15	
PT-Engineering Technician		1.67	1.20	
PT-Secretary		0.50		
Engineering and Maintenance Division Total		168.17	175.35	
OPERATIONS				
Deputy Director - Operations	004	1.00	1.00	
Landslide Operations Super.	324	1.00	1.00	Changed from 322
Airfield Operations Super.	322	1.00	1.00	
Operations Support Super.	321	1.00	1.00	
Security Manager	318	1.00	1.00	
Airport Communications Manager	317	1.00	1.00	
Airport Telecomm. Specialist	316	1.00	1.00	
Landside Operations Manager	316	6.00	6.00	
Airfield Operations Manager	316	5.00	5.00	
General Aviation Manager	316	1.00	1.00	
Electronic System Analyst	315	1.00	1.00	
Ground Transportation Super.	315	1.00	1.00	
Communications Super.	314	1.00	1.00	
Telecommunications Technician	313	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Communications Coord.	218	10.00	12.00	2 new positions
Office Technician I	216	1.00	1.00	
Secretary II	216	1.00	2.00	1 changed from Secretary I (213) 1 new position
Senior Operations Officer	121	12.00	12.00	3 changed from Operations Off. (119)
Airport Operations Officer	119	26.00	26.00	



<u>1992-93 Position Title and Grade</u>	<u>Adopted 1991-92</u>	<u>Mayor's Proposed 1992-93</u>	<u>Change from 1991-92 to 1992-93</u>
Shuttle Coordinator	113	5.00	5 new positions
FT & PT-Shuttle Bus Driver	110	26.00	26 new FTE's
PT-Paging Operator	2.80	2.80	
Operations Division Total	76.80	110.80	
AIRPORT AUTHORITY TOTAL	279.22	325.90	
Full Time	268.00	316.00	
Part Time	11.22	9.90	



Attorney's Office

1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
OFFICE OF CITY ATTORNEY				
City Attorney	001	0.70	0.70	
Administrative Secretary II	312	1.00	0.85	.15 transferred to Gov. Immunity
Office of City Attorney Division Total		<u>1.70</u>	<u>1.55</u>	
LEGAL SUPPORT				
General Fund				
Deputy City Attorney	004	0.80	0.80	
City Prosecutor	005	1.00	1.00	
Senior City Attorney	326	4.75	5.90	.15 transferred from Gov. Immunity 1 new position funded by Airport
Asst. City Prosecutor II	321	3.00	2.00	1 replaced by Asst. Prosecutor I Reclassified from (320)
Asst. City Prosecutor I	318	1.00	2.00	1 new hire
Legal Secretary	307	2.70	2.55	.15 transferred to Gov. Immunity
Secretary II	216	1.00	1.00	
Clerk III	215	1.00	1.00	
Clerk II	213	1.00	1.00	
PT-Clerk IV		1.00	1.00	
PT-Clerk II		1.00	1.00	
PT-Clerk I		1.00	1.00	
Sub-Total General Fund		<u>18.25</u>	<u>19.25</u>	
Government Immunity Fund				
City Attorney	001	0.30	0.30	
Deputy City Attorney	004	0.20	0.20	
Senior City Attorney	326	1.25	1.10	.15 transferred to Legal Support
Administrative Secretary II	312		0.15	.15 transferred from Office of Director
Legal Secretary	307	0.30	0.45	.15 transferred from Legal Support
Clerk III	215			
Sub-Total Government Immunity		<u>2.05</u>	<u>2.20</u>	
Legal Support Division Total		20.30	21.45	
CITY ATTORNEY TOTAL		22.00	23.00	
Governmental Immunity		2.05	2.20	
City Att./Legal Support Division Full Time		17.95	18.80	



Community and Economic Development

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
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
Office Coordinator	309	1.00	Transferred to Building Services
<i>Office of Director Division Total</i>	<u>4.00</u>	<u>3.00</u>	
ARTS COUNCIL SUPPORT			
Arts Council Exec. Director	321	1.00	1.00
Arts Council Assist. Director	318	1.00	Position eliminated
Arts Council Program Coord.	317	1.00	1.00
Senior Secretary	219	1.00	1.00
<i>Arts Council Support Division Total</i>	<u>4.00</u>	<u>3.00</u>	
BUILDING SERVICES & LICENSING			
Bldg. & Hous. Mgr./ Bldg. Officer	005	1.00	1.00
Asst. Mgr. Bldg. & Housing	324	1.00	1.00
Deputy Dir./Bd. of Adj. Admin.	322		1.00 Transferred from Permits & Licensing
Planner III/Dev. Review Spec.	319		1.00 Transferred from Permits & Licensing
Housing Planner	318	1.00	1.00 Changed from City Planner III (320)
Construction Supervisor	318	1.00	1.00 Changed from (316)
Housing & Zoning Supv.	318	1.00	1.00 Changed from (316)
Chief Plans Examiner	317	1.00	1.00
Planner II/Dev. Review Spec.	316		1.00 Transferred from Permits & Licensing
Plan Examiner	315	1.00	1.00
Building Inspector III	314	2.00	2.00
Planner I/Dev. Review Spec.	313		2.00 Transferred from Permits & Licensing
Legal Investigator	313	1.00	1.00
Bus. Lic. Enforce. Super.	313	1.00	1.00
Administrative Secretary I	310		1.00 Transferred from Office of Director
Office Tech II	219		2.00 Transferred from Permits & Licensing
Bus. Lic. Enforce. Officer	219	1.00	1.00
Senior Secretary	219	2.00	3.00 1 transfer from Permits & Licensing
License/Permit Clerk	216		4.00 Transferred from Permits & Licensing
Secretary I	213	1.00	1.00
Data Input Operator	211	1.00	1.00
Building Inspector II	123	10.00	10.00
Building Inspector I	120	4.00	4.00
PT - License/Permit Clerk			0.29 Transferred from Permits & Licensing
PT-Intern		0.95	
<i>Building and Licensing Services Division Total</i>	<u>30.95</u>	<u>43.29</u>	
CAPITAL PLANNING & PROGRAMMING			
Capital Planning Div. Mgr.	324	1.00	1.00
Housing Program Manager	318	1.00	Transferred to Housing & Econ. Dev.
Capital Budget Administrator	318	1.00	1.00 Changed from Asst. Dir. CPP (320)
Grant Acq. & Proj. Coord. Spec.	318	1.00	1.00 Transferred to Housing & Econ. Dev.
Cap. Imp. and CDBG Planner	316	1.00	1.00
Grant Fin. Monitoring Spec.	316	1.00	1.00



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
CPP Spec. Project Coordinator	315	1.00	1.00
Grant Compliance/Data Mgt. Spec.	313	1.00	1.00
Administrative Secretary I	310	1.00	1.00
Cap. Planning & Programming Div. Total		<u>9.00</u>	<u>7.00</u>
PERMITS & LICENSING			
Supervisor Current PLG/ZNG Admin.	324	1.00	Transferred to Housing & Econ. Dev.
Deputy Dir./Bd. of Adj. Admin.	322	1.00	Transferred to Building Services
Planner III/Dev. Review Spec.	319	1.00	Transferred to Building Services
Bus. Lic. Program Mgr.	317	1.00	Position eliminated
Planner II/Dev. Review Spec.	316	1.00	Transferred to Building Services
Zoning Plan Review Spec.	313	1.00	Position eliminated
Planner I/Dev. Review Spec.	313	2.00	Transferred to Building Services
Office Tech II	219	2.00	Transferred to Building Services
Senior Secretary	219	2.00	Transferred to Housing & Econ. Dev.
License/Permit Clerk	216	4.00	Transferred to Building Services
PT-License/Permit Clerk		0.27	Transferred to Building Services
Permits & Licensing Division Total		<u>16.27</u>	<u>0.00</u>
PLANNING			
Plng. & Zng. Div. Mgr./Plng. Off.	004	1.00	1.00
Supv. Advanced Planning	324	1.00	1.00
Planning Program Supervisor	321	2.00	2.00
City Planner III	320	2.00	
Principal Planner	318		7.00
City Planner II	316	7.00	
Associate Planner	314		3.00
City Planner I	310	1.00	
Administrative Secretary I			1.00
Senior Secretary	219	2.00	1.00
Planning Technician	218		Position eliminated
Secretary II	216	1.00	1.00
City Planning Aide	216	2.00	
PT-Clerk II			
PT-Planning Intern		0.75	
Planning Division Total		<u>17.75</u>	<u>17.00</u>
HOUSING & ECONOMIC DEVELOPMENT			
Housing & Econ. Dev. Div. Mgr.	004		1.00
Housing Analyst	323		1.00
Housing Program Manager	318		1.00
Grant Acq. & Proj. Coord. Spec.	318		1.00
Housing Conservation Manager	317		1.00
Housing Rehab Supervisor	314		1.00
Financial and Systems Analyst	314		1.00
Rehab Finan. & Relocation Spec.	314		1.00
Housing Rehab Specialist	312		1.00
Housing Rehab Specialist	310		2.00
Administrative Secretary I	310		1.00
Accounting Clerk III	219		1.00
Secretary II	216		1.00
Housing & Econ. Dev. Division Total		<u>0.00</u>	<u>14.00</u>



<u>1992-93 Position Title and Grade</u>	<u>Adopted 1991-92</u>	<u>Mayor's Proposed 1992-93</u>	<u>Change from 1991-92 to 1992-93</u>
COMMUNITY & ECONOMIC DEV. TOTAL	81.97	87.29	
Full Time	80.00	87.00	
Part Time	1.97	0.29	



Fire

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93	
OFFICE OF FIRE CHIEF				
Fire Chief	002	0.90	1.00	.10 transferred from Services Bureau
Captain - Fire	320	1.00	1.00	
Administrative Services Officer	318	0.90		Eliminated
Accountant II	314	0.85		Transferred to Serv. Bureau, changed to Bud. Acc. II (315)
Administrative Secretary II	312	0.90	1.00	.10 transferred from Serv. Bureau
Supplies/Inventory Tech	216	0.85		Transferred to Serv. Bureau
Fire Dept. Payroll Clerk	214	0.85		Transferred to Serv. Bureau, changed to Fire Dept. Admin Tech. (318)
PT-Fire Secretary				
<i>Office of Fire Chief Division Total</i>	<u>6.25</u>	<u>3.00</u>		
SERVICES BUREAU				
Fire Chief	002	0.10		Transferred to Office of the Chief
Deputy Fire Chief	004	1.00	1.00	
Fire Fighter	415	4.00	12.00	8 Transferred from Oper. Bureau
Fire Prevention Specialist	410	3.00		Eliminated
Battalion Chief	323	2.00	3.00	1 transferred from Oper. Bureau
Director of Communications	322	1.00		Eliminated
Deputy Fire Marshall	320	1.00		Eliminated
Captain - Fire	320	1.00	6.00	5 transferred from Oper. Bureau
Administrative Services Officer	318	0.10		Eliminated
Fire Code Enforcement Super	318		1.00	Transferred from Oper. Bureau
Senior Communications Tech	317	1.00	1.00	Changed from 320
Public Safety Comm Center Super	315	6.00	6.00	2 changed from Senior Disp.-Fire (311), 1 changed from Chief Disp.-Fire (316)
Budget Accountant II	315	0.15	1.00	Changed from Acc. II (314), .85 transferred from Office of the Chief
Communications Technician	313	2.00	1.00	Changed from 318, 1 eliminated
Administrative Secretary II	312	0.10		Transferred to Office of the Chief
Bldg & Grounds Maint Coord	311	1.00		Eliminated
Administrative Secretary I	310	1.00	0.50	.50 Transferred to Oper. Bureau
Public Safety Senior Dispatcher	223	5.00	6.00	4 changed from 221; 1 changed from Disp.-Fire (218); 1 transferred from Oper. Bureau, changed from Fire Fighter (415)
Public Safety Dispatcher	221	48.00	52.00	34 changed from Police Disp. II (218), 14 changed from Disp.-Fire (218), 4 new positions
Fire Dept. Admin. Tech.	218	0.15	1.00	.85 transferred from Office of the Chief, changed from Fire Dept. Payroll Clerk (214)
Supplies/Inventory Tech	216	0.15	1.00	.85 transferred from Office of the Chief
Secretary II	216	1.00	3.00	1 changed from Sec. I (213); 2 transferred from Oper. Bureau, 1 changed from Office Tech. II (219)
<i>Services Bureau Division Total</i>	<u>78.75</u>	<u>95.50</u>		
OPERATIONS BUREAU				
Deputy Fire Chief	004	1.00	1.00	
Fire Fighter	415	233.00	220.00	4 eliminated; 8 transferred to Serv. Bureau; 1 transferred to Serv. Bureau, changed to Pub. Safety Sen. Disp. (223); 3 changed from Lieut. -



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
			Fire (318)
Battalion Chief	323	8.00	7.00
Captain - Fire	320	58.00	52.00
Fire Code Enforcement Super	318	1.00	1 transferred to Serv. Bureau
Administrative Secretary I	310		5 transferred to Serv. Bureau, 1 eliminated, 15 changed from Lieutenant - Fire (318)
Office Technician II	219	1.00	Transferred to Serv. Bureau
Secretary II	216	1.00	Transferred from Serv. Bureau
<i>Operations Bureau Division Total</i>	<u>303.00</u>	<u>280.50</u>	Transferred to Serv. Bureau, change to Sec. II (216)
FIRE DEPARTMENT TOTAL	388.00	379.00	Transferred to Serv. Bureau
General Fund:			
Full Time	388.00	379.00	
Part Time	0.00	0.00	



Office of Internal Audit

<u>1992-93 Position Title and Grade</u>		<u>Adopted 1991-92</u>	<u>Mayor's Proposed 1992-93</u>	<u>Change from 1991-92 to 1992-93</u>
Auditing & Reporting Manager	006	1.00	1.00	
Internal Auditor	319	2.00	2.00	
<i>INTERNAL AUDIT TOTAL</i>		<i>3.00</i>	<i>3.00</i>	
General Fund: Full Time		3.00	3.00	



Management Services

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93	
OFFICE OF THE DIRECTOR				
Management Services Director	003	1.00	1.00	Changed from Finance Director
Director-Hum Res & Adm Serv	003	1.00		Eliminated
Deputy Director/Human Resources	006	2.00		1 eliminated; 1 transferred to Personnel, changed to HRM Division Dir.
Administrative Secretary II	312	2.00	1.00	1 eliminated
<i>Office of the Director Division Total</i>		<u>6.00</u>	<u>2.00</u>	
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		Eliminated
Budget Accountant II	315	1.00	1.00	
Payroll & Spec. Project Coord.	315	1.00	1.00	
Contract Accountant I	312	1.00	1.00	
Accountant I	312	1.00	1.00	
Payables Accountant	312	1.00	1.00	Changed from Accts. Payable Accountant
Administrative Secretary	310	1.00	0.50	1 eliminated, .50 transferred from Policy and Budget
Financial Records Supervisor	218	1.00	1.00	
Accounting Clerk II	216	1.00	1.00	
PT-Cont. Gen Ledger		0.43	0.43	
PT-Records Clerk I		0.66		
<i>Accounting Division Total</i>		<u>13.09</u>	<u>10.93</u>	
ANIMAL CONTROL				
Animal Control Manager	322	1.00		Eliminated
Animal Control Human Ed Off	314	1.00		Eliminated
Clerk III	215	1.00		Eliminated
Clerk Typist II	210	1.00		Eliminated
Animal Control Officer III	122	1.00		Eliminated
Animal Control Officer II	117	6.00		Eliminated
Animal Licensing Inspector	115	1.00		Eliminated
Animal Shelter Kennel Off	115	1.00		Eliminated
PT-Animal Control Off - Trainee		1.56		
<i>Animal Control Division Total</i>		<u>14.56</u>	<u>0.00</u>	
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	
Cashiering Supervisor	313	1.00	1.00	
Parking Clerk	216	5.00	4.00	1 eliminated
Finance Cashier II	216	2.00	2.00	
PT-Hearing Officer		1.02	1.01	
PT-Parking Meter Collector		2.99	2.99	
<i>Cash Management Division Total</i>		<u>18.01</u>	<u>17.00</u>	



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
CITY RECORDER			
City Recorder	325	1.00	1.00
Chief Deputy Recorder	318	2.00	2.00
Deputy Recorder	221	2.00	2.00
Secretary II	216	1.00	Eliminated
Clerk III	215	1.00	1.00
City Recorder Division Total	7.00	6.00	
PERSONNEL			
Human Resource Management Division Director	006		1.00 Transferred from Office of the Director, changed from Dep. Dir./Human Resources
Compensation & Benefits Manager	324	0.67	0.67
Training, Employment, and Compliance Officer	324	1.00	1.00 Changed from Gov. Compl. Officer
Human Resource Specialist	319	4.00	4.00
Employee Information Center Supervisor	314	0.90	0.90 Changed from Hum. Res. Info. Cent. Super.
Employee & Corporate Rel Off	314	1.00	Eliminated
Employment Supervisor	312	1.00	1.00
Office Technician I	216	1.00	1.00
Secretary II	216	1.17	1.17
Clerk III	215	2.00	1 eliminated
Personnel Division Total	12.74	17.74	
POLICY AND BUDGET			
Policy and Budget Director	006	1.00	Eliminated
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	3.00	3.00 1 changed from Budget Analyst
Budget Analyst	316	1.00	1.00
Administrative Secretary	310	1.00	.50 transferred to Accounting
Policy and Budget Division Total	9.00	7.50	
PURCHASING			
Chief Procurement Officer	325	1.00	1.00
Real Property Manager	320	1.00	1.00
Contract Officer	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
Buyer (Airport)	314	1.00	1.00 Changed from Buyer II (312)
Real Property Agent	314	2.00	2.00
Buyer II	312	1.00	1.00
Technical Writer	312	1.00	1.00
Property Control Agent	312	1.00	1.00
Administrative Secretary I	310	1.00	1.00
Buyer I	306	1.00	Eliminated
Contract Buyer	312	1.00	1.00
Contract Tech II	218	1.00	1.00
Senior Purchasing Clerk	219	1.00	1.00
Secretary II	216	2.00	2.00



1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Purchasing Clerk	215	2.00	2.00	
Property Control Clerk	215		1.00	New position
Clerk III	215	1.00	1.00	
PT-Buyer			0.50	
PT-Property Control Clerk		1.00		
Purchasing Division Total		23.00	22.50	
SUPPORT SERVICES				
Support Services Manager	322	1.00	1.00	
Support Services Supervisor	317	1.00	1.00	
Facilities Maint Admin	314	1.00	1.00	
Maintenance Supervisor	312	2.00	2.00	
Senior Secretary	219	1.00	1.00	Changed from Secretary II (216)
Maint Electrician III	122	1.00	1.00	
General Maint Worker V	122	1.00	1.00	
General Maint Worker IV	119	11.00	11.00	
PT-General Maint. Repair I			1.00	
PT-Custodian I		1.00		
Support Serv. Division Total		20.00	20.00	
INFORMATION MNGT. 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	
Maintenance/Support Manager	322	1.00	1.00	Changed from Micro. Spec. II (314)
Communications Manager	321	1.00	1.00	
Systems Programmer	321	1.00	1.00	
Senior Systems Analyst	321	2.00	2.00	
Network Administrator II	320	3.00	3.00	1 changed from Sys Prog/ 4th Gen Lang. (320), 2 changed from Prog. Analyst (315)
Account Manager	320	5.00	5.00	1 changed from Prog. Analyst (315), 3 changed from Sys. Analyst (319), 1 changed from Sen. Prog. Analyst (319)
Systems Analyst	319	3.00	3.00	
Senior Programmer/Analyst	319	4.00	4.00	
Network Administrator I	317		1.00	New position
PC Software Specialist II	317	1.00	1.00	Changed from Data Trainer (315)
PC Resource Specialist II	316	1.00	1.00	Changed from Micro. Spec. I (310)
Programmer Analyst	315	5.00	5.00	
Senior Data Trainer	315	1.00	1.00	Changed from Data Trainer
PC Software Specialist I	314	1.00	1.00	Changed from Sen. Prog. Analyst
Communications Specialist II	313	1.00	1.00	Changed from Telecomm. Tech.
Communications Specialist I	311	2.00	2.00	Changed from Data Comm. Spec.
Computer Operator II	311	3.00	3.00	1 changed from Comp. Oper. Shift Super. (314), 1 changed from Sen. Comp. Operator (310), 1 changed from Computer Operator (306)
Administrative Secretary I	310	1.00	1.00	
Computer Operator I	308	2.00	2.00	Changed from Comp. Operator (306)
Senior Secretary	219	2.00	2.00	
Tape Librarian	216	1.00	1.00	
Assistant Tape Librarian	211	1.00	1.00	
Information Management Serv. Division Total		49.00	50.00	



Parks and Recreation

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
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		Transferred to Operations
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	0.49	0.49	
Office of Director Division Total	5.87	4.87	
PLANNING AND DEVELOPMENT			
Deputy Director - Parks 006	1.00	1.00	
Urban Forester 320	1.00	1.00	
Planning & Dev. Program Coordinator 318	1.00	1.00	Changed from (315)
Field Supervisor 311	1.00	1.00	
Field Supervisor 310	1.00	1.00	
Urban Forestry Technician 218	1.00	1.00	
Urban Forestry Prog. Coord. 215	1.00	1.00	
Arborist III 121	2.00	2.00	1 change from Arborist I (115)
Arborist II 118	1.00	1.00	
Equipment Operator III 117	1.00	1.00	
Equipment Operator II 114	2.00	2.00	
Equipment Operator I 113	1.00	1.00	
Planning and Development Division Total	14.00	14.00	
RECREATION FUND			
Director - Parks 003	0.31	0.31	
Deputy Director - Parks 006	1.31	1.31	
Recreation Manager 320	1.00	1.00	
Golf Course Super. - 36-hole 316	1.00	1.00	
Golf Course Super. - 18-hole 315	4.00	4.00	
Recreation Center Supervisor 315	1.00	1.00	
Program Super. - Recreation 315	1.00	1.00	
Program Super. - Sports 315	1.00	1.00	
Program Super. - Aquatics 315	1.00	1.00	
Golf Course Super. - 9-hole 314	2.00	2.00	
Parks Asst. for Golf 313	1.00	1.00	
Prog. Asst. Super. - Aquatics 312	1.00	1.00	
Assistant Program Supervisor - Recreation 312	2.00	2.00	
Maint. Supervisor - Aquatics 312	1.00	1.00	
Recreation Center Coordinator 312	1.00	1.00	
Field Supervisor 311	0.25	0.25	
Program Coordinator - Boxing 217	1.00	1.00	Changed from Youth Organizer (211)
Equipment Mechanic II 119	1.00	1.00	Changed from (116)
Assistant Golf Course Supt. 119	8.00	8.00	Changed from (115)
Golf Course Maint. Worker 117	2.00	2.00	
Equipment Mechanic I 115	2.00	2.00	1 change from Golf Maintenance Operator (116)
Golf Course Groundskeeper 114	7.00	7.00	
PT-Groundskeeper I	0.25		
PT-Rec. Program Coordinator	3.84	3.25	
PT-Recreation Manager	1.48	1.26	



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
PT-Rec. Program Supervisor	0.51		
PT-Program Supervisor - Sports		1.94	
PT-Asst Program Supervisor		0.25	
PT-Program Super. - Aquatics	21.18	19.47	
PT-Golf Marshall	1.31	1.30	
PT-Groundskeeper	24.76	24.90	
Recreation Fund Total	94.20	93.24	
PARKS OPERATIONS			
Parks Maint. Superintendent	324	1.00	1.00
Aviary Curator	319	1.00	1.00
Asst. Parks Maint. Supt.	317	1.00	1.00
Parks Quadrant Supervisor	317	5.00	5.00
Aviary Ed./P.R. Rep.	316	1.00	1.00
Parks Warehouse Supv.	316	1.00	1.00
Parks Admin Asst for Comm Affairs	313	1.00	1.00
Field Supervisor	309	3.75	2.75
Bird Show Trainer	314	1.00	1.00
Cemetery Superintendent	314	1.00	Position eliminated
Aviary Office Manager	221		1.00
Senior Warehouse Operator	220	1.00	1.00
Secretary II	216	2.00	1.00
Equipment Mechanic Super.	123	1.00	1.00
General Maintenance Worker V	122	2.00	2.00
Assistant Quad Supervisor	121	4.00	4.00
General Maintenance Worker IV	119	4.00	4.00
Senior Florist	119	2.00	2.00
Senior Aviary Attendant	119	1.00	1.00
Equipment Mechanic II	119	1.00	1.00
Aviary Attendant	116	2.00	2.00
General Maintenance Worker III	115	5.00	6.00
			1 change from Gen. Maint. Repairer I (112) 1 change from Equipment Operator I (113)
Senior Parks Groundskeeper	115	10.00	10.00
Equipment Mechanic I	115	1.00	1.00
Equipment Operator II	114	1.00	1.00
Florist II	114	1.00	1.00
General Maintenance Repairer I	112	3.00	2.00
Vehicle Operator II	111	1.00	1.00
Parks Groundskeeper	110	2.00	2.00
Beautification Maint. Worker	109	1.00	1.00
PT-Crew Supervisor II			1.44
PT-Crew Supervisor I		1.48	
PT-Aviary Worker		5.27	4.75
PT-Groundskeeper		42.56	42.35
PT-General Maintenance Worker		2.18	2.43
PT-Clerk II		0.98	0.97
Park Operations Division Total	113.22	117.69	
PARKS DEPARTMENT TOTAL	227.29	223.80	



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
FLEET MANAGEMENT			
General Fund			
Impound Lot Attendant 213	1.00	1.00	
Tow Truck Driver 113		3.00	Transferred from Fleet Mngmt Fund
PT-Impound Lot Attendant	0.40	0.40	
Subtotal - General Fund	1.40	4.40	
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	
Warehouse Supervisor 316	1.00	1.00	Changed from Parts Manager (314)
Fleet Service Manager 314	3.00	3.00	
Senior Radio Technician - Fire 313	1.00	1.00	
Senior Warehouse Operator 220	1.00	1.00	Changed from Fleet Storekeeper II (114)
Senior Secretary 219	1.00	1.00	
Office Technician I 216	1.00		Eliminated
Accounting Clerk II 216	1.00	1.00	
Warehouse Operator 215	3.00	3.00	2 changed from Fleet Storekeeper (112), 1 changed from Mech. Trainee I (111)
Senior Fleet Mechanic 123	5.00	4.00	1 eliminated
Senior Fleet Body Rep/Painter 122	1.00	1.00	
Fleet Motorcycle/Light Eq Mech 122	1.00	1.00	Changed from 120
Fleet Mechanic 120	29.00	29.00	
Fleet Body Repair/Painter 119	2.00	2.00	
Mechanic Trainee II 116	1.00	1.00	Changed from Apprentice Mech. (114)
Fleet Service Coordinator 115	1.00	1.00	
Fleet Tire Maintenance Worker 114	1.00	1.00	
Tow Truck Driver 113	3.00		Transferred to Fleet-General Fund
Body Repairer/Painter Trainee 111	1.00	1.00	
PT Data Entry Clerk		0.50	
Subtotal - Fleet Management Fund	60.00	55.50	
Fleet Management Division Total	61.40	59.90	
RISK MANAGEMENT			
Compensation & Benefits Manager 324	0.33	0.33	
Loss Control Program Manager 321	1.00	1.00	Changed from Loss Control Coordinator
Safety Program Coordinator 315	1.00	1.00	Changed from Fleet Safety Train/Coord.
Employee Benefits Administrator 318	1.00	1.00	Changed from Emp. Ben. Super.
Employee Information Center Supervisor 314	0.10	0.10	Changed from Hum. Res. Info. Cent. Super.
Worker's Compensation Coordinator 314	1.00	1.00	Changed from 312
Employee Benefits Specialist 312	1.00	1.00	
Office Technician II 219	2.00	2.00	
Office Technician I 216		1.00	New Position
Secretary II 216	0.83	0.83	
Risk Management Division Total	8.26	9.26	
MANAGEMENT SERVICES TOTAL	242.06	216.83	



<u>1992-93 Position Title and Grade</u>	<u>Adopted 1991-92</u>	<u>Mayor's Proposed 1992-93</u>	<u>Change from 1991-92 to 1992-93</u>
General Fund:	124.80	102.07	
Full Time	115.74	95.74	
Part Time	9.06	6.33	
IMS Fund:	49.00	50.00	
Full Time	49.00	50.00	
Part Time	0.00	0.00	
Fleet Management Fund:	60.00	55.50	
Full Time	60.00	55.00	
Part Time	0.00	0.50	
Risk Management Fund:	8.26	9.26	
Full Time	8.26	9.26	
Part Time	0.00	0.00	



<u>1992-93 Position Title and Grade</u>	<u>Adopted 1991-92</u>	<u>Mayor's Proposed 1992-93</u>	<u>Change from 1991-92 to 1992-93</u>
Parks General Fund			
Full Time	91.13	78.13	
Part Time	80.22	52.43	
	<u>171.35</u>	<u>130.56</u>	
Recreation Fund:			
Full Time	29.87	40.87	
Part Time	26.07	52.37	
	<u>55.94</u>	<u>93.24</u>	



Police

<u>1992-93 Position Title and Grade</u>	<u>Adopted 1991-92</u>	<u>Mayor's Proposed 1992-93</u>	<u>Change from 1991-92 to 1992-93</u>	
OFFICE OF POLICE CHIEF				
Chief of Police	002	1.00	1.00	
Assistant Chief of Police	004	2.00	3.00	Transferred and changed from (517)
Lieutenant - Police	321	1.00	3.00	Changed from (517), (320)
Admin. Asst. - Community Affairs	320	1.00		Changed to Lieutenant (321)
Sergeant - Police	318	4.00	4.00	
Fiscal Officer Manager	318	1.00	1.00	
Administrative Secretary II	312	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Police Officer	501-17	1.00	2.00	Transferred from Investigative
Accounting Clerk II	216	1.00	1.00	
Police Secretary II	216	1.00	1.00	
Office of Police Chief Division Total		<u>15.00</u>	<u>18.00</u>	
OPERATION BUREAU				
Captain - Police	325	3.00	2.00	Transferred to Community Service Bureau
Lieutenant - Police	321	12.00	10.00	Transferred to Community Service Bureau
Dir. of Police Personnel Serv.	319	1.00		Transferred to Community Service Bureau
Sergeant - Police	318	28.00	27.00	Transferred to Community Service Bureau
Police Personnel Spec.	316	1.00		Transferred to Community Service Bureau
Planning & Development Analyst	315	1.00		Transferred to Community Service Bureau
Crime Prevention Spec.	313	3.00		Transferred to Community Service Bureau
Police Officer	501-17	212.00	191.00	Eliminated 9, transferred 12
Engineering Tech III	224	1.00		Transferred to Community Service Bureau
Police Personnel Technician	217	1.00		Transferred to Community Service Bureau
Police Secretary II	216	5.00	3.00	Transferred to Community Service Bureau
Printing Tech.	216	2.00		Transferred to Community Service Bureau
PT- SR. Crossing Guard		0.45	0.45	
PT- Crossing Guard		18.60	18.60	
Police Operation Bureau Total		<u>289.05</u>	<u>252.05</u>	
INVESTIGATIVE BUREAU				
Captain - Police	325	3.00	3.00	
Lieutenant - Police	321	5.00	5.00	
Sergeant - Police	318	14.00	13.00	Transferred to Operations Bureau
Crime Lab Analyst	318	2.00	2.00	
Information Systems Supr.	313	4.00	4.00	
Video Technician	313	1.00	1.00	
Police Officer	501-17	74.00	73.00	Transferred to Office of Police Chief
Police Secretary II	216	9.00	7.00	Eliminated
Senior Police Clerk	216	5.00	5.00	
Police Office Technician I	216	4.00	4.00	
Police Computer Serv. Coord.	216	1.00	1.00	
Police Records Clerk	213	27.00	26.00	Changed to Office Tech I (216)
Evidence Tech	221	1.00	1.00	
PT-Special Officer		0.37	0.37	
Investigative Bureau Total		<u>150.37</u>	<u>146.37</u>	
COMMUNITY SERVICE BUREAU				
Captain - Police	325		1.00	Transferred from Operations
Lieutenant - Police	321		2.00	Transferred from Operations
Dir. of Police Personnel Services	319		1.00	Transferred from Operations



1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Video Technician	313	1.00	1.00	
Police Officer	501- 17	74.00	73.00	Transferred to Office of Police Chief
Police Secretary II	216	9.00	7.00	Eliminated
Senior Police Clerk	216	5.00	5.00	
Police Office Technician I	216	4.00	4.00	
Police Computer Serv. Coord.	216	1.00	1.00	
Police Records Clerk	213	27.00	26.00	Changed to Office Tech I (216)
Evidence Tech	221	1.00	1.00	
PT-Special Officer		0.37	0.37	
Investigative Bureau Total		150.37	145.37	
COMMUNITY SERVICE BUREAU				
Captain - Police	325		1.00	Transferred from Operations
Lieutenant - Police	321		2.00	Transferred from Operations
Dir. of Police Personnel Services	319		1.00	Transferred from Operations
Sergeant - Police	318		3.00	Transferred from Operations
Police Personnel Specialist	316		1.00	Transferred from Operations
Planning Analyst	315		1.00	Transferred from Operations
Crime Prevention Specialist	313		3.00	Transferred from Operations
Police Officer	501- 17		8.00	Transferred from Operations
Engineering Tech III	224		1.00	Transferred from Operations
Police Personnel Technician	217		1.00	Transferred from Operations
Printing Technician	216		2.00	Transferred from Operations
Police Secretary II	216		2.00	Transferred from Operations
Community Service Bureau Total		0.00	26.00	
POLICE DEPARTMENT TOTAL		454.42	441.42	
General Fund:				
Full Time		435.00	422.00	
Part Time		19.42	19.42	



Public Utilities

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
OFFICE OF DIRECTOR			
Director-Public Utilities	002	1.00	1.00
Administrative Secretary II	312	1.00	1.00
<i>Office of Director Division Total</i>		<u>2.00</u>	<u>2.00</u>
WATER SUPPLY & WORKS			
Deputy Director	003	0.50	0.50
Finance Administrator	005	0.50	0.50
Treatment & Environment Administrator	005	0.50	0.50
Maintenance Administrator	006	0.50	0.50
Water Quality Administrator	006	0.40	0.40
Chief Engineer-Pub. Util.	005	0.50	0.50
Oper. & Maint. Superint.	326	0.80	0.80
Asst. Op./Maint. Supt.-Dis. & Pl.	323	1.00	1.00
Asst. Op./Maint. Supt.-Water	323	2.00	2.00
Computer Operation Manager	323	1.00	1.00
Chief Accountant Pub. Util.	322	0.50	0.50
Engineer V	322	2.20	2.20
Customer Services Manager	320	1.00	1.00
Human Resource Specialist	319	0.50	0.50
Watershed Program Admin.	319	1.00	1.00
Hydrologist	319	1.00	1.00
Engineer III	318	1.00	1.00
Chief Maint. Electrician	318	1.00	1.00
Water Distribution Supervisor	318	1.00	1.00
Water Treatment Plant Super.	317	3.00	3.00
Engineering Associate	317	1.00	1.00
Asst. Comp. Op. Manager	316	1.00	1.00
Warehouse Supervisor	316	1.00	1.00
Field Supervisor	309- 315	10.00	9.00
Electronics Instrument Analyst	315	1.00	1.00
Customer Service Supv.	314	1.00	1.00
Computer Service Officer/Cost Acct.	314	1.00	1.00
Accountant II	314	2.00	2.00
Contracts & Connection Sup.	314	0.80	0.80
Irrigation Supervisor II	314	1.00	1.00
Billing Office Supervisor	314	1.00	1.00
Commercial Accounts Rep.	313	1.00	1.00
Water Rights & Stream Flow Sp.	313	1.00	1.00
Accountant I	312	2.00	2.00
Work Order Office Coordinator	312	1.00	1.00
Cross Connect. Control Coord.	311	1.00	1.00
W.W. Lab Analyst	308	1.00	1.00
Departmental Assistant	306	1.00	1.00
St. Engineering Technician II	225	2.40	2.40
St. Engineering Technician	224	7.20	7.20
Survey Party Chief	224	1.20	1.20
Hydrology Technician	221	1.00	1.00
Engineering Technician	220	1.20	2.20
Sr. Warehouse Operator	220	1.00	1.00
Senior Secretary	219	2.00	2.00
Accounting Clerk III	219	1.00	1.00



1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Customer Serv. Accounts Coll.	218	4.00	4.00	
Contracts & Connections Asst.	218	0.50	0.50	
Payroll/Accounting Tech.	217	1.00	1.00	
Senior Billing Clerk	217	2.00	2.00	
Sr. Customer Service Rep.	217	1.00	1.00	
Customer Serv. Rep/Investigator	217	2.00	2.00	Changed from 216
Public Utilities Field Invst.	216	1.00	1.00	
Water Supply Stat. Clerk	216	1.00	1.00	
Office Technician I	216	0.60	0.60	
Pub. Util. Comm. Coordinator	216	4.00	4.00	
Billing Clerk II	215	3.00	3.00	1 changed from Billing Clerk I (213)
Customer Service Rep. II	215	7.10	7.10	
Clerk III	215	1.00	1.00	
Permits Representative	215	0.60	0.60	
Warehouse Operator	215	2.00	2.00	2 changed from Warehouse Worker II (113)
Work Order Clerk	214	1.00	1.00	Changed from Acctg. Clerk I (213)
Clerk II	213	1.00	1.00	
Billing Clerk I	213	2.00	2.00	
Maint. Electrician IV	125	5.00	5.00	
General Maint. Worker V	122	1.00	1.00	
Sr. Water System Maint. Oper.	122	7.00	7.00	Changed from 119
Sr. Water Dist. System Oper.	121	5.00	5.00	Changed from 119
Water Plant Operator II	121	25.00	25.00	Changed from 119
General Maint. Worker IV	119	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. Watershed Patrol Officer	118	4.00	5.00	Changed from PT-Canyon Att. I
Fleet Maintenance Coord.	118	1.00	1.00	
Water Emergency Worker II	118	7.00	7.00	Changed from 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	
Irrigation Supervisor I	117	3.00	3.00	Changed from 114
Water System Maint. Operator	117	7.00	7.00	Changed from 116
Sr. Public Util. Equipment Operator	116	6.00	5.00	
Water Meter Tech. II	116	4.00	4.00	
Locator	115	1.00	1.00	
Water Maint. Worker II	115	6.00	6.00	
Water Meter Reader II	115	2.00	2.00	Changed from 112
Landscape Restoration Worker	114	1.00	1.00	
Light Equipment Operator	113	6.00	6.00	
Water Meter Tech. I	113	2.00	2.00	
Water Dist. Value Operator	113	3.00	3.00	Changed from 111
Irrigation Operator II	113	1.00	1.00	Changed from Water Maint. Wrkr. I (111)
Water Maintenance Worker I	111	8.00	8.00	
Irrigation Operator	110	1.00	1.00	Changed from 109
Water Dist. Valve Oper. Asst.	110	3.00	3.00	Changed from 108
Water Meter Reader I	110	10.00	10.00	Changed from 108
Custodian II	107	1.00	1.00	
PT-Canyon Attendant I		2.23		
PT-Watershed Patrol Officer			3.80	
PT-Engineer Tech.			0.89	
PT-Clerk Typist		1.00	1.00	



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
PT-Communications Coord.	0.50	2.00	
PT-Custodian II	1.00	1.00	
PT-Customer Serv. Rep. Trainee	1.00	1.00	
PT-Laborer	8.39	6.50	
PT-Lead Canyon Attendant	1.70		
PT-Lead Pump Operator	4.03	4.03	
PT-Water Meter Reader	2.00	2.00	
Water Supply & Works Total	268.35	268.72	
WATER RECLAMATION			
Deputy Director	003 0.40	0.40	
Finance Administrator	005 0.40	0.40	Changed from Chief Fin. Acct. Off. (006)
Treatment & Environment Administrator	005 0.50	0.50	Changed from W.W. Superintendent (004)
Chief Engineer-Publ Util.	005 0.30	0.30	
Water Quality Administrator	006 0.40	0.40	Changed from Lab Director (323)
Maintenance Administrator	006 0.40	0.40	Changed from Org. Dev. Mgr. (321)
W.W. Plant Manager	326 1.00	1.00	
Operations & Maint. Superintendent	326 0.10	0.10	
Engineer V	322 0.80	0.80	
Chief Accountant Pub. Util.	322 0.40	0.40	
W.W. Collections Manager	321 1.00	1.00	Changed from 317
Human Resources Specialist	319 0.40	0.40	
W.W. Plant Chief Oper.	318 1.00	1.00	
W.W. Plant Maint. Engineer	318 1.00	1.00	Changed from 323
W.W. Maintenance Manager	318 1.00	1.00	Changed from W.W. Maint. Super. (315)
Sr. Chemist/Lab. Super.	318 1.00	1.00	New position
W.W. Business Manager	317 1.00	1.00	
Engineering Associate	317 0.80	0.80	.40 changed from Sr. Eng. Tech. (224)
Permits Office Manager	316 0.50	0.50	
Field Supervisor	308-315 2.00	2.00	
Lift Station Maint. Super.	315 1.00	1.00	
Electronics-Instrument Analyst	315 1.00	1.00	Changed from 314
Pre-Treatment Administrator	314 1.00	1.00	
Contracts & Connections Super.	314 0.10	0.10	
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	
Electronic Instrument Specialist	312 1.00	1.00	Changed from Elect. Inst.-Trainee (221)
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	4.00	1 new position
Departmental Assistant	306 0.50	0.50	
Sr. Engineering Technician II	225 1.60	1.60	.40 changed from Sr. Eng. Tech. (224)
Sr. Engineering Technician	224 4.80	4.80	
Survey Party Chief	224 0.80	0.80	
Engineering Technician	220 0.80	0.80	
Sr. Warehouse Operator	220 1.00	1.00	Changed from Chief Storekeeper (114)
Senior Secretary	219 1.00	1.00	
Sewer Service Charge Specialist	218 1.00	1.00	
Contracts & Connec. Asst.	218 0.40	0.40	
Office Technician I	216 0.40	0.40	
Accounting Clerk II	216 1.00	1.00	
Customer Service Rep. II	215 0.40	0.40	



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Permits Representative	215	0.20	0.20
Warehouse Operator	215	1.00	1.00
Work Order Clerk	214	0.80	0.80
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
W.W. Line Inspector	121	2.00	2.00
W.W. Coll. Lead Maint. Wkr.	120	3.00	3.00
W.W. Maint. Worker III	119	5.00	5.00
W.W. Prevent. Maint. Wkr.	119	1.00	1.00
General Maint. Worker III	118	1.00	
W.W. Plant Operator	116	21.00	21.00
W.W. Collection Maintenance Worker	116	15.00	16.00
W.W. Maint. Worker II	115	4.00	4.00
W.W. Maint. Worker I	108	2.00	2.00
PT-Laborer		0.18	
PT-W.W. Maint. Worker I		2.00	2.00
PT-Eng. Tech. Trainee		0.37	0.18
Water Reclamation Total	104.75	106.38	
STORM WATER UTILITY			
Deputy Director	003	0.10	0.10
Finance Administrator	005	0.10	0.10
Chief Engineer-Publ Util.	005	0.20	0.20
Water Quality Administrator	006	0.20	0.20
Maintenance Administrator	006	0.10	0.10
Operations & Maint. Superintendent	326	0.10	0.10
Engineer VI	324		1.00
Chief Accountant Pub. Util.	322	0.10	0.10
Engineer IV	320	1.00	1.00
Human Resource Specialist	319	0.10	0.10
Engineering Associate	317	0.20	0.20
Permits Office Manager	316	0.50	0.50
Field Supervisor	308-	2.00	1.00
	315		
Drainage Maint. Supervisor	314	1.00	1.00
Contracts & Connections Super.	314	0.10	0.10
Departmental Assistant	306	0.50	0.50
Contracts & Connec. Asst.	218	0.10	0.10
Customer Service Rep. II	215	0.50	0.50
Permits Representative	215	0.20	0.20
Work Order Clerk	214	0.20	0.20
General Maint. Worker IV	119	1.00	1.00
Gen. Maint. Worker III	115	1.00	1.00
Drainage Maint. Worker II	114	5.00	5.00
Drainage Maint. Worker I	113	3.00	2.00
Storm Water Total	17.30	16.30	1 position eliminated
PUBLIC UTILITIES TOTAL	392.40	393.40	



1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Water Utility:			
Full Time	246.50	248.30	
Part Time	21.85	22.22	
Sewer Utility:			
Full Time	102.20	104.20	
Part Time	2.55	2.18	
Storm Water Utility			
Full Time	17.30	18.50	
Part Time	0.00	0.00	



Public Works

1992-93 Position Title and Grade	Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
PUBLIC WORKS ADMIN.			
Director - Public Works	002	1.00	1.00
Assistant Pub. Works Director	322	1.00	1.00
Safety & Loss Control Specialist	314		1.00
Administrative Secretary II	312	1.00	New position Position Eliminated
Public Works Admin. Total		<u>3.00</u>	<u>3.00</u>
TRANSPORTATION ENGINEERING			
Transportation Engineer	005	1.00	1.00
Deputy Transportation Engineer	325	2.00	2.00
Traffic Engineer II	320	2.00	2.00
			2 changed from 324 1 changed from Traffic Eng. I (318)
Traffic Systems Analyst	319	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	1.00	Position eliminated
Transportation Office Manager	315	1.00	1.00
Traffic Signal Supervisor	315	1.00	1.00
Sr. Traffic Signal Tech.	313	1.00	1.00
Traffic Tech. Coord.	313	1.00	Position Eliminated
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	2.00	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	2.00	2.00
			1 changed from Field Supervisor
Sr. Transp. Maint. Wkr.	117	1.00	1.00
Assistant Supr. Parking Enforcement	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-Parking Enforcement Officer			0.72
PT-Transp. Maint. Worker		0.44	0.44
Transportation Engineering Division Total		<u>55.44</u>	<u>54.76</u>
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	2.00	2.00
			1 changed from Engineer IV (320)
Architectural Engineer	322	1.00	1.00
Engineer IV	320	2.00	1.00
City Surveyor	320	1.00	1.00
			1 transferred to Public Util.



1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Planning & Programming Manager	319	1.00	1.00	Changed from Drainage & Street Tech. (317)
Engineer III	318	2.00	1.00	1 position eliminated
Materials Lab Supervisor	317	1.00	1.00	
Engineering Pavement Mgr.	317	1.00	1.00	
Engineering Associate	317	8.00	8.00	1 changed from Engineering Tech. (220)
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	
Engineer Records Supervisor	314	1.00	1.00	Changed from Eng. Records Coord. (312)
Special Improv. Assess. Coord.	312	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Sr. Engineering Tech. II	225	1.00	1.00	Changed from Engineering Tech. (220)
Survey Party Chief	224	1.00	1.00	
Senior Engineering Technicians	224	13.00	13.00	2 changed from Engineering Tech. (220)
Engineering Pav. Tech. III	224	1.00	1.00	
Materials Lab Senior Tech.	224	2.00	2.00	
Surveyor III	222	4.00	4.00	
Surveyor II	221	1.00	1.00	
Engineering Technician	220	4.00	3.00	1 position eliminated
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	
Surveyor I	214	1.00	1.00	Changed from Surveyor III (222)
Engineering Aide	212	1.00	1.00	
City Engineering Division Total		70.00	67.00	

STREETS AND SANITATION

General Fund

Superintendent St. & Sanit.	005	1.00	1.00	
Asst. Street Superintendent	325	2.15	2.15	
Construction Manager	321	1.00	1.00	
Concrete Program Manager	320	1.00		Position eliminated
District Streets Manager	319	1.90	1.90	
Sweeping & Clean-up Manager	319	0.15	0.15	
Bus. Dist. Maint. Manager	319	1.00	1.00	
Asphalt Plant Manager	318	1.00	1.00	Changed from 316
Asphalt Construction Project Super.	317	2.00	2.00	Changed from Field Supervisor (314)
Streets Office Manager	316	1.00	1.00	
Concrete Program Coord.	315	1.00	1.00	Changed from Det. Concrete Coord. (312)
Field Supervisor	308-314	6.90	6.90	
P.W. Fleet Coordinator	311	1.00	1.00	
Administrative Secretary I	310	1.00	1.00	
Accounting Clerk III	219	1.00	1.00	Changed from Acctg. Clerk II (212)



1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Senior Customer Service Rep.	217	1.00	1.00	
Secretary II	216	1.00	1.00	
Gen. Maint. Worker V	122	1.00	1.00	
Asphalt Plant Operator	121	0.90	0.90	
Sr. Asphalt Equip. Operator	121	8.80	8.80	3.85 changed from Equip. Op. I (113) 1 changed from Equip. Op. II (114) 3 changed from Equip. Op. III (117) .95 changed from Vehicle Op. II (111)
Gen. Maint. Worker IV	119	4.00	4.00	2 changed from Gen. Maint. Worker III (115)
First Response Crew Supervisor	118	1.00	1.00	
Asphalt Equip. Op. II	117	13.50	13.50	8.75 changed from Equip Op. I (113) 4.75 changed from Vehicle Op. II (111)
General Maint. Worker III	115	15.00	15.00	
Sanitation Operator II	115	1.00	1.00	
First Response Worker	115	2.00	2.00	
Gen. Maint. Worker II	115	2.00	3.00	1 changed From 114 1 new position
Gen. Maint. Repairer II	115	2.00	2.00	1 change from Gen. Maint. Repairer I (112) 1 change from Gen. Maint. Worker I (111)
Equipment Operator II	114	1.45	1.60	.15 transferred from Refuse Fund
Maintenance Custodian	114	1.00	1.00	
Asphalt Equip. Op. I	113	1.00	1.00	Change from Equip. Op. I
Vehicle Operator II	111	0.40	0.20	.20 transferred to Refuse Fund
PT-Gen. Maint. Worker		3.87	2.04	
PT-Crew Supervisor		0.56	0.57	
PT-Vehicle Operator II		6.18	6.20	
PT-Equipment Operator		1.61	1.63	
PT-Equipment Operator II		6.55	7.90	
PT-Clerk II		2.17	1.78	
Sub-Total General Fund		101.09	100.22	
Refuse Collection Fund				
Asst. Street Superintendent	325	0.85	0.85	
Refuse Collection Manager	319	1.00	1.00	
Sweeping & Clean-up Manager	319	0.85	0.85	
District Streets Manager	319	0.10	0.10	
Field Supervisor	308-314	2.10	2.10	
Asphalt Plant Operator	121	0.10	0.10	
Sr. Asphalt Equip. Operator	121	0.20	0.20	.15 change from Equip. Op. I (113) .05 change from Veh. Op. II(111)
Senior Sanitation Operator	117	3.00	3.00	

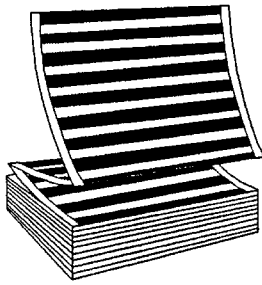


1992-93 Position Title and Grade		Adopted 1991-92	Mayor's Proposed 1992-93	Change from 1991-92 to 1992-93
Container Maint. Worker	117	1.00	1.00	
Asphalt Equip. Op. II	117	0.50	0.50	.25 change from Equip. Op. I (113)
				.25 change from Veh. Op. II (111)
Sanitation Operator II	115	13.00	13.00	
Equipment Operator II	114	11.55	11.40	.15 transferred to General Fund
Vehicle Operator II	111	1.60	1.80	.20 transferred from General Fund
PT-General Maint. Worker		2.69	2.54	
PT-Equipment Operator		1.00	1.00	
PT-Vehicle Operator		1.00		
PT-Vehicle Operator II		3.85	4.85	
Sub-Total Refuse Collection Fund		44.39	44.29	
Street and Sanitation Division Total		145.48	144.51	
PUBLIC WORKS DEPARTMENT TOTAL		273.92	268.67	
Full Time		244.00	239.00	
Part Time		29.92	29.67	

**STAFFING DOCUMENT
SUMMARY
COMPARISON OF YEARS 1990-91 THROUGH 1992-93**

DEPARTMENT	FULL TIME POSITIONS				FULL TIME EQUIVALENT POSITIONS			
	Adopted 1990-91	Adopted 1991-92	Adopted 1992-93	FY -92/93 Variance	Adopted 1990-91	Adopted 1991-92	Adopted 1992-93	FY -92/93 Variance
ATTORNEY	16.80	17.95	17.80	-0.15	18.80	19.95	20.80	0.85
COUNCIL	13.00	14.00	14.00	0.00	13.13	14.00	14.00	0.00
COMMUNITY & ECONOMIC DEV.	79.00	80.00	87.00	7.00	83.58	81.97	87.29	5.32
FIRE	389.00	388.00	375.00	-13.00	390.50	388.00	375.00	-13.00
MANAGEMENT SERVICES	115.50	115.74	95.74	-20.00	123.77	124.30	102.07	-22.23
MAYOR	17.00	17.00	17.00	0.00	18.28	18.28	18.10	-0.18
OFFICE OF INTERNAL AUDIT	3.00	3.00	3.00	0.00	3.00	3.00	3.00	0.00
PARKS	87.13	91.13	78.13	-13.00	168.22	171.35	130.56	-40.79
POLICE	439.00	435.00	412.00	-23.00	487.48	459.87	412.37	-47.50
PUBLIC WORKS	217.90	208.15	201.10	-7.05	235.91	229.53	241.32	11.79
GENERAL FUND TOTAL	1377.33	1369.97	1300.77	-69.20	1542.67	1510.25	1404.51	-105.74
AIRPORT	256.00	268.00	316.00	48.00	265.17	279.22	325.90	46.68
RECREATION	29.87	29.87	40.87	11.00	56.49	55.94	93.24	37.30
PUBLIC UTILITIES	368.00	368.00	369.00	1.00	395.40	394.40	393.40	-1.00
REFUSE	23.10	35.85	35.90	0.05	31.49	44.39	44.29	-0.10
ENTERPRISE FUND TOTAL	676.97	701.72	761.77	60.05	748.55	773.95	856.83	82.88
INFORMATION MANAGEMENT SVCS	46.00	49.00	50.00	1.00	47.96	49.00	50.00	1.00
FLEET MANAGEMENT	61.00	60.00	55.00	-5.00	61.00	60.00	55.50	-4.50
RISK MANAGEMENT	8.50	8.26	9.26	1.00	8.50	8.26	9.26	1.00
GOVERNMENTAL IMMUNITY	2.20	2.05	2.20	0.15	2.20	2.05	2.20	0.15
INTERNAL SERVICE FUND TOTAL	117.70	119.31	116.46	-2.85	119.66	119.31	116.96	-2.35
TOTAL POSITIONS	2172.00	2191.00	2179.00	-12.00	2410.88	2403.51	2378.30	-25.21

Schedules



Financial Schedules

This 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 a similar package of schedules to the State Auditor upon adoption of the budget.

Information in the schedules and fund summaries has been adjusted for comparability. Data shown in the Fiscal Year 1990-91 Actual column includes audit adjustments. Data shown in the Fiscal Year 1991-92 Budget column reflects the Council adopted budget figures. Data shown in the March 17 Amended Budget column reflects the Council adopted budget figures as amended through March 17.

Accounting Basis

The City uses the modified accrual basis of budgeting and accounting for the following funds:

- General Fund
- Capital Projects Fund
- Special Revenue Fund
- Debt Service Fund

Under the modified accrual basis, revenues are recognized when they are measurable and available. For example, sales tax revenue is recognized when the City receives a check from the State of Utah. Expenditures are recognized at the time the City makes a commitment to pay. Once the City makes a commitment to pay, funds are "earmarked" and a purchase order is issued. Although the money is committed through the accounting system, the City is not legally liable for payment until services or goods are received and deemed acceptable.

Enterprise funds and internal service funds operate on a full accrual basis accounting system wherein revenues are recorded when earned and expenditures are recorded when incurred, regardless of when the cash is actually received or disbursed.

Schedules

Information contained in the City's financial schedules is cross classified to meet the needs of a variety of readers. The following schedules are contained in this section:

- | | |
|--|----------|
| ■ Estimated Resources by Source and Fund | page 199 |
| ■ Estimated Uses by Program and Fund | page 199 |
| ■ Estimated Resources by Fund | page 199 |
| ■ Estimated Uses by Department | page 199 |



Fund Summaries

Information contained in the City's fund summaries include a three year comparison of revenue, expenditures by major category, and any excess revenue. The summaries include the recommended budget, the current budget year, and the prior budget year. Major expenditure categories are Personal Services; Operating and Maintenance Supplies; Charges/Fees/Services; Capital Outlay and Other Uses. The major categories are broken down into more specific entries as needed. The following fund summaries are included in this section:

■	General Fund	page 209
■	Capital Projects Fund	page 213
■	Special Revenue Funds	
	Community Development Block Grant	page 215
	Demolition and Weed Abatement	page 215
	Downtown Economic District/Central Business Improvement District	page 215
	E911 Dispatch	page 215
	Grants Operating	page 215
	Street Lighting Special Assessments	page 215
■	Enterprise Funds	
	Airport	
	Recreation	page 223
	Refuse Collection	page 223
	Sewer Utility	page 223
	Storm Water Utility	page 223
	Water Utility	page 223
■	Internal Service Funds	
	Fleet Management	page 231
	Governmental Immunity	page 231
	Information Management Services	page 231
	Municipal Building Authority	page 231
	Risk Management	page 231
■	Debt Service Funds	
	Building Restoration	page 237
	Special Improvement Districts	page 237

Staffing Summary

The Staffing Document summary shows a three year comparison of City staffing levels by department and fund. The summary includes full-time positions and full-time equivalent (FTE) positions. Full-time equivalent comparisons include part-time and hourly positions giving a better indication of the personnel hours used in the City. One full-time equivalent is equal to either a full-time position or 2,080 hours of hourly or part-time work. Detailed staffing information can be found in the Staffing Document section of this book, beginning on page 163, or in the departmental sections.



Estimated Resources by Source and Fund

This schedule shows all funding the City will receive (resources) by type and by fund. The rows indicate the type of resource and the columns indicate the fund receiving the resource. The schedule identifies:

- Taxes (such as sales, property, and franchise taxes)
- License and Permit Fees (such as business license and building permit fees)
- Fines and Forfeitures (such as parking fines)
- Parking Meters (coins collected from meters)
- Interest Income (interest earned on invested City monies)
- Charges for Services (such as recreation fees)
- Intergovernmental Revenue (funds mainly from the State and Federal governments)
- Interfund Reimbursements (revenue received from other City funds such as Airport payment for police and fire services)
- Miscellaneous (all other revenue sources not large enough to mention individually)
- Bond Proceeds (funds received from bonding issues)
- Other Sources (funds received from non-revenue sources)
- Transfers In (funds transferred from one fund to another)

Estimated Uses by Program and Fund

This schedule represents the Mayor's recommended funding level for each program. Each department is listed alphabetically with Non Departmental and Capital Improvement Program schedules at the end. Funding sources are listed across the top of the schedule. The final row of the schedule identifies any excess revenues anticipated at the completion of the fiscal year. A number in parenthesis means that money from the fund balance or retained earnings was appropriated to cover expenses.

FISCAL YEAR 1992-93 BUDGETED RESOURCES BY SOURCE AND FUND

	1992-93 TOTAL BUDGETED RESOURCES	GENERAL FUND	CAPITAL PROJECTS FUND	CDBG/ GRANTS OPERATING SPECIAL REVENUE FUND	DEMOLITION AND WEED SPECIAL REVENUE FUND	E911 DISPATCH SPECIAL REVENUE FUND	CBID/ D.E.D. OPERATING SPECIAL REVENUE FUND	STREET LIGHTING SPECIAL REVENUE FUND	BLDG. RESTORE/ SPEC. IMPROVE. DEBT SERVICE FUNDS
TAXES:									
Property Tax:									
Current Year Assessments	\$26,143,594	\$26,143,594	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Prior Year Assessments	1,370,608	1,370,608							
Sales Tax	26,214,970	26,214,970							
Franchise Tax	13,496,080	13,496,080							
Special Assessment Tax	3,776,747		2,075,000				436,806	356,193	908,749
Aviation Fuel Tax	0								
Payments in Lieu of Taxes	330,316	330,316							
TOTAL TAXES	71,332,316	67,556,568	2,075,000	-	-	-	436,806	356,193	908,749
LICENSES AND PERMITS:									
Inkeeper's Licenses	1,000,000	1,000,000							
Business /Other Licenses	2,124,000	2,124,000							
Total Licenses	3,124,000	3,124,000	-	-	-	-	-	-	-
Construction Permits	1,348,104	1,348,104							
Other Permits	304,870	304,870							
Total Permits	1,652,974	1,652,974	-	-	-	-	-	-	-
TOTAL LICENSES AND PERMITS	4,776,974	4,776,974	-	-	-	-	-	-	-
FINES AND FORFEITURES	3,232,738	3,232,738	-	-	-	-	-	-	-
PARKING METER COLLECTIONS	1,277,000	1,277,000	-	-	-	-	-	-	-
INTEREST INCOME	4,940,163	1,800,000	-	-	-	10,000	-	-	347,328
CHARGES FOR SERVICES:									
Departmental Charges for Services	125,863,466	1,969,096							
Building Rental	790,677	790,677							
TOTAL CHARGES FOR SERVICES	126,654,142	2,759,772	-	-	-	-	-	-	-
INTERGOVERNMENTAL REVENUE:									
State of Utah:									
Class 'C' Road Funds	2,750,000	1,370,000	1,380,000						
Liquor and Beer Tax	320,000	320,000							
Department of Transportation	38,000	38,000							
Other State Funds	68,409			68,400					
Federal Government:	700,000		700,000						
Federal Highway Administration	0								
AIP Contributions	41,966,500								
Community Development Block Grant	4,748,925		1,502,750	3,244,175					
Other Federal Funds	1,834,816			1,824,816					
Salt Lake County	4,343,570	180,000	2,754,000			509,570			
Redevelopment Agency/Other	1,090,750	83,000	1,007,750						
TOTAL INTERGOVERNMENTAL REVENUE	57,858,960	1,991,000	7,344,500	4,937,390	-	509,570	-	-	-
INTERFUND REIMBURSEMENTS:									
Administrative Fees	2,282,255	2,282,255							
Airport Fire and Police Reimbursements	1,638,138	1,638,138							
Other Reimbursements	684,872	684,872							
TOTAL INTERFUND REIMBURSEMENTS	4,605,265	4,605,265	-	-	-	-	-	-	-
MISCELLANEOUS	2,531,074	120,317	213,000	-	-	-	-	-	-
TOTAL REVENUES	277,208,821	88,118,634	9,632,500	4,937,390	-	519,570	436,806	356,193	1,257,076
BOND PROCEEDS	44,691,000	-	17,891,000	-	-	-	-	-	-
OTHER ENTERPRISE SOURCES	1,897,300	-	-	-	-	-	-	-	-
TRANSFERS IN FROM OTHER FUNDS	16,580,035	1,956,292	4,485,000	-	-	-	-	118,398	3,706,156
TOTAL BUDGETED RESOURCES	\$340,368,956	\$90,074,926	\$31,808,500	\$4,937,390	\$-	\$519,570	\$436,806	\$473,591	\$4,963,231

Total City Resources

Total General Fund Resources

FISCAL YEAR 1992-93 BUDGETED RESOURCES BY SOURCE AND FUND

AIRPORT ENTERPRISE FUND	RECREATION ENTERPRISE FUND	REFUSE COLLECTION ENTERPRISE FUND	SEWER UTILITY ENTERPRISE FUND	STORM WATER UTILITY ENTERPRISE FUND	WATER UTILITY ENTERPRISE FUND	FLEET MANAGEMENT INTERNAL SERVICE FUND	GOVERNMENTAL IMMUNITY INTERNAL SERVICE FUND	INFORMATION MANAGEMENT SERVICES INTERNAL SERVICE FUND	MUNICIPAL BUILDING AUTHORITY INTERNAL SERVICE FUND	RISK MANAGEMENT INTERNAL SERVICE FUND
\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
982,200	32,200	-	650,000	120,000	800,000	25,000	15,000	-	158,427	-
53,735,600	6,265,447	4,417,834	9,000,000	4,168,800	21,280,000	4,840,059	-	2,169,372	3,237,959	14,779,299
53,735,600	6,265,447	4,417,834	9,000,000	4,168,800	21,280,000	4,840,059	-	2,169,372	3,237,959	14,779,299
41,966,500	-	-	-	900,000	210,000	-	-	-	-	-
41,966,500	-	-	-	900,000	210,000	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	402,076	772,500	-	926,000	97,182	-	-	-	-
96,684,300	6,297,647	4,819,909	10,422,500	5,188,800	23,216,000	4,962,241	15,000	2,169,372	3,396,386	14,779,299
27,000,000	-	-	-	-	-	-	-	-	-	-
-	-	-	397,000	300	1,500,000	-	-	-	-	-
-	140,000	-	-	-	-	2,470,000	400,000	3,284,189	-	-
<u>\$123,684,300</u>	<u>\$8,437,647</u>	<u>\$4,819,909</u>	<u>\$10,819,500</u>	<u>\$6,189,100</u>	<u>\$24,716,000</u>	<u>\$7,432,241</u>	<u>\$415,000</u>	<u>\$5,453,561</u>	<u>\$3,396,386</u>	<u>\$14,779,299</u>

FISCAL YEAR 1992-93 BUDGETED USES BY PROGRAM AND FUND

	1992-93 TOTAL BUDGETED RESOURCES	GENERAL FUND	CAPITAL PROJECTS FUND	CDBG/ GRANTS OPERATING SPECIAL REVENUE FUND	DEMOLITION AND WEED SPECIAL REVENUE FUND	E911 DISPATCH SPECIAL REVENUE FUND	CDBG/ D.E.D. OPERATING SPECIAL REVENUE FUND	STREET LIGHTING SPECIAL REVENUE FUND	BLDG. RESTORE/ SPEC. IMPROVE. DEBT SERVICE FUNDS
AIRPORT:									
Office of the Director	\$910,700	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Finance & Administration	101,786,600								
Engineering & Maintenance	15,077,600								
Operations	6,681,500								
TOTAL	124,436,400								
CITY ATTORNEY									
Attorneys and Prosecutors	1,205,187	1,205,187							
Governmental Immunity	437,910								
TOTAL	1,643,097	1,205,187							
CITY COUNCIL									
Council Office	643,882	643,882							
TOTAL	643,882	643,882							
COMMUNITY AND ECONOMIC DEVELOPMENT									
Office of the Director	276,081	276,081							
Building & Licensing	1,839,998	1,839,998							
Planning	713,537	713,537							
Arts Council Administration	111,072	111,072							
Housing and Economic Dev.	592,911	592,911							
Capital and Grants Planning	336,848	336,848							
TOTAL	3,870,448	3,870,448							
FIRE									
Administration and Support	2,047,249	2,047,249							
Emergency Response	13,106,021	13,106,021							
Training	475,850	475,850							
Fire Prevention & Education	684,816	684,816							
Dispatch Services	2,423,869	2,423,869							
TOTAL	18,737,805	18,737,805							
INTERNAL AUDITING									
Auditing	178,282	178,282							
TOTAL	178,282	178,282							
MANAGEMENT SERVICES									
Office of the Director	315,798	315,798							
Accounting	530,463	530,463							
Animal Control	353,794	353,794							
Building Maintenance & Repair	1,891,597	1,891,597							
City Recorder	300,987	300,987							
Human Resources	659,132	659,132							
Impound Lot	190,196	190,196							
Purchasing	810,250	810,250							
Policy & Budget	385,984	385,984							
Treasurer	824,785	824,785							
Fleet Management	790,745	790,745							
Information Management	5,483,561	5,483,561							
Risk/Employee Benefits Management	14,779,299	14,779,299							
TOTAL	34,380,587	6,242,886							
MAYOR									
Executive Staff	672,213	672,213							
Community Affairs	245,502	245,502							
TOTAL	917,715	917,715							
PARKS									
Administration	426,451	426,451							
Maintenance	3,818,870	3,818,870							
Recreation	6,437,647	6,437,647							
Planning & Forestry	844,759	844,759							
Tracy Aviary	441,882	441,882							
TOTAL	11,969,609	6,531,982							
POLICE									
Administration & Support	3,427,384	3,427,384							
Enforcement & Safety	11,595,455	11,595,455							
Investigations	5,376,188	5,376,188							
Community Policing	927,489	927,489							
Training	395,672	395,672							
TOTAL	21,722,167	21,722,167							
PUBLIC UTILITIES									
Administration and Capital	23,859,814								
Finance	5,382,053								
Water and Sewer Maintenance	6,064,671								
Treatment, Distribution and Irrigation	8,506,943								
Water Quality	3,858,745								
Engineering	12,365,688								
TOTAL	60,007,914								
PUBLIC WORKS									
Administration	221,852	221,852							
Street Maintenance	3,227,884	3,227,884							
Streets Support Services	822,848	822,848							
Snow Removal	493,128	493,128							
Concrete Maintenance	1,111,502	1,111,502							
Business District Maintenance	598,811	598,811							
Weed Control	43,483	43,483							
Transportation Administration	501,869	501,869							
Transportation Planning & Design	133,151	133,151							
Traffic	1,321,984	1,321,984							
Parking	620,554	620,554							
Street Lighting	900,279	900,279							
General Engineering Services	2,815,129	2,815,129							
Public Buildings & Other Facilities	658,325	658,325							
Refuse Collection	4,746,596								
TOTAL	18,015,452	13,288,858							
NON DEPARTMENTAL									
Municipal Affairs/Civic Support	908,752	908,752							
Interfund/Governmental Transactions	23,875,678	14,856,714							
Special Revenue Fund Accounting	9,534,332			8,074,918	138,351	519,570	436,805	364,688	4,938,231
TOTAL	34,318,662	15,784,466		8,074,918	138,351	519,570	436,805	364,688	4,938,231
CAPITAL IMPROVEMENTS									
Street Improvements	19,879,000		19,879,000						
Parks & Public Buildings	10,878,750		10,878,750						
Contingency & Other	10,878,750		1,820,408						
TOTAL	76,865,182		32,878,158						
TOTAL BUDGETED USES	352,199,181	\$88,093,734	\$32,878,158	\$8,074,918	\$138,351	\$519,570	\$436,805	\$364,688	\$4,938,231
Total City Budget	Total General Fund Budget								
TOTAL (USE OF) OR INCREASE TO RESERVES OR FUND BALANCE	(\$11,842,225)	\$1,991,192	(\$869,658)	(\$3,137,528)	(\$138,351)	\$-	\$-	\$108,903	\$26,000



Budgeted Resources by Fund

This schedule is a three year comparison of all City funding. The top half of the schedule begins with funds received by the general fund. The lower half of the schedule lists the resources of all other funds. In addition to presenting the information contained in the Estimated Resources by Source and Fund (page 206) the Estimated Resources by Fund schedule presents comparable information for the two previous budget years and the percent of change from the current year budget to the Mayor's Recommended Budget.

Budgeted Uses by Department

This schedule presents the recommended expenditures as first presented in the Estimated Uses by Program schedule (page 207) with a three year comparison. The top half of the schedule begins with funds received by the general fund. The lower half of the schedule lists the resources of all other funds.

**SALT LAKE CITY CORPORATION
BUDGETED RESOURCES BY FUND
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17		BUDGET 1992-93	CHANGE FROM
			AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92		ADOPTED 1991-92 to 1992-93
Resources						
General Fund						
Taxes:						
Property Taxes	\$28,297,803	\$28,223,457	\$28,223,457	\$28,223,457	\$27,844,518	-1.34%
Sales and Use Taxes	22,263,950	22,310,747	22,310,747	22,310,747	26,214,970	17.50%
Franchise Taxes	14,182,726	13,188,093	13,188,093	13,188,093	13,496,080	2.34%
Total Taxes	64,744,479	63,722,297	63,722,297	63,722,297	67,555,568	6.02%
Other Current Revenue:						
Licenses and Permits	4,885,455	4,748,946	4,748,946	4,748,946	4,776,974	0.59%
Fines and Forfeitures	3,155,689	3,151,435	3,151,435	3,151,435	3,232,738	2.58%
Interest	2,726,874	2,575,000	2,575,000	2,575,000	1,800,000	-30.10%
Charges for Services	2,593,448	3,555,114	3,555,114	3,555,114	2,759,772	-22.37%
State Beer/Liquor Tax	319,655	470,000	470,000	470,000	320,000	-31.91%
Intergovernmental	1,690,105	1,726,000	1,726,000	1,726,000	1,671,000	-3.19%
Parking Meter Collections	1,278,830	1,228,000	1,228,000	1,228,000	1,277,000	3.99%
Interfund Reimbursement	4,160,258	4,585,266	4,585,266	4,585,266	4,605,265	0.44%
Other Revenue	1,456,812	113,310	113,310	113,310	120,317	6.18%
Total Other Current Revenue	22,267,126	22,153,071	22,153,071	22,153,071	20,563,066	-7.18%
Other Sources:						
Interfund Transfers:						
CDBG Operating Fund	584,355	665,200	665,200	665,200	1,003,196	50.81%
Risk Management Fund	-	194,000	194,000	194,000	-	-100.00%
E911 Dispatch Fund	424,078	447,435	447,435	447,435	480,596	7.41%
Fleet Management Fund	-	-	-	-	472,500	100.00%
SID Guarantees Fund	238,699	100,000	100,000	100,000	-	-100.00%
Total Other Sources	1,247,132	1,406,635	1,406,635	1,406,635	1,956,292	39.08%
Total General Fund Resources	88,258,737	87,282,003	87,282,003	87,282,003	90,074,926	3.20%
Other Fund Resources						
Capital Projects Fund	12,450,205	13,613,025	26,169,004	11,935,771	31,808,500	133.66%
Central Business Improvement District/Downtown						
Economic District Fund	132,787	500,000	500,000	436,805	436,805	-12.64%
Community Development Block Grant Operating Fd.	3,268,640	3,616,568	5,053,126	4,583,249	3,244,175	-10.30%
Demolition/Weed Abatement Fund	70,647	-	-	-	-	-
E911 Dispatch Fund	568,395	502,136	502,136	502,136	519,570	3.47%
Grants Operating Fund	1,114,492	80,158	7,727,577	2,038,586	1,693,215	2012.35%
Street Lighting Fund	527,156	473,590	473,590	485,585	473,591	0.00%
Debt Service Funds:						
Building Restoration	3,824,784	3,737,763	3,737,763	3,740,763	3,731,156	-0.18%
Special Improvement Districts	1,315,968	1,513,657	1,513,657	1,513,657	1,232,075	-18.60%
Airport Authority Fund	57,142,050	72,709,300	62,926,000	61,359,100	123,684,300	70.11%
Golf Course/Recreation Fund(FY93)	3,825,329	5,360,431	5,360,431	4,616,291	6,437,647	20.10%
Refuse Collection Fund	3,631,892	4,193,531	4,193,531	3,941,688	4,819,909	14.94%
Sewer Utility Fund	11,821,751	16,255,900	11,187,100	10,713,300	10,819,500	-33.44%
Storm Water Utility Fund	-	-	5,068,800	4,229,100	5,189,100	100.00%
Water Utility Fund	24,617,212	26,074,100	31,417,085	32,133,786	24,716,000	-5.21%
Fleet Management Fund	8,981,238	6,921,373	6,929,673	6,921,373	7,432,241	7.38%
Government Immunity Fund	1,404,332	75,000	75,000	75,000	415,000	453.33%
Information Management Fund	4,993,653	5,127,848	5,347,848	5,346,493	5,453,561	6.35%
Municipal Building Authority	5,349,451	4,460,125	3,494,438	3,494,438	3,396,386	-23.85%
Risk Management Fund	12,813,464	13,099,477	13,099,477	13,099,477	14,779,299	12.82%
Total Resources	\$246,112,183	\$265,595,985	\$282,058,239	\$258,448,601	\$340,356,956	28.15%

**SALT LAKE CITY CORPORATION
BUDGETED USES BY FUND
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
DEPARTMENT USES						
Airport						
Airport Fund	\$81,537,635	\$90,988,500	\$81,375,100	\$63,246,400	\$124,436,400	36.76%
Attorney						
General Fund	1,091,124	1,186,091	1,186,091	1,216,143	1,205,187	1.61%
Governmental Immunity Fund	423,122	414,966	414,966	414,966	437,910	5.53%
City Council						
General Fund	565,984	624,916	624,916	626,155	643,862	3.03%
Community & Economic Development						
General Fund	3,630,128	3,784,042	3,784,042	3,796,445	3,870,446	2.28%
Fire						
General Fund	18,415,486	18,763,620	18,763,620	18,696,798	18,737,805	-0.14%
Management Services						
General Fund	8,011,020	8,352,221	8,352,221	8,330,256	6,242,986	-25.25%
Fleet Management	8,635,818	7,635,373	8,603,855	8,576,555	7,904,741	3.53%
Information Management Services	4,889,313	5,127,848	5,347,848	5,237,021	5,453,561	6.35%
Risk Management	12,847,718	13,868,477	13,868,477	13,868,477	14,779,299	6.57%
Mayor						
General Fund	942,231	1,017,211	1,017,211	1,020,202	917,715	-9.78%
Non-Departmental						
General Fund	13,783,701	10,697,603	10,697,603	10,383,060	15,764,466	47.36%
Special Revenue Funds	4,707,295	5,146,616	14,206,623	7,053,477	9,534,332	85.25%
Debt Service Funds	6,384,628	5,978,319	5,986,319	5,109,159	4,938,231	-17.40%
MBA	5,891,907	4,141,625	3,234,599	3,234,599	4,081,633	-1.45%
Office of Internal Auditing						
General Fund	175,258	177,065	177,065	184,239	178,282	0.69%
Parks						
General Fund	6,509,153	7,007,693	7,007,693	7,011,220	5,531,962	-21.06%
Golf Recreation (FY93) Fund	5,855,215	5,360,431	4,394,744	4,203,267	6,437,647	20.10%
Police						
General Fund	20,858,624	22,029,008	22,029,008	22,300,751	21,722,167	-1.39%
Public Utilities						
Sewer Utility	14,837,330	19,390,777	15,700,127	15,527,154	13,720,545	-29.24%
Storm Water Utility	-	-	5,068,800	2,396,117	6,356,296	100.00%
Water Utility	26,510,013	33,085,374	37,136,963	34,531,684	28,610,100	-13.53%
Public Works						
General Fund	13,707,584	13,642,533	13,642,533	13,786,431	13,268,856	-2.74%
Refuse Collection Fund	2,808,475	4,179,538	4,530,754	4,305,485	4,746,596	13.57%
Capital Projects Fund		13,613,025	13,613,025	13,613,025	32,678,156	140.05%
TOTAL USES	\$263,018,762	\$296,212,872	\$300,764,203	\$268,669,086	\$352,199,181	18.90%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	(\$16,906,579)	(\$30,616,887)	(\$18,705,964)	(\$10,220,485)	(\$11,842,225)	-61.32%



General Fund Summary

The General Fund is used to budget and account for traditional government services such as Police, Fire, and Public Works. The general fund also contains all financial resources not required to be accounted for in other funds. The General Fund is summarized two ways: one by total departmental expenditure and one by major expenditure category for the entire fund.

**GENERAL FUND
BUDGET SUMMARY
(BY DEPARTMENT)
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Taxes:						
Property Taxes	\$28,297,803	\$28,223,457	\$28,223,457	\$27,875,675	\$27,844,518	-1.34%
Sales and Use Taxes	22,263,950	22,310,747	22,310,747	23,181,340	26,214,970	17.50%
Franchise Taxes	14,182,726	13,188,093	13,188,093	13,217,449	13,496,080	2.34%
Total Taxes	64,744,479	63,722,297	63,722,297	64,274,464	67,555,568	6.02%
Other Current Revenue:						
Licenses and Permits	4,885,455	4,748,946	4,748,946	4,665,943	4,776,974	0.59%
Fines and Forfeitures	3,155,689	3,151,435	3,151,435	3,246,090	3,232,738	2.58%
Interest	2,726,874	2,575,000	2,575,000	1,750,128	1,800,000	-30.10%
Charges for Services	2,593,448	3,555,114	3,555,114	3,538,495	2,759,772	-22.37%
State Beer/Liquor Tax	319,655	470,000	470,000	301,542	320,000	-31.91%
Intergovernmental	1,690,105	1,726,000	2,019,727	2,071,429	1,671,000	-3.19%
Parking Meter Collections	1,278,830	1,228,000	1,228,000	1,258,106	1,277,000	3.99%
Interfund Reimbursement	4,160,258	4,585,266	4,585,266	4,728,904	4,605,265	0.44%
Other Revenue	1,456,812	113,310	144,221	212,064	120,317	6.18%
Total Other Current Revenue	22,267,126	22,153,071	22,477,709	21,772,701	20,563,066	-7.18%
Other Sources:						
Interfund Transfers:						
CDBG Operating Fund	584,355	665,200	665,200	665,200	1,003,196	50.81%
Risk Management Fund	-	194,000	194,000	194,000	-	-100.00%
E911 Dispatch Fund	424,078	447,435	447,435	447,435	480,596	7.41%
Fleet Management Fund	-	-	-	-	472,500	100.00%
SID Guarantee Fund	238,699	100,000	100,000	100,000	-	-100.00%
Total Other Sources	1,247,132	1,406,635	1,406,635	1,406,635	1,956,292	39.08%
Total Revenue and Other Sources	\$88,258,737	\$87,282,003	\$87,606,641	\$87,453,800	\$90,074,926	3.20%
Expenses and Other Uses:						
Expenses:						
Attorney	\$1,091,123	\$1,186,091	\$1,218,143	\$1,216,143	\$1,205,187	1.61%
City Council	565,984	624,916	626,479	626,155	643,862	3.03%
Community and Economic Development	3,630,128	3,784,042	3,836,345	3,796,445	3,870,446	2.28%
Fire	18,415,486	18,763,620	18,795,566	18,696,798	18,737,805	-0.14%
Management Services	8,011,020	8,352,221	8,427,870	8,330,256	6,242,986	-25.25%
Mayor	942,231	1,017,211	1,157,175	1,020,202	917,715	-9.78%
Non Departmental	1,287,135	1,033,657	933,757	755,674	2,532,112	144.97%
Office of Internal Audit	175,258	177,065	184,239	184,239	178,282	0.69%
Parks	6,509,153	7,007,693	7,052,135	7,011,220	5,531,962	-21.06%
Police	20,858,624	22,029,008	22,344,267	22,300,751	21,722,167	-1.39%
Public Works	13,707,584	13,642,533	13,708,648	13,786,431	13,268,856	-2.74%
Total Expenses	75,193,726	77,618,057	78,284,624	77,724,314	74,851,380	-3.56%
Other Uses						
Interfund Transfers:						
Street Lighting Fund	106,853	118,398	118,398	118,398	118,398	0.00%
Capital Projects Fund	4,680,706	5,000,000	4,548,500	4,548,500	4,485,000	-10.30%
Fleet Replacement Fund	3,419,250	1,756,000	1,756,000	1,756,000	2,470,000	40.66%
Demolition Fund	20,000	-	-	-	-	-
Weed Abatement Fund	15,000	-	-	-	-	-
Governmental Immunity Fund	1,063,532	-	-	-	400,000	100.00%
Risk Management Fund	649,304	-	-	-	-	-
Information Management Services Fund	-	-	-	-	3,284,039	100.00%
Housing Special Revenue Fund	-	-	251,500	251,500	-	-100.00%
Boarded/Transitional Housing Fund	-	-	200,000	200,000	-	-100.00%
Demolition Fund	-	-	-	-	140,000	100.00%
Contingency	-	347,591	34,162	-	347,591	0.00%
Bond Payment/Note Expense	30,000	30,000	30,000	30,000	30,000	0.00%
Interest	1,059,965	850,000	850,000	850,000	600,000	-29.41%
Lease Amortization	1,451,956	1,561,957	1,561,957	1,561,957	1,357,326	-13.10%
Total Other Uses	12,496,566	9,663,946	9,350,517	9,316,355	13,232,354	36.92%
To (From) Fund Balance	568,445	-	-28,500	413,131	1,991,192	100.00%
Total Expenses and Other Uses	\$88,258,737	\$87,282,003	\$87,606,641	\$87,453,800	\$90,074,926	3.20%

**GENERAL FUND
BUDGET SUMMARY
(BY CATEGORY)
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Taxes:						
Property Taxes	\$28,297,803	\$28,223,457	\$28,223,457	\$27,875,675	\$27,844,518	-1.34%
Sales and Use Taxes	22,263,950	22,310,747	22,310,747	23,181,340	26,214,970	17.50%
Franchise Taxes	14,182,726	13,188,093	13,188,093	13,217,449	13,496,080	2.34%
Total Taxes	64,744,479	63,722,297	63,722,297	64,274,464	67,555,568	6.02%
Other Current Revenue:						
Licenses and Permits	4,885,455	4,748,946	4,748,946	4,665,943	4,776,974	0.59%
Fines and Forfeitures	3,155,689	3,151,435	3,151,435	3,246,090	3,232,738	2.58%
Interest	2,726,874	2,575,000	2,575,000	1,750,128	1,800,000	-30.10%
Charges for Services	2,593,448	3,555,114	3,555,114	3,538,495	2,759,772	-22.37%
State Beer/Liquor Tax	319,655	470,000	470,000	301,542	320,000	-31.91%
Intergovernmental	1,690,105	1,726,000	2,043,364	2,071,429	1,671,000	-3.19%
Parking Meter Collections	1,278,830	1,228,000	1,228,000	1,258,106	1,277,000	3.99%
Interfund Reimbursement	4,160,258	4,585,266	4,585,266	4,728,904	4,605,265	0.44%
Other Revenue	1,456,812	113,310	120,584	212,064	120,317	6.18%
Total Other Current Revenue	22,267,126	22,153,071	22,477,709	21,772,701	20,563,066	-7.18%
Other Sources:						
Interfund Transfers:						
CDBG Operating Fund	584,355	665,200	665,200	665,200	1,003,196	50.81%
Risk Management Fund	-	194,000	194,000	194,000	-	-100.00%
E911 Dispatch Fund	424,078	447,435	447,435	447,435	480,596	7.41%
Fleet Management Fund	-	-	-	-	472,500	100.00%
SID Guarantee Fund	238,699	100,000	100,000	100,000	-	-100.00%
Total Other Sources	1,247,132	1,406,635	1,406,635	1,406,635	1,956,292	39.08%
Total Revenue and Other Sources	\$88,258,737	\$87,282,003	\$87,606,641	\$87,453,800	\$90,074,926	3.20%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$42,146,164	\$43,559,148	\$43,584,735	\$43,378,283	\$44,873,141	3.02%
Benefits	12,546,880	13,795,065	13,787,033	13,732,889	13,329,557	-3.37%
Total Personal Services	54,693,044	57,354,213	57,371,768	57,111,172	58,202,698	1.48%
Operating and Maintenance Supply	3,946,470	3,890,599	3,890,083	3,967,219	3,757,833	-3.41%
Charges/Services/Fees:						
Travel/Training	258,812	253,350	289,711	257,507	270,611	6.81%
Utilities	2,951,977	3,211,061	3,180,717	3,159,868	2,820,787	-12.15%
Professional and Other Contractual Services	1,757,649	1,716,732	2,291,964	2,238,702	1,952,388	13.73%
Buildings, Equipment, and Janitorial Maint.	959,272	906,075	875,910	873,865	964,696	6.47%
Rents/Leases(Shuttle Service)	2,490,464	2,566,853	2,573,353	2,576,477	2,066,467	-19.49%
Interfund Charges:						
Data Processing Services	2,960,057	3,105,159	3,086,259	3,090,998	108,793	-96.50%
Fleet Maintenance Services	3,404,383	3,236,504	3,218,504	3,210,559	3,015,242	-6.84%
Risk Management Premiums	1,262,116	1,460,292	1,460,292	1,460,292	1,595,483	9.26%
Contingency	-	347,591	34,162	-	347,591	0.00%
Other Charges/Fees/Services	1,301,278	1,044,971	1,122,185	916,088	1,030,505	-1.38%
Total Charges/Fees/Services	17,346,008	17,848,588	18,133,057	17,784,356	14,172,563	-20.60%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	790,557	573,480	625,110	562,734	575,978	0.44%
Total Capital Outlay	790,557	573,480	625,110	562,734	575,978	0.44%
Total Expenses	76,776,079	79,666,880	80,020,018	79,425,481	76,709,072	-3.71%
Other Uses:						
Bonding/Debt/Interest Charges	1,089,965	880,000	880,000	880,000	630,000	-28.41%
Other Non-Operating Uses	-130,396	-139,275	-139,275	-139,300	-152,775	9.69%
Transfers Out	9,954,645	6,874,398	6,874,398	6,874,398	10,897,437	58.52%
Total Other Uses	10,914,214	7,615,123	7,615,123	7,615,098	11,374,662	49.37%
Total Expenses and Other Uses	\$87,690,293	\$87,282,003	\$87,635,141	\$87,040,579	\$88,083,734	0.92%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$568,444	\$-	(\$28,500)	\$413,221	\$1,991,192	100.00%



Capital Projects Fund Summary

The Capital Projects Fund is used to account for resources for construction, major repair, or renovation of City property. The construction, repair, or renovation may require more than one budgetary cycle to complete. The Capital Projects Fund does not lapse at year end and projects are closed when completed. The Capital Projects Fund summary is provided by project.

**CAPITAL PROJECTS FUND
BUDGET SUMMARY
FY 1992-93**

	MARCH 17				
	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93
Resources					
General Fund	\$-	\$-	\$-	\$-	\$4,485,000
CDBG	-	-	-	-	1,502,750
Federal, State, and County	-	-	-	-	4,834,000
Property Owners	-	-	-	-	2,075,000
Redevelopment Agency	-	-	-	-	1,007,750
Bonding	-	-	-	-	17,691,000
Other	-	-	-	-	213,000
Prior Year Funds	12,450,205	13,613,025	26,169,004	11,935,771	869,656
Total Resources	\$12,450,205	\$13,613,025	\$26,169,004	\$11,935,771	\$32,678,156
Street Improvements					
Linden Avenue Improvement	\$-	\$-	\$-	\$-	\$8,000
Wilshire Place Improvement	-	-	-	-	102,000
East Central Street	-	-	-	-	50,000
Onequa Target Area	-	-	-	-	420,000
Physical Access Ramps	-	-	-	-	30,000
100% Sidewalk Repair	-	-	-	-	200,000
Sidewalk SID	-	-	-	-	1,986,000
Emergency Public Way Repair	-	-	-	-	40,000
California Avenue	-	-	-	-	4,380,000
Traffic Safety Management	-	-	-	-	100,000
Sunnyside Avenue	-	-	-	-	1,330,000
400 West Reconstruction	-	-	-	-	3,890,000
City/County Landfill Modules	-	-	-	-	1,970,000
Storage Shed	-	-	-	-	60,000
Street Light Replacement	-	-	-	-	100,000
East Capitol Blvd. 200-300 North	-	-	-	-	150,000
East Capitol Blvd. 300-700 North	-	-	-	-	28,000
CBD Beautification	-	-	-	-	1,535,000
Local Street Reconstruction	-	-	-	-	2,500,000
Bridge Replacement	-	-	-	-	1,000,000
TOTAL STREET IMPROVEMENTS	-	-	-	-	19,879,000
PUBLIC BUILDINGS					
City/County Bldg Debt Service	-	-	-	-	3,323,000
City/County Bldg. Cap. Improvements	-	-	-	-	150,000
Third Circuit Court Plng. Terrace	-	-	-	-	350,000
Fleet Facility Roof and Seismic Upgrade	-	-	-	-	105,000
MHJ Tower Roof	-	-	-	-	17,000
Fleet Yard Soil Remediation	-	-	-	-	25,000
Building Modifications (ADA Compliance)	-	-	-	-	50,000
UST Leak Detection	-	-	-	-	34,000
Fire Station #1 (Down Town)	-	-	-	-	1,300,000
Fire Station #13 (relocate)	-	-	-	-	950,000
Fire Station #6 Seismic Upgrade	-	-	-	-	200,000
TOTAL PUBLIC BUILDINGS	-	-	-	-	6,504,000
PARKS					
Cemetery Irrigation	-	-	-	-	300,000
Wasatch Hollow	-	-	-	-	270,000
Tracy Aviary	-	-	-	-	115,000
Ensign Park Landscaping	-	-	-	-	10,000
Memory Grove Park	-	-	-	-	15,000
Warm Springs Park	-	-	-	-	10,000
Poplar Grove Park	-	-	-	-	89,500
Fairmont Park Tennis Courts	-	-	-	-	5,000
Playground Installations	-	-	-	-	35,000
Hidden Hollow Park	-	-	-	-	35,000
Urban Forestry Planting	-	-	-	-	35,000
Physical Accessibility in Parks	-	-	-	-	30,000
Liberty Park Physical Accessibility	-	-	-	-	50,000
Westside Senior Center	-	-	-	-	99,750
Sugar House Post Office Acquisition	-	-	-	-	50,000
Derks Field Emergency Repairs	-	-	-	-	3,030,000
Glendale Youth Recreation Center	-	-	-	-	195,500
TOTAL PARKS	-	-	-	-	4,374,750
Prior Year Projects	12,450,205	13,613,025	26,169,004	11,935,771	869,656
Percent for Art	-	-	-	-	10,750
FICS Replacement	-	-	-	-	1,000,000
Contingency	-	-	-	-	40,000
TOTAL PROJECTS	\$12,450,205	\$13,613,025	\$26,169,004	\$11,935,771	\$32,678,156

**DOWNTOWN ECONOMIC DEVELOPMENT /CENTRAL BUSINESS IMPROVEMENT
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenues:						
Business License Fees	\$119,257	\$-	\$-	\$-	\$-	-
Other Revenue	10,278	500,000	500,000	436,805	436,805	-12.64%
Total Revenue	129,535	-	-	-	436,805	-
Other Sources						
Interest	3,252	-	-	-	-	-
Total Other Current Revenue	3,252	-	-	-	-	-
Total Revenue and Other Sources	\$132,787	\$500,000	\$500,000	\$436,805	\$436,805	-12.64%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$24,671	\$6,000	\$6,000	\$12,618	\$-	-
Benefits	1,887	500	500	1,098	-	-
Total Personal Services	26,558	6,500	6,500	13,716	-	-
Operating and Maintenance Supply	10,701	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	2,834	-	-	2,270	-	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	61,071	41,566	41,566	28,255	-	-
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases	-	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-	-
General Fund Admin. Service Fee	983	-	-	-	-	-
Contingency	1,376	-	-	-	-	-
Other Charges/Fees/Services	11,604	500,000	500,000	436,963	436,805	-12.64%
Total Charges/Fees/Services	77,868	541,566	541,566	467,488	436,805	-19.34%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	-	-	-	3,667	-	-
Total Expenses	115,127	548,066	548,066	481,204	436,805	-20.30%
Other Uses:						
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Other Uses	115,127	548,066	548,066	481,204	436,805	-20.30%
Total Expenses and Other Uses	\$115,127	\$548,066	\$548,066	\$481,204	\$436,805	-20.30%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$17,660	(\$548,066)	(\$548,066)	(\$481,204)	\$-	-100.00%

**DEMOLITION AND WEED ABATEMENT FUND
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Assessments	\$14,463	\$14,463	\$14,463	\$14,463	\$-	-100.00%
Total Revenue	14,463	-	-	-	-	-100.00%
Other Sources						
Other	21,184	-	-	-	-	-
Transfers in from General Fund	35,000	-	-	-	-	-
Total Other Current Revenue	56,184	-	-	-	-	-
Total Revenue and Other Sources	\$70,647	-	-	-	-	-
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$-	\$-	-
Benefits	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-
Operating and Maintenance Supply	-	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	9,236	35,000	35,000	7,000	138,351	295.29%
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases	-	-	-	-	-	-
Insurance Claims/Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-	-
General Fund Admin. Service Fee	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-	-
Total Charges/Fees/Services	9,236	35,000	35,000	7,000	138,351	295.29%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-
Total Expenses	9,236	35,000	35,000	7,000	138,351	295.29%
Other Uses:						
Capital Improvements	-	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-
Total Expenses and Other Uses	\$9,236	\$35,000	\$35,000	\$7,000	\$138,351	295.29%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$61,411	(\$35,000)	(\$35,000)	(\$7,000)	(\$138,351)	295.29%



Special Revenue Funds

Special revenue funds are used to account for the certain property taxes, grant funds, and other special revenue legally restricted for specific purposes. The summaries contain comparative information for the past two budget years as well as the Mayor's Recommended budget for Fiscal Year 1992-93. The City budgets for the following special revenue funds:

Community Development Block Grant Operating Fund - This fund accounts for monies received by the City as a federal grantee participant in the Community Development Block Grant (CDBG) program. Those CDBG monies which are accounted for in the Capital Projects fund are not included in this summary. This schedule is organized by project.

Demolition and Weed Abatement Funds - The weed abatement fund includes costs associated with enforcement of the City's anti-weed ordinance. The demolition fund includes costs associated with demolition of deteriorated housing units. When the City pays to remove weeds or to demolish a housing unit on private property, a lien is placed on the property to recover the costs associated with the weed removal or demolition.

Downtown Economic Development Fund - This fund contains special license fees collected from businesses in the Central Business District (approximately 200 East to 300 West and South Temple to 400 South). The monies in this fund are dedicated to downtown projects or improvements. This fund is replacing the Central Business Improvement Fund which is closing and will have no further budget.

E911 Dispatch Fund - This fund accounts for monies received for operation and maintenance of the Emergency 911 Dispatch system. Telephone users are assessed monthly fees for the E911 service.

Grants Operating Fund - This fund accounts for grant monies received from various government agencies. When receiving the monies, the City is the grantee.

Street Lighting Special Assessments Fund - This fund accounts for monies associated with the installation and operation of street lights in special lighting districts where property owners share in the cost of the additional lighting.

**COMMUNITY DEVELOPMENT BLOCK GRANT
DETAIL PROJECT SCHEDULE
FY 1992-93**

	MARCH 17				
	ACTUAL	ADOPTED	AMENDED	PROJECTED	
	1990-91	BUDGET 1991-92	BUDGET 1991-92	ACTUAL 1991-92	BUDGET 1992-93
Resources					
1992 (18th Year) Entitlement	\$-	\$-	\$-	\$-	\$2,822,250
Prior Year Entitlements/Program Income	3,268,640	3,616,568	5,053,126	4,583,249	421,925
Total Resources	3,268,640	3,616,568	5,053,126	4,583,249	3,244,175
Projects					
Prior Year Projects	\$3,268,640	\$3,616,568	\$5,053,126	\$4,583,249	\$421,925
Current Year Projects:					
Housing & Economic Development (HED)	-	-	-	-	462,900
Utah Heritage Foundation Revolving	-	-	-	-	90,000
HED Housing Rehab	-	-	-	-	198,000
SLCDC	-	-	-	-	75,000
Capitol West Boys/Girls Club	-	-	-	-	32,000
Tenant Home Maint. Training Cap	-	-	-	-	12,500
Senior/Disabled Home Improvement	-	-	-	-	8,500
Utah Food Bank	-	-	-	-	6,000
Utah Independent Living Center Acq.	-	-	-	-	25,000
Assist-EHR	-	-	-	-	260,000
NHS Revolving Loan Fund	-	-	-	-	90,000
Sugar House Boys/Girls Club	-	-	-	-	25,000
Security Lock Program	-	-	-	-	30,000
Literacy Volunteers of America	-	-	-	-	14,000
Indian Walk-in Center Rehab	-	-	-	-	8,000
Neighborhood Attorney Program	-	-	-	-	3,000
Mens/Womens/Family Shelter Operations	-	-	-	-	100,000
Indian Health Care Clinic Rehab	-	-	-	-	5,000
Rape Crisis Center	-	-	-	-	10,000
Crime Prevention	-	-	-	-	94,100
Westside Food Pantry	-	-	-	-	26,000
Housing Outreach Rental Program	-	-	-	-	35,500
Crossroads Emergency Food Pantry	-	-	-	-	5,000
Operation Paint Brush	-	-	-	-	40,000
Jordan River Link Bike Path	-	-	-	-	4,000
Wasatch Fish & Garden Project	-	-	-	-	10,000
Minority Business Technical Assistance	-	-	-	-	6,000
Zoning Ordinance	-	-	-	-	11,000
City Center Bike Path	-	-	-	-	3,878
CDBG Required Housing Plan	-	-	-	-	10,000
West Salt Lake Master Plan	-	-	-	-	13,500
Section 108 Loan Payback	-	-	-	-	300,000
SL Community Housing Resource Board	-	-	-	-	3,000
Salt Lake Open Space Plan	-	-	-	-	18,000
City Housing Plan	-	-	-	-	20,000
Central Community Development Plan	-	-	-	-	22,500
BHS Housing Survey	-	-	-	-	8,000
Census Data Tech	-	-	-	-	5,000
El Central Civico Mexicano Operations	-	-	-	-	50,000
SLACC Staffing	-	-	-	-	55,000
Administrative Support:					
Capital Planning	-	-	-	-	296,500
Accounting	-	-	-	-	34,340
Community Affairs	-	-	-	-	54,500
Attorney	-	-	-	-	48,760
Planning	-	-	-	-	113,470
Property Management	-	-	-	-	12,450
Environmental Assessments	-	-	-	-	39,000
Operating Fund Contingency	-	-	-	-	27,852
Total Projects	3,268,640	3,616,568	5,053,126	4,583,249	3,244,175

**E911 DISPATCH
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
E911 Surcharge	\$563,435	\$492,136	\$492,136	\$492,136	\$509,570	3.54%
Interest	4,960	10,000	10,000	10,000	10,000	0.00%
Total Revenue	<u>568,395</u>	<u>502,136</u>	<u>502,136</u>	<u>502,136</u>	<u>519,570</u>	<u>3.47%</u>
Total Revenue and Other Sources	<u>\$568,395</u>	<u>\$502,136</u>	<u>\$502,136</u>	<u>\$502,136</u>	<u>\$519,570</u>	<u>3.47%</u>
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$-	\$-	-
Benefits	-	-	-	-	-	-
Total Personal Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating and Maintenance Supply	19,116	10,000	5,347	5,347	8,890	-11.10%
Charges/Services/Fees:						
Travel/Training	5,680	3,900	3,900	3,900	3,900	0.00%
Utilities	-	-	600	600	-	-
Professional and Other Contractual Services	1,374	-	-	-	-	-
Buildings, Equipment, & Janitorial Maint.	960	3,301	3,301	3,301	8,303	151.53%
Rents/Leases(Shuttle Service)	-	-	-	-	-	-
Insurance Claims and Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
General Fund Administrative Service Fees	11,131	12,000	12,000	12,000	11,000	-8.33%
Other Interfund Charges	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	383	500	500	500	500	0.00%
Total Charges/Fees/Services	<u>19,528</u>	<u>19,701</u>	<u>20,301</u>	<u>20,301</u>	<u>23,703</u>	<u>20.31%</u>
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	3,175	-	4,053	4,053	-	-
Total Capital Outlay	<u>3,175</u>	<u>-</u>	<u>4,053</u>	<u>4,053</u>	<u>-</u>	<u>-</u>
Total Expenses	<u>41,819</u>	<u>29,701</u>	<u>29,701</u>	<u>29,701</u>	<u>32,593</u>	<u>9.74%</u>
Other Uses:						
Other Non Operating Uses	-	25,000	25,000	25,000	25,000	0.00%
Transfer to General Fund	424,079	447,435	447,435	447,435	461,977	3.25%
Capital Improvements	-	-	-	-	-	-
Total Other Uses	<u>424,079</u>	<u>472,435</u>	<u>472,435</u>	<u>472,435</u>	<u>486,977</u>	<u>3.08%</u>
Total Expenses and Other Uses	<u>\$465,898</u>	<u>\$502,136</u>	<u>\$502,136</u>	<u>\$502,136</u>	<u>\$519,570</u>	<u>3.47%</u>
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	<u>\$102,497</u>	<u>\$-</u>	<u>\$-</u>	<u>\$-</u>	<u>\$-</u>	<u>-</u>

**GRANTS OPERATING
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17		BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
			AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92		
Revenue and Other Sources						
Revenue:						
State/County EMS	\$-	\$60,158	\$60,158	\$73,902	\$48,400	-19.55%
Hazardous Materials/State	17,669	20,000	20,000	20,000	20,000	0.00%
Housing Trust Account	-	-	251,500	251,500	-	-
Boarded/Transitional Housing	-	-	200,000	200,000	-	-
First Step House	-	-	55,000	46,000	9,000	-
Salt Lake Alcohol Treatment Center	-	-	30,000	30,000	-	-
Renter Rehabilitation Program (1991)	-	-	130,027	28,027	102,000	-
Emergency Shelter Grant	18,074	-	99,000	99,000	-	-
HOME Program	-	-	1,410,000	-	1,410,000	-
Program Income	-	-	29,772	29,772	-	-
Prior Year Carryovers	1,078,749	-	5,442,120	1,260,385	103,815	-
Total Revenue and Other Sources	\$1,114,492	\$80,158	\$7,727,577	\$2,038,586	\$1,693,215	2012.35%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$45,438	\$23,000	-
Benefits	-	-	-	3,476	2,200	-
Total Personal Services	-	-	-	48,914	25,200	-
Operating and Maintenance Supply	9,682	-	10,000	14,860	45,150	-
Charges/Services/Fees:						
Travel/Training	-	-	13,970	18,060	15,900	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	246,183	80,158	2,566,685	202,842	5,600	-93.01%
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	243,338	-	5,136,922	830,524	4,738,893	-
Total Charges/Fees/Services	489,521	80,158	7,703,607	1,051,426	4,760,393	5838.76%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-
Total Expenses	499,203	80,158	7,703,607	1,115,200	4,830,743	5926.53%
Other Uses:						
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-
Total Expenses and Other Uses	\$499,203	\$80,158	\$7,703,607	\$1,115,200	\$4,830,743	5926.53%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$615,289	\$-	\$-	\$923,386	(\$3,137,528)	100.00%

**STREET LIGHTING SPECIAL ASSESSMENTS
SPECIAL REVENUE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Special Assessment Tax	\$412,711	\$355,195	\$355,195	\$355,190	\$355,193	0.00%
Total Revenue	412,711	355,195	355,195	355,190	355,193	0.00%
Other Sources						
Interest	7,592	-	-	12,000	-	-
Transfer In From General Fund	106,853	118,395	118,395	118,395	118,398	0.00%
Total Other Sources	114,445	118,395	118,395	130,395	118,398	0.00%
Total Revenue and Other Sources	\$527,156	\$473,590	\$473,590	\$485,585	\$473,591	0.00%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$-	\$-	-
Benefits	-	-	-	-	-	-
Total Personal Services	-	-	-	-	-	-
Operating and Maintenance Supply	-	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	-	-	-	-	-	-
Utilities	207,597	212,046	212,046	212,046	212,046	0.00%
Professional and Other Contractual Services	-	-	-	-	-	-
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	127,674	152,642	152,642	152,642	152,642	0.00%
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-	-
Total Charges/Fees/Services	335,271	364,688	364,688	364,688	364,688	0.00%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-
Total Expenses	335,271	364,688	364,688	364,688	364,688	0.00%
Other Uses:						
Bonding/Debt/Interest Charges	13,920	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Other Uses	13,920	-	-	-	-	-
Total Expenses and Other Uses	\$349,191	\$364,688	\$364,688	\$364,688	\$364,688	0.00%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$177,965	\$108,902	\$108,902	\$120,897	\$108,903	0.00%



Enterprise Funds

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprise where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or where it has been decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All summaries contain comparative information for the past two budget years as well as the Mayor's Recommended budget for Fiscal Year 1992-93. The City budgets for the following funds:

Airport Authority Fund - User fees are charged to airlines, car rental agencies, airport concessionaires, etc.

Recreation Fund - Participants in City sponsored recreation activities such as golf, swimming, tennis, corporate games, running, competitions, leagues, etc. pay fees which underwrite the cost of providing these services. Fiscal Year 1992-93 figures indicate that the golf fund and recreation program are proposed to be combined to form a Recreation Fund.

Refuse Collection Fund - A weekly trash pickup service is provided to the residents of Salt Lake City. Additionally, residents receive an annual curb side pickup designed for large or oversized debris as well as leaf bag removal and street sweeping.

Sewer Utility Fund - Sewer service is provided to the residents of Salt Lake City.

Storm Water Utility Fund - Drainage service is provided to the residents of Salt Lake City.

Water Utility Fund - Water service is provided to the residents of Salt Lake City and some residents of Salt Lake County.

**AIRPORT AUTHORITY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Landing Fees	\$7,098,581	\$7,924,400	\$7,924,400	\$7,489,800	\$8,329,600	5.11%
Terminal Rent	13,049,516	14,461,100	14,461,100	14,277,600	15,431,400	6.71%
Automobile Rent	3,516,345	4,007,600	4,007,600	4,005,700	5,152,800	28.58%
Automobile Parking	3,710,629	4,646,200	4,646,200	4,781,000	5,109,400	9.97%
Aviation Fuel Tax	5,053,894	5,739,500	5,739,500	5,299,500	5,352,500	-6.74%
Terminal Concession Fees	2,983,905	2,885,400	3,161,600	3,053,200	3,223,500	11.72%
Flight Kitchens	2,046,171	2,164,800	2,164,800	2,198,400	2,264,700	4.61%
Other Revenue	7,553,268	5,819,500	6,127,300	8,516,500	8,871,700	52.45%
Total Revenue	45,012,309	47,648,500	48,232,500	49,621,700	53,735,600	12.78%
Other Sources:						
Interest	3,930,480	1,500,000	1,500,000	1,403,900	982,200	-34.52%
AIP/Other Contributions	8,199,261	23,560,800	13,193,500	10,333,500	41,966,500	78.12%
Bond Proceeds	-	-	-	-	27,000,000	100.00%
Total Other Sources	12,129,741	25,060,800	14,693,500	11,737,400	69,948,700	179.12%
Total Revenue and Other Sources	\$57,142,050	\$72,709,300	\$62,926,000	\$61,359,100	\$123,684,300	70.11%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$7,219,758	\$8,209,300	\$8,209,300	\$8,133,600	\$9,437,400	14.96%
Benefits	1,775,393	2,195,400	2,195,400	2,150,500	2,449,800	11.59%
Total Personal Services	8,995,151	10,404,700	10,404,700	10,284,100	11,887,200	14.25%
Operating and Maintenance Supply	1,321,064	1,599,800	1,599,800	1,499,700	1,828,800	14.31%
Charges/Services/Fees:						
Travel/Training	119,242	107,000	107,000	110,200	143,100	33.74%
Utilities	2,007,364	2,870,200	2,870,200	2,474,800	2,671,700	-6.92%
Professional and Other Contractual Services	1,470,771	1,623,200	1,623,200	1,337,500	1,974,900	21.67%
Buildings, Equipment, and Janitorial Maint.	1,389,594	1,700,000	1,700,000	1,773,700	1,957,200	15.13%
Rents/Leases(Shuttle Service)	1,495,275	900,000	900,000	1,258,000	200,000	-77.78%
Airlines Rebates	2,552,738	2,650,700	2,650,700	2,651,000	2,700,000	1.86%
Interfund Charges:						
Data Processing Services	145,325	182,800	182,800	149,500	198,000	8.32%
Risk Management Premiums	307,455	350,000	350,000	324,500	350,000	0.00%
General Fund Administrative Service Fees	603,923	663,900	663,900	610,300	668,600	0.71%
Fire Services	1,274,386	1,385,500	1,385,500	1,385,500	1,455,000	5.02%
Police Services	116,961	113,600	113,600	117,800	122,400	7.75%
Other Charges/Fees/Services	220,592	517,500	517,500	163,300	203,600	-60.66%
Total Charges/Fees/Services	11,703,626	13,064,400	13,064,400	12,356,100	12,644,500	-3.21%
Capital Outlay:						
Fleet Acquisitions	1,583,172	1,099,200	1,099,200	1,230,200	1,809,100	64.58%
Capital Equipment	572,162	300,900	418,500	285,900	501,700	66.73%
Total Capital Outlay	2,155,334	1,400,100	1,517,700	1,516,100	2,310,800	65.05%
Total Expenses	24,175,175	26,469,000	26,586,600	25,656,000	28,671,300	8.32%
Other Uses:						
Capital Improvements	48,747,866	53,834,200	44,103,200	25,167,100	80,046,100	48.69%
Bonding/Debt/Interest Charges	8,614,594	10,685,300	10,685,300	12,423,300	13,919,000	30.26%
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	1,800,000	100.00%
Total Other Uses	57,362,460	64,519,500	54,788,500	37,590,400	95,765,100	48.43%
Total Expenses and Other Uses	\$81,537,635	\$90,988,500	\$81,375,100	\$63,246,400	\$124,436,400	36.76%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	(\$24,395,585)	(\$18,279,200)	(\$18,449,100)	(\$1,887,300)	(\$752,100)	-95.89%

**RECREATION
ENTERPRISE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17		BUDGET 1992-93	CHANGE FROM
			AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92		ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Charges for Services	\$3,755,943	\$5,360,431	\$5,360,431	\$4,574,068	\$6,265,447	16.88%
Transfer in from General Fund	-	-	-	-	140,000	100.00%
Interest	69,386	-	-	42,223	32,200	100.00%
Total Revenue	3,825,329	5,360,431	5,360,431	4,616,291	6,437,647	20.10%
Total Revenue and Other Sources	\$3,825,329	\$5,360,431	\$5,360,431	\$4,616,291	\$6,437,647	20.10%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$1,029,901	\$1,058,358	\$1,058,358	\$1,058,358	\$1,735,973	64.03%
Benefits	202,656	237,978	237,978	237,978	362,844	52.47%
Total Personal Services	1,232,557	1,296,336	1,296,336	1,296,336	2,098,817	61.90%
Operating and Maintenance Supply	599,650	588,960	588,960	556,233	749,170	27.20%
Charges/Services/Fees:						
Travel/Training	4,952	5,202	5,202	5,202	9,842	89.20%
Utilities	430,883	474,500	474,500	340,119	555,794	17.13%
Professional and Other Contractual Services	590,793	699,493	699,493	702,823	797,873	14.06%
Buildings, Equipment, & Janitorial Maint.	22,016	140,000	140,000	79,464	134,328	-4.05%
Rents/Leases(Shuttle Service)	35,002	22,619	22,619	23,383	58,375	158.08%
Insurance Claims and Damages	6,338	5,500	5,500	5,500	7,000	27.27%
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	86,649	102,785	102,785	137,134	142,105	38.25%
Risk Management Premiums	25,047	19,677	19,677	19,677	28,427	44.47%
General Fund Administrative Service Fees	104,502	169,000	169,000	169,000	132,000	-21.89%
Contingency	1,007	128,954	36,805	96,191	117,033	-9.24%
Other Charges/Fees/Services	11,308	20,160	20,160	13,110	80,305	298.34%
Total Charges/Fees/Services	1,318,497	1,787,890	1,695,741	1,591,603	2,063,082	15.39%
Capital Outlay:						
Fleet Acquisitions	279,994	-	-	-	-	-
Capital Equipment	47,427	163,500	163,500	111,000	14,000	-91.44%
Total Capital Outlay	327,421	163,500	163,500	111,000	14,000	-91.44%
Total Expenses	3,478,125	3,836,686	3,744,537	3,555,172	4,925,069	28.37%
Other Uses:						
Bonding/Debt/Interest Charges	1,307,045	1,307,045	341,358	357,359	1,154,378	-11.68%
Other Non-Operating Uses	2,254	13,000	13,000	5,000	13,000	0.00%
Capital Improvements	1,067,791	203,700	295,849	285,736	345,200	69.46%
Total Other Uses	2,377,090	1,523,745	650,207	648,095	1,512,578	-0.73%
Total Expenses and Other Uses	\$5,855,215	\$5,360,431	\$4,394,744	\$4,203,267	\$6,437,647	20.10%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	<u>(\$2,029,886)</u>	<u>\$-</u>	<u>\$965,687</u>	<u>\$413,024</u>	<u>\$-</u>	<u>-</u>

**REFUSE COLLECTION
ENTERPRISE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Charges for Services	\$3,631,892	\$3,807,540	\$3,807,540	\$3,554,768	\$4,417,834	16.03%
Other	-	385,991	385,991	386,920	402,075	4.17%
Total Revenue	<u>3,631,892</u>	<u>4,193,531</u>	<u>4,193,531</u>	<u>3,941,688</u>	<u>4,819,909</u>	<u>14.94%</u>
Total Revenue and Other Sources	<u>\$3,631,892</u>	<u>\$4,193,531</u>	<u>\$4,193,531</u>	<u>\$3,941,688</u>	<u>\$4,819,909</u>	<u>14.94%</u>
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$761,566	\$1,099,360	\$1,099,360	\$1,099,360	\$1,102,230	0.26%
Benefits	170,926	289,476	289,476	289,476	290,956	0.51%
Total Personal Services	<u>932,492</u>	<u>1,388,836</u>	<u>1,388,836</u>	<u>1,388,836</u>	<u>1,393,186</u>	<u>0.31%</u>
Operating and Maintenance Supply	5,641	59,698	58,198	58,198	58,198	-2.51%
Charges/Services/Fees:						
Travel/Training	3,129	2,958	2,958	2,958	2,958	0.00%
Utilities	291	300	300	300	300	0.00%
Professional and Other Contractual Services	189	29,375	30,875	30,875	500	-98.30%
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	1,440	2,011	2,011	2,011	2,060	2.44%
Insurance Claims and Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	169,986	170,846	170,846	170,846	196,661	15.11%
Fleet Maintenance Services	746,899	944,199	944,199	944,199	931,942	-1.30%
Risk Management Premiums	30,991	37,403	37,403	37,403	82,174	119.70%
General Fund Administrative Service Fees	159,351	131,255	131,255	131,255	162,255	23.62%
Other Interfund Charges	200,000	150,000	150,000	150,000	150,000	0.00%
Contingency	968	17,742	17,742	17,742	17,742	0.00%
Other Charges/Fees/Services	487,919	534,715	534,715	576,946	984,997	84.21%
Total Charges/Fees/Services	<u>1,801,163</u>	<u>2,020,804</u>	<u>2,022,304</u>	<u>2,064,535</u>	<u>2,531,589</u>	<u>25.28%</u>
Capital Outlay:						
Fleet Acquisitions	-	677,700	1,028,916	761,416	717,373	5.85%
Capital Equipment	67,534	27,500	27,500	27,500	41,250	50.00%
Total Capital Outlay	<u>67,534</u>	<u>705,200</u>	<u>1,056,416</u>	<u>788,916</u>	<u>758,623</u>	<u>7.58%</u>
Total Expenses	<u>2,806,830</u>	<u>4,174,538</u>	<u>4,525,754</u>	<u>4,300,485</u>	<u>4,741,596</u>	<u>13.58%</u>
Other Uses:						
Bonding/Debt/Interest Charges	1,645	5,000	5,000	5,000	5,000	0.00%
Capital Improvements	-	-	-	-	-	-
Total Other Uses	<u>1,645</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>0.00%</u>
Total Expenses and Other Uses	<u>\$2,808,475</u>	<u>\$4,179,538</u>	<u>\$4,530,754</u>	<u>\$4,305,485</u>	<u>\$4,746,596</u>	<u>13.57%</u>
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	<u>\$823,417</u>	<u>\$13,993</u>	<u>(\$337,223)</u>	<u>(\$363,797)</u>	<u>\$73,313</u>	<u>423.93%</u>

**SEWER UTILITY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17		BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
			AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92		
Revenue and Other Sources						
Revenue:						
Sales and Charges for Services:						
Old Rate	\$4,735,244	\$4,760,000	\$4,760,000	\$4,600,000	\$4,600,000	-3.36%
1981 Rate Increase	894,715	880,000	880,000	900,000	900,000	2.27%
201 Rate Increase	3,585,564	3,600,000	3,600,000	3,500,000	3,500,000	-2.78%
Interest	1,017,371	500,000	500,000	650,000	650,000	30.00%
Storm Drain Fee	-	4,168,800	-	-	-	-100.00%
Total Revenue	10,232,894	13,908,800	9,740,000	9,650,000	9,650,000	-30.62%
Other Sources						
Other Revenue	832,299	710,100	710,100	891,300	772,500	8.79%
Aid To Construction--Private	756,558	-	-	-	-	-
Loan Repayment--Water	-	565,000	565,000	-	225,000	-60.18%
County Flood Reimbursement	-	900,000	-	-	-	-100.00%
Storm Drain Loan Repayment	-	172,000	172,000	172,000	172,000	0.00%
Total Other Sources	1,588,857	2,347,100	1,447,100	1,063,300	1,169,500	-50.17%
Total Revenue and Other Sources	\$11,821,751	\$16,255,900	\$11,187,100	\$10,713,300	\$10,819,500	-33.44%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$3,274,135	\$3,373,787	\$2,997,958	\$2,988,041	\$3,083,968	-8.59%
Benefits	833,875	975,836	864,005	831,505	842,691	-13.64%
Total Personal Services	4,108,010	4,349,623	3,861,963	3,819,546	3,926,659	-9.72%
Operating and Maintenance Supply	762,960	973,340	915,090	725,777	1,031,120	5.94%
Charges/Services/Fees:						
Travel/Training	19,337	35,600	32,600	32,100	32,600	-8.43%
Utilities	535,227	541,537	513,337	564,069	487,599	-9.96%
Professional and Other Contractual Services	887,561	641,258	271,258	271,250	277,450	-56.73%
Buildings, Equipment, & Janitorial Maint.	12,506	28,520	28,520	31,020	29,250	2.56%
Rents/Leases(Shuttle Service)	121,721	77,763	77,763	64,865	65,765	-15.43%
Insurance Claims and Damages	17,909	39,063	39,063	34,063	57,310	46.71%
Interfund Charges:						
Data Processing Services	208,639	388,042	198,042	239,678	238,178	-38.62%
Fleet Maintenance Services	284,846	313,166	225,166	207,153	207,508	-33.74%
Risk Management Premiums	70,000	40,318	40,318	40,318	52,654	30.60%
General Fund Administrative Service Fees	228,191	232,000	232,000	232,000	245,000	5.60%
Payment in Lieu of Taxes	271,000	201,000	201,000	201,000	121,826	-39.39%
Sewer Billing Costs	-	338,000	338,000	288,900	282,916	-16.30%
Storm Drainage Billing Costs	-	110,000	-	-	-	-100.00%
Other Charges/Fees/Services	-16,898	21,942	12,042	39,450	40,800	85.94%
Total Charges/Fees/Services	2,640,039	3,008,209	2,209,109	2,245,866	2,138,856	-28.90%
Capital Outlay:						
Fleet Acquisitions	857,428	355,500	355,500	355,500	96,000	-73.00%
Capital Equipment	357,947	1,077,900	999,900	1,507,050	777,000	-27.92%
Total Capital Outlay	1,215,375	1,433,400	1,355,400	1,862,550	873,000	-39.10%
Total Expenses	8,726,384	9,764,572	8,341,562	8,653,739	7,969,635	-18.38%
Other Uses:						
Bonding/Debt/Interest Charges	741,599	702,100	702,100	724,100	704,410	0.33%
Storm Drainage--Repayment Sewer	-	172,000	-	-	-	-
Capital Improvements	5,369,347	8,752,105	6,656,465	6,149,315	5,046,500	-42.34%
Total Other Uses	6,110,946	9,626,205	7,358,565	6,873,415	5,750,910	-40.26%
Total Expenses and Other Uses	\$14,837,330	\$19,390,777	\$15,700,127	\$15,527,154	\$13,720,545	-29.24%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	(\$3,015,579)	(\$3,134,877)	(\$4,513,027)	(\$4,813,854)	(\$2,901,045)	-7.46%

**STORM WATER UTILITY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Sales and Charges for Services:						
Storm Drain Fee	\$-	\$-	\$4,168,800	\$4,168,800	\$4,168,800	100.00%
Interest	-	-	-	60,000	120,000	100.00%
Total Revenue	-	-	4,168,800	4,228,800	4,288,800	100.00%
Other Sources						
Other	-	-	-	300	300	100.00%
County Flood Reimbursement	-	-	900,000	-	900,000	100.00%
Total Other Sources	-	-	900,000	300	900,300	100.00%
Total Revenue and Other Sources	-	-	\$5,068,800	\$4,229,100	\$5,189,100	100.00%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$375,829	\$367,824	\$482,079	100.00%
Benefits	-	-	111,831	91,000	130,253	100.00%
Total Personal Services	-	-	487,660	458,824	612,332	100.00%
Operating and Maintenance Supply	-	-	74,250	64,500	93,150	100.00%
Charges/Services/Fees:						
Travel/Training	-	-	3,000	3,000	3,000	100.00%
Utilities	-	-	28,200	33,320	35,675	100.00%
Professional and Other Contractual Services	-	-	370,000	370,000	343,000	100.00%
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	-	-	-	3,490	4,600	100.00%
Insurance Claims and Damages	-	-	-	5,000	5,000	100.00%
Interfund Charges:						
Data Processing Services	-	-	190,000	238,225	238,225	100.00%
Fleet Maintenance Services	-	-	88,000	79,500	96,000	100.00%
Risk Management Premiums	-	-	-	-	-	-
General Fund Administrative Service Fees	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-
Sewer Billing Costs	-	-	-	-	-	-
Storm Drainage Billing Costs	-	-	110,000	110,000	110,000	100.00%
Other Charges/Fees/Services	-	-	-6,100	30,258	1,400	100.00%
Total Charges/Fees/Services	-	-	783,100	872,793	836,900	100.00%
Capital Outlay:						
Fleet Acquisitions	-	-	-	200,000	197,500	100.00%
Capital Equipment	-	-	108,000	128,000	181,500	100.00%
Total Capital Outlay	-	-	108,000	328,000	379,000	100.00%
Total Expenses	-	-	1,453,010	1,724,117	1,921,382	100.00%
Other Uses:						
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Storm Drainage--Repayment Sewer	-	-	172,000	172,000	172,000	100.00%
Capital Improvements	-	-	3,443,790	500,000	4,262,914	100.00%
Total Other Uses	-	-	3,615,790	672,000	4,434,914	100.00%
Total Expenses and Other Uses	\$-	\$-	\$5,068,800	\$2,396,117	\$6,356,296	100.00%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$-	\$-	\$-	\$1,832,983	(\$1,167,196)	100.00%

**WATER UTILITY
ENTERPRISE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Sales and Charges for Services	\$21,324,561	\$21,363,000	\$21,363,000	\$20,630,701	\$21,280,000	-0.39%
Interest	1,194,633	500,000	1,000,000	1,000,000	800,000	60.00%
Other Revenue	844,916	931,100	931,100	1,060,100	926,000	-0.55%
Total Revenue	23,364,110	22,794,100	23,294,100	22,690,801	23,006,000	0.93%
Other Sources						
Grants and Other Related Income	1,220,294	3,280,000	3,280,000	4,600,000	210,000	-93.60%
Bond Proceeds	-	-	4,842,985	4,842,985	-	-
Other Sources	32,808	-	-	-	1,500,000	100.00%
Total Other Sources	1,253,102	3,280,000	8,122,985	9,442,985	1,710,000	-47.87%
Total Revenue and Other Sources	\$24,617,212	\$26,074,100	\$31,417,085	\$32,133,786	\$24,716,000	-5.21%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$6,387,497	\$6,465,210	\$6,465,210	\$6,618,297	\$6,793,537	5.08%
Benefits	1,731,636	1,949,129	1,949,129	1,896,787	1,994,384	2.32%
Total Personal Services	8,119,133	8,414,339	8,414,339	8,515,084	8,787,921	4.44%
Operating and Maintenance Supply	1,083,805	1,166,660	1,341,660	1,333,785	1,618,210	38.70%
Charges/Services/Fees:						
Travel/Training	26,391	29,000	29,000	29,000	29,000	0.00%
Utilities	1,528,062	1,873,050	1,873,050	1,776,000	1,810,375	-3.35%
Professional and Other Contractual Services	557,114	538,150	538,150	527,150	526,650	-2.14%
Buildings, Equipment, & Janitorial Maint.	18,471	22,100	22,300	20,600	20,600	-6.79%
Rents/Leases(Shuttle Service)	31,734	28,900	39,500	39,500	48,000	66.09%
Insurance Claims and Damages	80,043	100,546	350,546	350,546	140,000	39.24%
Interfund Charges:						
Data Processing Services	513,237	293,391	277,871	307,271	332,271	13.25%
Fleet Maintenance Services	435,898	448,880	448,880	448,880	462,914	3.13%
Risk Management Premiums	74,000	77,118	77,118	80,000	70,000	-9.23%
General Fund Administrative Service Fees	443,244	507,000	507,000	500,000	500,000	-1.38%
Payment in Lieu of Taxes	116,000	203,000	203,000	203,000	135,200	-33.40%
Other Interfund Charges	1,168	2,000	2,000	2,000	12,500	525.00%
Metropolitan Water Purchases	3,055,740	3,160,000	3,160,000	3,160,000	2,600,000	-17.72%
Other Charges/Fees/Services	193,003	133,065	137,785	53,290	72,350	-45.63%
Total Charges/Fees/Services	7,074,105	7,416,200	7,666,200	7,497,237	6,759,860	-8.85%
Capital Outlay:						
Fleet Acquisitions	308,324	170,313	170,313	170,313	350,000	105.50%
Capital Equipment	711,507	458,650	408,650	763,650	314,054	-31.53%
Total Capital Outlay	1,019,831	628,963	578,963	933,963	664,054	5.58%
Total Expenses	17,296,874	17,626,162	18,001,162	18,280,069	17,830,045	1.16%
Other Uses:						
Bonding/Debt/Interest Charges	2,700,497	3,207,312	3,604,401	3,399,401	3,454,355	7.70%
Capital Improvements	6,512,642	12,251,900	15,531,400	12,852,214	7,325,700	-40.21%
Total Other Uses	9,213,139	15,459,212	19,135,801	16,251,615	10,780,055	-30.27%
Total Expenses and Other Uses	\$26,510,013	\$33,085,374	\$37,136,963	\$34,531,684	\$28,610,100	-13.53%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	(\$1,892,801)	(\$7,011,274)	(\$5,719,878)	(\$2,397,898)	(\$3,894,100)	-44.46%



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. All summaries contain comparative information for the past two budget years as well as the Mayor's Recommended budget for Fiscal Year 1992-93. The City budgets for the following internal service funds:

Fleet Management Fund - This fund accounts for the financing of vehicle management services. The Fleet Management program provides vehicles and vehicle maintenance for the City on a cost-reimbursement basis.

Governmental Immunity Fund - This fund accounts for the financing of general liability coverage for the City against legal claims.

Information Management Services Fund - This fund accounts for the financing of data processing and telephone administration services. All costs for this program have been moved to the Non Departmental Budget.

Municipal Building Authority Fund - This fund accounts for the financing of lease revenue bond purchases of City owned facilities and major assets.

Risk Management Fund - This fund accounts for financing of services related to employee health, accident, and long-term disability insurance and worker's compensation and unemployment benefits.

**FLEET MANAGEMENT
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Charges for Services	\$5,113,730	\$5,065,355	\$5,073,655	\$5,065,355	\$4,840,059	-4.45%
Other Revenue	-	-	-	-	-	-
Total Revenue	5,113,730	5,065,355	5,073,655	5,065,355	4,840,059	-4.45%
Other Sources						
Interest	26,530	25,000	25,000	25,000	25,000	0.00%
Sale of Vehicles	421,728	75,018	75,018	75,018	97,182	29.54%
Transfer In From General Fund	3,419,250	1,756,000	1,756,000	1,756,000	2,470,000	47.62%
Total Other Sources	3,867,508	1,856,018	1,856,018	1,856,018	2,592,182	39.66%
Total Revenue and Other Sources	\$8,981,238	\$6,921,373	\$6,929,673	\$6,921,373	\$7,432,241	7.38%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$1,577,548	\$1,659,369	\$1,659,369	\$1,659,369	\$1,620,323	-2.35%
Benefits	434,292	496,751	496,751	496,751	467,491	-5.89%
Total Personal Services	2,011,840	2,156,120	2,156,120	2,156,120	2,087,814	-3.17%
Operating and Maintenance Supply	2,531,242	2,331,750	2,331,750	2,331,750	2,183,875	-6.34%
Charges/Services/Fees:						
Travel/Training	8,425	10,000	10,000	10,000	10,000	0.00%
Utilities	119,689	113,343	113,343	113,343	120,668	6.46%
Professional and Other Contractual Services	96,779	91,000	91,000	91,000	107,500	18.13%
Buildings, Equipment, & Janitorial Maint.	10,932	9,250	9,250	9,250	9,000	-2.70%
Rents/Leases(Shuttle Service)	17,749	18,617	18,617	18,617	19,070	2.43%
Insurance Claims and Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	55,770	55,301	55,301	55,301	58,501	5.79%
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	151,362	71,275	71,275	71,275	84,621	18.72%
General Fund Administrative Service Fees	246,515	270,000	270,000	270,000	254,000	-5.93%
Other Interfund Charges	42	250	250	250	125	-50.00%
Contingency	14,296	32,767	32,767	32,767	8,817	-73.09%
Other Charges/Fees/Services	538	700	700	700	750	7.14%
Total Charges/Fees/Services	722,097	672,503	672,503	672,503	673,052	0.08%
Capital Outlay:						
Fleet Acquisitions	3,370,639	2,470,000	3,438,482	3,411,182	2,470,000	0.00%
Capital Equipment	-	5,000	5,000	5,000	17,500	250.00%
Total Capital Outlay	3,370,639	2,475,000	3,443,482	3,416,182	2,487,500	0.51%
Total Expenses	8,635,818	7,635,373	8,603,855	8,576,555	7,432,241	-2.66%
Other Uses:						
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Transfers Out	-	-	-	-	472,500	100.00%
Capital Improvements	-	-	-	-	-	-
Total Other Uses	-	-	-	-	472,500	100.00%
Total Expenses and Other Uses	\$8,635,818	\$7,635,373	\$8,603,855	\$8,576,555	\$7,904,741	3.53%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$345,420	(\$714,000)	(\$1,674,182)	(\$1,655,182)	(\$472,500)	-33.82%

**GOVERNMENTAL IMMUNITY FUND
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Property Taxes	\$300,000	\$-	\$-	\$-	\$-	-
Total Revenue	300,000	-	-	-	-	-
Other Sources						
Interest	40,800	75,000	75,000	75,000	15,000	-80.00%
Transfer from General Fund	1,063,532	-	-	-	400,000	-
Total Other Current Revenue	1,104,332	75,000	75,000	75,000	415,000	453.33%
Total Revenue and Other Sources	\$1,404,332	\$75,000	\$75,000	\$75,000	\$415,000	453.33%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$110,383	\$107,633	\$107,633	\$107,633	\$125,194	16.32%
Benefits	23,340	22,645	22,645	22,645	28,028	23.77%
Total Personal Services	133,723	130,278	130,278	130,278	153,222	17.61%
Operating and Maintenance Supply	-	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	19,493	20,000	20,000	20,000	20,000	0.00%
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases	-	-	-	-	-	-
Insurance Claims/Damages	262,285	250,000	250,000	250,000	250,000	0.00%
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Employee Insurance Payments	-	-	-	-	-	-
General Fund Admin. Service Fee	6,538	12,188	12,188	12,188	12,188	0.00%
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	1,083	2,500	2,500	2,500	2,500	0.00%
Total Charges/Fees/Services	289,399	284,688	284,688	284,688	284,688	0.00%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-	-
Total Expenses	423,122	414,966	414,966	414,966	437,910	5.53%
Other Uses:						
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Other Uses	423,122	414,966	414,966	414,966	437,910	5.53%
Total Expenses and Other Uses	\$423,122	\$414,966	\$414,966	\$414,966	\$437,910	5.53%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$981,210	(\$339,966)	(\$339,966)	(\$339,966)	(\$22,910)	-93.26%

**INFORMATION MANAGEMENT SERVICES
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Computer Charges	\$4,082,469	\$4,262,996	\$4,482,996	\$4,428,681	\$1,569,646	-63.18%
Telephone Lease Revenue	900,572	864,852	864,852	905,812	599,726	-30.66%
Other Revenue	-	-	-	5,000	-	-
Total Revenue	4,983,041	5,127,848	5,347,848	5,339,493	2,169,372	-57.69%
Other Sources						
Interest	10,612	-	-	7,000	-	-
Transfer In From General Fund	-	-	-	-	3,284,189	100.00%
Total Other Sources	10,612	-	-	7,000	3,284,189	100.00%
Total Revenue and Other Sources	\$4,993,653	\$5,127,848	\$5,347,848	\$5,346,493	\$5,453,561	6.35%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$1,689,902	\$1,683,455	\$1,683,455	\$1,622,005	\$1,811,432	7.60%
Benefits	376,962	421,355	421,355	397,419	447,470	6.20%
Total Personal Services	2,066,864	2,104,810	2,104,810	2,019,424	2,258,902	7.32%
Operating and Maintenance Supply	63,067	78,006	301,706	197,324	191,705	145.76%
Charges/Services/Fees:						
Travel/Training	26,485	23,695	25,107	26,746	25,107	5.96%
Utilities	376,440	419,134	415,434	444,350	410,665	-2.02%
Professional and Other Contractual Services	5,554	4,300	4,300	5,989	4,300	0.00%
Buildings, Equipment, & Janitorial Maint.	435,774	501,877	501,877	502,620	488,740	-2.62%
Rents/Leases(Shuttle Service)	1,764,574	1,772,194	1,772,194	1,816,537	1,848,207	4.29%
Insurance Claims and Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	2,986	3,402	3,402	4,160	4,327	27.19%
Risk Management Premiums	17,490	20,342	20,342	20,342	22,264	9.45%
General Fund Administrative Service Fees	110,000	143,000	143,000	143,000	155,000	8.39%
Other Interfund Charges	-47,526	-47,107	-47,107	-47,107	-41,071	-12.81%
Contingency	16,349	4,808	3,396	3,500	-	-100.00%
Other Charges/Fees/Services	5,285	4,810	4,810	5,145	4,685	-2.60%
Total Charges/Fees/Services	2,713,411	2,850,455	2,846,755	2,925,282	2,922,224	2.52%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	45,971	28,521	28,521	28,521	14,260	-50.00%
Total Capital Outlay	45,971	28,521	28,521	28,521	14,260	-50.00%
Total Expenses	4,889,313	5,061,792	5,281,792	5,170,551	5,387,091	6.43%
Other Uses:						
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non Operating Uses	42,895	66,056	66,056	66,470	66,470	0.63%
Capital Improvements	-	-	-	-	-	-
Total Other Uses	-	66,056	66,056	66,470	66,470	0.63%
Total Expenses and Other Uses	\$4,889,313	\$5,127,848	\$5,347,848	\$5,237,021	\$5,453,561	6.35%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	\$104,340	\$-	\$-	\$109,472	\$-	100.00%

**MUNICIPAL BUILDING AUTHORITY
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17		BUDGET 1992-93	CHANGE FROM
			AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92		ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Lease Proceeds	\$3,224,671	\$3,566,625	\$2,600,938	\$2,600,938	\$3,237,959	-9.22%
Total Revenue	<u>3,224,671</u>	<u>3,566,625</u>	<u>2,600,938</u>	<u>2,600,938</u>	<u>3,237,959</u>	<u>-9.22%</u>
Other Sources						
Interest	307,870	318,500	318,500	318,500	158,427	100.00%
Other Contributions and Grants	1,031,910	-	-	-	-	-
Transfer From SID Guarantee Fund	161,300	-	-	-	-	-
Transfer From Debt Service Fund	623,700	575,000	575,000	575,000	-	-100.00%
Total Other Sources	<u>2,124,780</u>	<u>893,500</u>	<u>893,500</u>	<u>893,500</u>	<u>158,427</u>	<u>-82.27%</u>
Total Revenue and Other Sources	<u>\$5,349,451</u>	<u>\$4,460,125</u>	<u>\$3,494,438</u>	<u>\$3,494,438</u>	<u>\$3,396,386</u>	<u>-23.85%</u>
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$-	\$-	-
Benefits	-	-	-	-	-	-
Total Personal Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating and Maintenance Supply	-	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-	-
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	56,357	-	-	-	-	-
Insurance Claims and Damages	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
General Fund Administrative Service Fees	-	-	-	-	-	-
Payment in Lieu of Taxes	-	-	-	-	-	-
Sewer Billing Costs	-	-	-	-	-	-
Storm Drainage Billing Costs	-	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	7,500	100.00%
Total Charges/Fees/Services	<u>56,357</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,500</u>	<u>100.00%</u>
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Uses:						
Bonding/Debt/Interest Charges	4,704,640	4,141,625	3,175,938	3,175,938	4,074,133	-1.63%
Storm Drainage--Repayment Sewer	-	-	-	-	-	-
Capital Improvements	1,130,910	-	58,661	58,661	-	-
Total Other Uses	<u>5,835,550</u>	<u>4,141,625</u>	<u>3,234,599</u>	<u>3,234,599</u>	<u>4,074,133</u>	<u>-1.63%</u>
Total Expenses and Other Uses	<u>\$5,891,907</u>	<u>\$4,141,625</u>	<u>\$3,234,599</u>	<u>\$3,234,599</u>	<u>\$4,081,633</u>	<u>-1.45%</u>
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	<u>(\$542,456)</u>	<u>\$318,500</u>	<u>\$259,839</u>	<u>\$259,839</u>	<u>(\$685,247)</u>	<u>-315.15%</u>

**RISK MANAGEMENT
INTERNAL SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Insurance Premiums	\$12,565,193	\$13,099,477	\$13,099,477	\$13,099,477	\$14,779,299	12.82%
Other Revenue	-	-	-	-	-	-
Total Revenue	12,565,193	13,099,477	13,099,477	13,099,477	14,779,299	12.82%
Other Sources						
Interest	104,704	-	-	-	-	-
Transfer from General Fund	143,567	-	-	-	-	-
Total Other Current Revenue	248,271	-	-	-	-	-
Total Revenue and Other Sources	\$12,813,464	\$13,099,477	\$13,099,477	\$13,099,477	\$14,779,299	12.82%
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$264,309	\$215,868	\$215,868	\$215,868	\$253,840	17.59%
Benefits	58,235	60,913	60,913	60,913	72,892	19.67%
Early Retirement Payouts	-	575,000	575,000	575,000	-	-
Total Personal Services	322,544	851,781	851,781	851,781	326,732	-61.64%
Operating and Maintenance Supply	1,900	8,508	8,508	8,508	8,508	0.00%
Charges/Services/Fees:						
Travel/Training	4,722	\$8,800	\$8,800	\$8,800	\$8,800	0.00%
Utilities	557	443	443	443	443	0.00%
Professional and Other Contractual Services	53,996	122,149	122,149	122,149	122,149	0.00%
Buildings, Equipment, & Janitorial Maint.	454	1,000	1,000	1,000	1,000	0.00%
Rents/Leases	2,926	5,822	5,822	5,822	5,822	0.00%
Insurance Claims/Damages	2,626,531	1,350,213	1,350,213	1,350,213	1,279,412	-5.24%
Interfund Charges:						
Data Processing Services	18,821	20,265	20,265	20,265	20,265	0.00%
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	820,023	651,306	651,306	651,306	727,985	11.77%
Employee Insurance Payments	8,804,577	10,462,887	10,462,887	10,462,887	11,977,667	14.48%
General Fund Admin. Service Fee	166,700	189,000	189,000	189,000	172,000	-8.99%
Contingency	406	1,303	1,053	1,303	127,266	9667.15%
Other Charges/Fees/Services	9,463	1,000	1,000	1,000	1,000	0.00%
Total Charges/Fees/Services	12,509,176	12,814,188	12,813,938	12,814,188	14,443,809	12.72%
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	14,098	-	250	-	250	-
Total Capital Outlay	14,098	-	250	-	250	-
Total Expenses	12,847,718	13,674,477	13,674,477	13,674,477	14,779,299	8.08%
Other Uses:						
Capital Improvements	-	-	-	-	-	-
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	-	194,000	194,000	194,000	-	-
Total Other Uses	-	194,000	194,000	194,000	-	-
Total Expenses and Other Uses	\$12,847,718	\$13,868,477	\$13,868,477	\$13,868,477	\$14,779,299	6.57%
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	(\$34,254)	(\$769,000)	(\$769,000)	(\$769,000)	\$-	-



Debt Service Fund

The debt service fund is used to account for bond proceeds and expenses associated with servicing debt. All summaries contain comparative information for the past two budget years as well as the Mayor's Recommended budget for Fiscal Year 1992-93.

Building Restoration Fund - This fund accounts for debts associated with the City & County Building Restoration and the Canterbury Apartments.

Special Improvement District Fund - This fund accounts for debts associated with special service districts, including curb and gutter repair, and water main and sewer extensions.

**BUILDING RESTORATION
DEBT SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Other Sources						
Interest	\$89,842	\$-	\$-	\$35,000	\$25,000	100.00%
Transfer from CIP Fund	3,350,688	3,355,000	3,355,000	3,323,000	3,323,393	-0.94%
Transfer from CDBG Fund	384,254	382,763	382,763	382,763	382,763	0.00%
Total Other Current Revenue	<u>3,824,784</u>	<u>3,737,763</u>	<u>3,737,763</u>	<u>3,740,763</u>	<u>3,731,156</u>	<u>-0.18%</u>
Total Revenue and Other Sources	<u>\$3,824,784</u>	<u>\$3,737,763</u>	<u>\$3,737,763</u>	<u>\$3,740,763</u>	<u>\$3,731,156</u>	<u>-0.18%</u>
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$-	\$-	-
Benefits	-	-	-	-	-	-
Total Personal Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating and Maintenance Supply	-	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-	-
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-	-
Total Charges/Fees/Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Uses:						
Transfers Out	3,734,941	3,737,763	3,737,763	2,848,433	3,706,156	-0.85%
Bonding/Debt/Interest Charges	-	-	-	-	-	-
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	623,700	575,000	575,000	587,170	-	-100.00%
Total Other Uses	<u>4,358,641</u>	<u>4,312,763</u>	<u>4,312,763</u>	<u>3,435,603</u>	<u>3,706,156</u>	<u>-14.07%</u>
Total Expenses and Other Uses	<u>\$4,358,641</u>	<u>\$4,312,763</u>	<u>\$4,312,763</u>	<u>\$3,435,603</u>	<u>\$3,706,156</u>	<u>-14.07%</u>
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	<u>(\$533,857)</u>	<u>(\$575,000)</u>	<u>(\$575,000)</u>	<u>\$305,160</u>	<u>\$25,000</u>	<u>-100.00%</u>

**SPECIAL IMPROVEMENT DISTRICTS
DEBT SERVICE FUND
BUDGET SUMMARY
FY 1992-93**

	ACTUAL 1990-91	ADOPTED BUDGET 1991-92	MARCH 17 AMENDED BUDGET 1991-92	PROJECTED ACTUAL 1991-92	BUDGET 1992-93	CHANGE FROM ADOPTED 1991-92 to 1992-93
Revenue and Other Sources						
Revenue:						
Special Assessment Tax	\$969,135	\$1,096,771	\$1,096,771	\$1,096,771	\$909,749	-17.05%
Other Revenue	10,313	-	-	-	-	-
Total Revenue	<u>979,448</u>	<u>1,096,771</u>	<u>1,096,771</u>	<u>1,096,771</u>	<u>909,749</u>	<u>-17.05%</u>
Other Sources						
Interest	336,520	416,886	416,886	416,886	322,326	-22.68%
Total Other Current Revenue	<u>336,520</u>	<u>416,886</u>	<u>416,886</u>	<u>416,886</u>	<u>322,326</u>	<u>-22.68%</u>
Total Revenue and Other Sources	<u><u>\$1,315,968</u></u>	<u><u>\$1,513,657</u></u>	<u><u>\$1,513,657</u></u>	<u><u>\$1,513,657</u></u>	<u><u>\$1,232,075</u></u>	<u><u>-18.60%</u></u>
Expenses and Other Uses:						
Expenses:						
Salaries and Wages	\$-	\$-	\$-	\$-	\$-	-
Benefits	-	-	-	-	-	-
Total Personal Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Operating and Maintenance Supply	-	-	-	-	-	-
Charges/Services/Fees:						
Travel/Training	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
Professional and Other Contractual Services	-	-	-	-	-	-
Buildings, Equipment, & Janitorial Maint.	-	-	-	-	-	-
Rents/Leases(Shuttle Service)	-	-	-	-	-	-
Interfund Charges:						
Data Processing Services	-	-	-	-	-	-
Fleet Maintenance Services	-	-	-	-	-	-
Risk Management Premiums	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
Other Charges/Fees/Services	-	-	-	-	-	-
Total Charges/Fees/Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay:						
Fleet Acquisitions	-	-	-	-	-	-
Capital Equipment	-	-	-	-	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenses	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Other Uses:						
Bonding/Debt/Interest Charges	1,625,987	1,565,556	1,573,556	1,573,556	1,232,075	-21.30%
Other Non-Operating Uses	-	-	-	-	-	-
Transfers Out	400,000	100,000	100,000	100,000	-	-100.00%
Total Other Uses	<u>2,025,987</u>	<u>1,665,556</u>	<u>1,673,556</u>	<u>1,673,556</u>	<u>1,232,075</u>	<u>-26.03%</u>
Total Expenses and Other Uses	<u><u>\$2,025,987</u></u>	<u><u>\$1,665,556</u></u>	<u><u>\$1,673,556</u></u>	<u><u>\$1,673,556</u></u>	<u><u>\$1,232,075</u></u>	<u><u>-26.03%</u></u>
Excess Revenue and Other Sources Over (Under)Expenses and Other Uses	<u><u>(\$710,019)</u></u>	<u><u>(\$151,899)</u></u>	<u><u>(\$159,899)</u></u>	<u><u>(\$159,899)</u></u>	<u><u>\$-</u></u>	<u><u>-100.00%</u></u>



Staffing Summary

The Staffing Document summary shows a three year comparison of City staffing levels by department and fund. The summary includes full-time positions and full-time equivalent (FTE) positions. Full-time equivalent comparisons include part-time and hourly positions giving a better indication of the personnel hours used in the City. One full-time equivalent is equal to either a full-time position or 2,080 hours of hourly or part-time work. Detailed staffing information can be found in the Staffing Document section of this book, beginning on page 163, or in the departmental sections.

**STAFFING DOCUMENT
SUMMARY
COMPARISON OF YEARS 1990-91 THROUGH 1992-93**

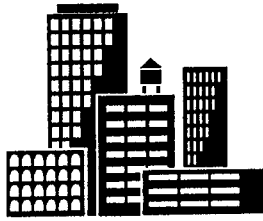
DEPARTMENT	FULL TIME POSITIONS				FULL TIME EQUIVALENT POSITIONS			
	Adopted	Adopted	Adopted	FY -92/93	Adopted	Adopted	Adopted	FY -92/93
	1990-91	1991-92	1992-93	Variance	1990-91	1991-92	1992-93	Variance
ATTORNEY	16.80	17.95	17.80	-0.15	18.80	19.95	20.80	0.85
COUNCIL	13.00	14.00	14.00	0.00	13.13	14.00	14.00	0.00
COMMUNITY & ECONOMIC DEV.	79.00	80.00	87.00	7.00	83.58	81.97	87.29	5.32
FIRE	389.00	388.00	375.00	-13.00	390.50	388.00	375.00	-13.00
MANAGEMENT SERVICES	115.50	115.74	95.74	-20.00	123.77	124.30	102.07	-22.23
MAYOR	17.00	17.00	17.00	0.00	18.28	18.28	18.10	-0.18
OFFICE OF INTERNAL AUDIT	3.00	3.00	3.00	0.00	3.00	3.00	3.00	0.00
PARKS	87.13	91.13	78.13	-13.00	168.22	171.35	130.56	-40.79
POLICE	439.00	435.00	412.00	-23.00	487.48	459.87	412.37	-47.50
PUBLIC WORKS	217.90	208.15	201.10	-7.05	235.91	229.53	241.32	11.79
GENERAL FUND TOTAL	1377.33	1369.97	1300.77	-69.20	1542.67	1510.25	1404.51	-105.74
AIRPORT	256.00	268.00	316.00	48.00	265.17	279.22	325.90	46.68
RECREATION	29.87	29.87	40.87	11.00	56.49	55.94	93.24	37.30
PUBLIC UTILITIES	368.00	368.00	369.00	1.00	395.40	394.40	393.40	-1.00
REFUSE	23.10	35.85	35.90	0.05	31.49	44.39	44.29	-0.10
ENTERPRISE FUND TOTAL	676.97	701.72	761.77	60.05	748.55	773.95	856.83	82.88
INFORMATION MANAGEMENT SVCS	46.00	49.00	50.00	1.00	47.96	49.00	50.00	1.00
FLEET MANAGEMENT	61.00	60.00	55.00	-5.00	61.00	60.00	55.50	-4.50
RISK MANAGEMENT	8.50	8.26	9.26	1.00	8.50	8.26	9.26	1.00
GOVERNMENTAL IMMUNITY	2.20	2.05	2.20	0.15	2.20	2.05	2.20	0.15
INTERNAL SERVICE FUND TOTAL	117.70	119.31	116.46	-2.85	119.66	119.31	116.96	-2.35
TOTAL POSITIONS	2172.00	2191.00	2179.00	-12.00	2410.88	2403.51	2378.30	-25.21

Capital

Improvements

Capital Improvement Program

Budget and Policies



The Capital Improvement Program seeks to address the growing need for streets, sidewalks, bridges, parks, public buildings, waterworks and airport facilities. Historically, the City has relied on a combination of pay-as-you-go and debt financing to fund the cost of those capital improvements.

For the past five years, the General Fund has provided an allocation of \$5 million, split between debt service on the City & County Building Bonds and pay-as-you-go financing of projects. The process for selecting projects includes an analysis of costs and benefits, assessment of relative need, and consideration of the impact on overall goals and objectives of the City. Those projects which serve the needs of enterprise funds (Public Utilities, Airport, Recreation) or dedicated purpose funds (C Roads, CDBG, Private) do not compete for General Fund revenue. However, staff does coordinate all capital improvement projects to maximize value to the City.

For Fiscal Year 1992-93, the CIP team followed the steps below to develop a five-year program. The Mayor determined that economic conditions and favorable interest rates made this an ideal time to accelerate the capital investment schedule by proposing an aggressive bonding program. She selected projects for bonding which promised to stimulate economic development and pay back their costs in the form of new tax revenues. She also recognized a window of opportunity to enhance the community's image and stimulate downtown by replacing a decaying Derks Field with a new baseball park in partnership with other public and private interests. The recommended capital improvements bonding list reflects her vision of what the City can do immediately.

CIP Policies and Procedures

- Review annually a five-year CIP plan and appropriate funding for the first year of the plan.
- Prioritize projects using a CIP evaluation form which ranks projects based on 12 individual criteria.
- Fund all enterprise fund capital projects from enterprise operating funds and bond proceeds.
- Fund general fund capital projects from general fund cash, bond proceeds, Federal, State, and County grants, private property owner assessments, and miscellaneous contributions.
- Coordinate general fund CIP plans with the City's community master plans.
- Implement a plan to seismically upgrade public buildings which would need to remain operational after a major earthquake.
- Reserve 1% of the cost of designated general fund CIP projects for the commission of art works permanently associated with the projects.

The schedule of recommended projects reflects both the Mayor's bonding priorities and the results of ongoing capital planning.

**CAPITAL IMPROVEMENTS BUDGET
NON ENTERPRISE FUND
DETAIL PROJECT SCHEDULE
FY 1992-93**

	TOTAL	BONDING	GENERAL FUND (pay as you go)	GENERAL FUND (other)	CDBG	FED./STATE & COUNTY RESOURCES	PROPERTY OWNERS	OTHERS
Sidewalk SID	1,700,000	1,000,000	-	-	-	-	700,000	-
California Avenue	4,380,000	4,380,000	-	-	-	-	-	-
400 West Reconstruction	3,890,000	3,300,000	-	-	-	-	375,000	215,000
Local street Reconstruction	2,086,000	2,086,000	-	-	-	-	-	-
Baseball Park	3,730,000	3,700,000	-	30,000	-	-	-	-
Cemetery Irrigation	300,000	300,000	-	-	-	-	-	-
Wasatch Hollow	270,000	125,000	-	-	-	135,000	-	10,000
Fire Station #6 Seismic Upgrade	200,000	200,000	-	-	-	-	-	-
Third Circuit Court Pkng. Terrace	350,000	350,000	-	-	-	-	-	-
Fire Station #1 (Down Town)	1,300,000	1,300,000	-	-	-	-	-	-
Fire Station #13 (relocate)	950,000	950,000	-	-	-	-	-	-
Storage Shed	60,000	-	60,000	-	-	-	-	-
City/County Crime Lab	50,000	-	50,000	-	-	-	-	-
Traffic Safety Management	100,000	-	100,000	-	-	-	-	-
Building Modifications (ADA Compliance)	50,000	-	50,000	-	-	-	-	-
Street Light Replacement	100,000	-	100,000	-	-	-	-	-
City/County Bldg. Cap. Improvements	150,000	-	50,000	100,000	-	-	-	-
Emergency Public Way Repair	40,000	-	40,000	-	-	-	-	-
Tracy Aviary	115,000	-	100,000	-	-	-	-	15,000
Fleet Yard Soil Remediation	25,000	-	25,000	-	-	-	-	-
UST Leak Detection	34,000	-	34,000	-	-	-	-	-
City/County Bldg Debt Service	3,323,000	-	-	2,691,000	-	632,000	-	-
FICS Replacement	1,000,000	-	-	1,000,000	-	-	-	-
Linden Avenue Improvement	8,000	-	-	-	8,000	-	-	-
Wiltshire Place Improvement	102,000	-	-	-	102,000	-	-	-
East Central Street	50,000	-	-	-	50,000	-	-	-
Onequa Target Area	420,000	-	-	-	420,000	-	-	-
Physical Access Ramps	30,000	-	-	-	30,000	-	-	-
100% Sidewalk Repair	200,000	-	-	-	200,000	-	-	-
Memory Grove Park	15,000	-	-	-	15,000	-	-	-
Warm Springs Park	10,000	-	-	-	10,000	-	-	-
Poplar Grove Park	89,500	-	-	-	89,500	-	-	-
Fairmont Park Tennis Courts	5,000	-	-	-	5,000	-	-	-
Playground Installations	35,000	-	-	-	35,000	-	-	-
Hidden Hollow Park	35,000	-	-	-	35,000	-	-	-
Urban Forestry Planting	35,000	-	-	-	35,000	-	-	-
Physical Accessibility in Parks	30,000	-	-	-	30,000	-	-	-
Liberty Park Physical Accessibility	50,000	-	-	-	50,000	-	-	-
Westside Senior Center	99,750	-	-	-	99,750	-	-	-
Sugar House Post Office Acquisition	50,000	-	-	-	50,000	-	-	-
Glendale Youth Recreation Center	195,500	-	-	-	195,500	-	-	-

**CAPITAL IMPROVEMENTS BUDGET
NON ENTERPRISE FUND
DETAIL PROJECT SCHEDULE
FY 1992-93**

	TOTAL	BONDING	GENERAL FUND (pay as you go)	GENERAL FUND (other)	CDBG	FED./STATE & COUNTY RESOURCES	PROPERTY OWNERS	OTHERS
Sunnyside Avenue	1,330,000	-	-	-	-	1,080,000	250,000	-
City/County Landfill Modules	1,970,000	-	-	-	-	1,970,000	-	-
Bridge Replacement	1,000,000	-	-	-	-	1,000,000	-	-
MILJ Tower Roof	17,000	-	-	-	-	17,000	-	-
CBD Beautification	1,535,000	-	-	-	-	-	750,000	785,000
East Capitol Blvd. 200-300 North	150,000	-	-	-	-	-	-	150,000
East Capitol Blvd. 300-700 North	28,000	-	-	-	-	-	-	28,000
Ensign Park Landscaping	10,000	-	-	-	-	-	-	10,000
Per Cent for Art	13,000	-	2,250	-	3,000	-	-	7,750
Contingency	92,750	-	52,750	-	40,000	-	-	-
Total Projects	\$31,808,500	\$17,691,000	\$664,000	\$3,821,000	\$1,502,750	\$4,834,000	\$2,075,000	\$1,220,750

**CAPITAL IMPROVEMENTS BUDGET
ENTERPRISE FUND
DETAIL PROJECT SCHEDULE
FY 1992-93**

	TOTAL	OPER- ATIONS	AIP ENTITLE- MENT
Airport Authority			
ARFF burn pit relocation design	\$175,000	\$175,000	\$-
ARFF burn pit relocation	5,400,000	2,970,000	2,430,000
TU#2 out-bound baggage system	775,000	775,000	-
TU#1 out-bound baggage system	1,500,000	1,500,000	-
Cargo apron expansion	1,800,000	720,000	1,080,000
Security access system	976,100	97,600	878,500
2200 west widening	315,000	315,000	-
3700 west reconstruction	340,000	340,000	-
Airport II holding aprons	190,000	19,000	171,000
Skywest maintenance hangar & ramp	200,000	200,000	-
Runway 34x/16x final design	2,000,000	200,000	1,800,000
Runway 34x/16x construction management	350,000	35,000	315,000
Runway 34x/16x program management	1,000,000	1,000,000	-
TU#2 ticket counter expansion	3,180,000	3,180,000	-
Water treatment facility expansion	500,000	500,000	-
Taxiway "K" south portion rehab.	1,930,000	1,930,000	-
Taxiway T & S lighting	610,000	610,000	-
Runway signage & incursion protection	2,500,000	250,000	2,250,000
Signage & terminal interior imp. design	200,000	200,000	-
Executive terminal expansion	275,000	275,000	-
RTR relocation & taxiway widening	300,000	300,000	-
General aviation parking lot expansion	130,000	130,000	-
Apron rehabilitation	220,000	220,000	-
Terminal road landscaping	175,000	175,000	-
Rental car service site & facility imp.	5,000,000	5,000,000	-
Asphalt overlay - Tooele Airport	125,000	15,000	110,000
Aircraft rescue fire facility design	45,000	45,000	-
Aircraft rescue fire facility	3,000,000	3,000,000	-
Long term parking refurbishing	140,000	140,000	-
Wetlands mitigation	5,220,000	2,730,000	2,490,000
Land acquisition - wetlands	4,870,000	974,000	3,896,000
Power line relocation design	230,000	230,000	-
Power line relocation	6,225,000	1,245,000	4,980,000
Surplus canal relocation	3,450,000	1,380,000	2,070,000
Runway 34x/16x sit prep. & drainage	4,500,000	1,125,000	3,375,000
Runway 34x/16x surcharge	18,285,000	7,050,000	11,235,000
40th west relocation	3,500,000	750,000	2,750,000
Maintenance greenhouse	100,000	100,000	-
Non-directional beacon - Tooele	45,000	4,500	40,500
Airfield perimeter fencing imp.	50,000	50,000	-
General aviation taxiway widening	120,000	120,000	-
Fuel containment improvements	50,000	50,000	-
Airport II Plane wash	50,000	50,000	-
TOTAL AIRPORT	<u>\$80,046,100</u>	<u>\$40,175,100</u>	<u>\$39,871,000</u>

**CAPITAL IMPROVEMENTS BUDGET
ENTERPRISE FUND
DETAIL PROJECT SCHEDULE
FY 1992-93**

	TOTAL	OPER- ATIONS	AIP ENTITLE- MENT
WATER UTILITY			
Shops - seismic upgrade	\$550,000	\$550,000	
Big Cottonwood restroom facilities	250,000	250,000	
Handicapped restrooms (3) - Parley's	8,000	8,000	
Improvements - Parley's	250,000	250,000	
Improvements - Big Cottonwood	600,000	600,000	
Improvements - City Creek Plant	45,000	45,000	
Mountain Dell Dam	200,000	200,000	
Oak Hills Reservoir & Line	750,000	750,000	
Easton Downs Reservoir	200,000	200,000	
Brighton Springs pump station	80,000	80,000	
Irrigation improvements	100,000	100,000	
Water conduits & supply lines	1,432,700	1,432,700	
Big Cottonwood - chlorine scrubbers	30,000	30,000	
Service connections	1,270,000	1,270,000	
Land purchases	1,500,000	1,500,000	
Miscellaneous	60,000	60,000	
TOTAL WATER UTILITY	<u>\$7,325,700</u>	<u>\$7,325,700</u>	
SEWER UTILITY			
Lift stations	\$345,000	\$345,000	
Freeway irrigation study	420,000	420,000	
Drying beds/wetland	223,000	223,000	
Trickling filter upgrade	1,500,000	1,500,000	
Sludge management program	80,000	80,000	
Seismic upgrade	246,000	246,000	
Methane gas storage	350,000	350,000	
Miscellaneous treatment plant	82,500	82,500	
Sewer lines	1,210,000	1,210,000	
Sewer trunk lines	480,000	480,000	
Landscaping	100,000	100,000	
Miscellaneous	10,000	10,000	
TOTAL SEWER UTILITY	<u>\$5,046,500</u>	<u>\$5,046,500</u>	
STORM WATER UTILITY			
Storm drain lines	\$4,262,914	\$4,262,914	
TOTAL SEWER UTILITY	<u>\$4,262,914</u>	<u>\$4,262,914</u>	
GOLF FUND			
Golf course projects	\$345,200	\$345,200	
TOTAL GOLF FUND	<u>\$345,200</u>	<u>\$345,200</u>	

Capital Improvement Program

Project Descriptions, Policies and Operating Budget Impact 1992-93 Annual Budget

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 between 900 West and 1200 West, and 600 North and 1000 North. This is the fourth phase of funding to complete concrete replacement in the Rose Park area.

Operating Budget Impact: Negligible.

2) 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).

Operating Budget Impact: Increase of \$12,000 annually in maintenance costs.

3) 400 WEST STREET IMPROVEMENTS

Description: Reconstruction of 400 West from North Temple to Beck Street to include removal and replacement of existing street pavement and structure. The project will also include construction of sidewalk, curb, gutter and driveway approaches.

Operating Budget Impact: Negligible decrease.

4) LOCAL STREET RECONSTRUCTION

Description: Reconstruction of deteriorated local and residential streets to include reshaping or removal of existing street pavement and street subbase.

Operating Budget Impact: Decrease of \$10,000 annually in maintenance costs

5) BASEBALL PARK

Description: Includes the City's share of a baseball park as part of a down town sports complex.

Operating Budget Impact: Decrease in maintenance expense, increase in charges and services revenues.



6) CEMETERY IRRIGATION INSTALLATION - PHASE 1

Description: Installation of an automated irrigation system in the City owned and operated Cemetery.

Operating Budget Impact: Decrease of \$15,000 annually in labor and water costs.

7) WASATCH HOLLOW (EMIGRATION PARK) DEVELOPMENT - PHASE II

Description: To develop the second phase of this neighborhood park at 17th South, 17th East on land donated by the Presbyterian Church. Phase II includes installation of rest rooms, picnic shelter, paths, lighting, benches, automatic irrigation, and planting.

Operating Budget Impact: Increase of \$7,525 annually in maintenance costs.

8) FIRE STATION #6 SEISMIC UPGRADE, 948 WEST 800 SOUTH

Description: This project is a continuation of construction improvements at fire stations to meet seismic codes. The committee is recommending seismically upgrading this station in 92-93.

Operating Budget Impact: Negligible

9) THIRD CIRCUIT COURT PARKING TERRACE REHABILITATION

Description: Rehabilitate the 3rd Circuit Court parking terrace at 200 East 400 South including a complete rebuilding of failing beams and columns and other improvements.

Operating Budget Impact: Negligible

10) FIRE STATION #1 RELOCATION

Description: There is continuing discussion concerning the feasibility and timing of replacing existing Fire Station #1, currently located at 159 East 100 South, which does not meet seismic code.

Operating Budget Impact: Negligible.

11) FIRE STATION #13 (2360 PARLEYS WAY)

Description: This converted gas station has served as a fire station for many years but does not meet current code. A new one will probably not fit the existing site, therefore, other sites must be studied for economic and land-use compatibility. Once a site is chosen, design can proceed.

Operating Budget Impact: Negligible.



12) SUGAR HOUSE BUSINESS DISTRICT STORAGE SHED CONSTRUCTION

Description: Construction of a small storage shed in Fairmont Park for the Sugar House Business District maintenance crews. The shed will be designed and constructed to be compatible with the Fairmont Park renovation.

Operating Budget Impact: Increase of \$1,000 annually in utility and maintenance costs.

13) CITY/COUNTY CRIME LAB

Description: City portion of the estimated cost of creating a City/County Crime Lab in the Metropolitan Hall of Justice. This a shared services initiative which will lead to improved services to the City and County.

Operating Budget Impact: Negligible

14) 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, 600 South and 400 East, and 1100 East and 900 South.

Operating Budget Impact: Increase of \$1,800 annually to provide electric power.

15) BUILDING IMPROVEMENTS - ADA COMPLIANCE

Description: Improvements to City owned buildings to bring them into compliance with the Americans with Disabilities (ADA) Act.

Operating Budget Impact: Negligible

16) STREET LIGHT REPLACEMENT AND MAINTENANCE FUND

Description: Maintenance and replacement budget funded from part of the annual savings resulting from the purchase of the street lighting system from UP&L. This is the fifth annual request for funding.

Operating Budget Impact: Negligible.



17) CITY/COUNTY BUILDING CAPITAL IMPROVEMENTS

Description: Reserve money for a capital maintenance fund for the City & County Building to pay for future building repairs and improvements such as roofing, interior and exterior painting, stone strengthening, carpeting, etc.

Operating Budget Impact: None.

18) EMERGENCY PUBLIC WAY REPAIR - RETAINING WALL RECONSTRUCTION.

Description: Reconstruction of deteriorated retaining walls located on the City right-of-way of Phoebe Lane (1700 East at 2015 South) and 612 North Columbus Street.

Operating Budget Impact: Negligible.

19) TRACY AVIARY EXHIBIT UPGRADE

Description: Construct a parrot exhibit east of the pheasant exhibit and south of the temporary visitors center in Liberty Park's Tracy Aviary.

Operating Budget Impact: Negligible.

20) FLEET MANAGEMENT YARD SOIL REMEDIATION

Description: Investigate the extent of soil contamination caused by a leaking underground storage tank in the fleet management yard to determine measures that must be taken to remediate the contamination.

Operating Budget Impact: None.

21) UNDERGROUND STORAGE TANK UPGRADE

Description: Install leak detection and Stage II Gasoline Vapor Recovery Systems required by United States Code of Federal Regulations & the Clean Air Act of 1990. The work is required on two tanks at Fire Station #9 at the International Center, three tanks at Parks Department headquarters, four tanks at fleet management; and installing automatic tank gauging of two tanks at Fire Station #10.

Operating Budget Impact: None.

22) CITY/COUNTY BUILDING DEBT SERVICE

Description: Fourth-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.

Operating Budget Impact: None



23) REPLACEMENT OF THE FICS SYSTEM

Description: Replacement of the City's automated Financial Information Control System (FICS).

Operating Budget Impact: Decrease in annual maintenance expense of \$100,000

24) LINDEN AVENUE BLOCK REDESIGN (365 SO., 700 - 800 E.)

Description: To plan block redesign for future construction. Improvements to curb, gutter and sidewalk, street pavement and provision of on-street parking.

Operating Budget Impact: Negligible

25) WILSHIRE PLACE IMPROVEMENTS (630 SO., 800 - 900 E.)

Description: To construct block improvements to include curb, gutter and sidewalk, street pavement and drainage system.

Operating Budget Impact: Negligible

26) EAST CENTRAL STREET IMPROVEMENTS - PHASE II (800 E., 400 - 500 SO.)

Description: To construct one block of street improvements on 800 East from 400 to 500 So. to include curb, gutter, sidewalk and street pavement, and median island rehabilitation to consist of curb, landscaping and irrigation.

Operating Budget Impact: Negligible

27) ONEQUA TARGET AREA STREET IMPROVEMENTS

Description: To construct street improvements to include street pavement, sidewalks, curbs, gutters, storm drainage and water improvements on Catherine Street, Colorado Street, Ouray Avenue, 400 North and 1500 West.

Operating Budget Impact: Negligible

28) PHYSICAL ACCESS CURB CUTS AND RAMP CONSTRUCTION

Description: To construct physically accessible street corners and curb cuts throughout the City. The benefit is Citywide in CD eligible Districts.

Operating Budget Impact: Negligible



29) 100% SIDEWALK REPAIR (TARGET AREA REPLACEMENT)

Description: Engineering has requested \$500,000 this year for their 100% CD funded sidewalk replacement program. This program has been funded for the past seven years. The benefit is Citywide in CD eligible Districts.

Operating Budget Impact: Negligible

30) MEMORY GROVE PARK IMPROVEMENTS (485 CANYON ROAD)

Description: To design new playground, landscaping and concrete replacement to include curb, gutter and sidewalk, physical access ramps, and restrooms.

Operating Budget Impact: Negligible

31) WARM SPRINGS PARK MASTER PLAN (840 No. 300 W.)

Description: To provide a master plan recommending course of action for entire Warm Springs Park area to include existing developed park, hillside below Victory Road and undeveloped areas North of Children's Museum. Plan is to include status of Animal Shelter and North Gateway issues.

Operating Budget Impact: Negligible

32) POPLAR GROVE PARK IMPROVEMENTS (1190 W. 800 So.)

Description: To construct new concession/storage building, replace backstops and needed concrete work for bleachers at ballfield, provide safe access from parking lot to east tennis courts and replace perimeter of tennis fence.

Operating Budget Impact: Negligible

33) FAIRMONT PARK TENNIS COURTS (2361 So. 900 E.)

Description: Design the tennis courts in the Southeast corner of park adding lighting and perimeter fencing as needed.

Operating Budget Impact: Negligible



34) PLAYGROUND INSTALLATION - VARIOUS CITY PARKS

Description: To install new playground equipment which meets current safety standards and the American Disabilities Act requirements in play areas of 4 CDBG eligible parks; Sherwood, Reservoir, Fairmont and Glendale (when eligible). Included in the playground improvements would be concrete curbing, sand, benches and additional landscaping.

Operating Budget Impact: Negligible

35) HIDDEN HOLLOW PARK RESTORATION - Kids Organized to Protect our Environment (KOPE) (1252 E. 2160 So.)

Description: Funding to excavate and clean up south side of stream by removing asphalt and concrete dump areas, build trails to improve access to stream and purchase and plant additional trees, shrubs, wildflowers, etc.

Operating Budget Impact: Negligible

36) URBAN FORESTRY MANAGEMENT

Description: To purchase and plant 400, 1-3/4"-2" caliper trees using an outside contractor in income eligible areas. Tree cost and installation is \$175 per tree.

Operating Budget Impact: Negligible

37) PHYSICAL ACCESSIBILITY IN PARKS - City wide

Description: To construct curb cuts and handicapped access into CDBG eligible parks throughout the City. This will provided off-street access to Artesian Well Park, off-street and parking lot accessibility, including concrete pathways into Liberty, Kletting, Shipp, Sherwood, Glendale, (when eligible) Post Street Tot Lot and 600 E. Retirement Parks.

Operating Budget Impact: Negligible

38) LIBERTY PARK ACCESSIBILITY (1000 So. 600 E.)

Description: To remove physical access barriers into park by constructing curb cuts, ramps and sidewalk replacement, and to retrofit restrooms, fountains etc., making them accessible to people with disabilities.

Operating Budget Impact: Negligible



39) WESTSIDE SENIOR CENTER (868 W. 900 So.)

Description: To construct protective, pitched roof over mechanical system located on center of roof and re-shingle entire roof eliminating current leakage problem.

Operating Budget Impact: Decrease in annual maintenance expense of \$2,000

40) SUGAR HOUSE POST OFFICE ACQUISITION (2155 Highland Drive)

Description: To purchase property and building known as old Sugarhouse Post Office for historical preservation.

Operating Budget Impact: Negligible

41) GLENDALE YOUTH RECREATION CENTER - PHASE I (1300 So. 900 W.)

Description: To design and construct initial phase of improvements to include replacing gym floor, mechanical/electrical system, floor coverings, windows, and to construct new roof, boxing ring and interior/exterior paint. Phase II would be construction of new parking lot. Funding for Phase II would be requested next year.

Operating Budget Impact: Decrease in annual maintenance expense of \$2,000

42) SUNNYSIDE AVENUE - FOOTHILL BLVD. TO CRESTVIEW DRIVE

Description: Reconstruction of Sunnyside Avenue from Foothill Blvd. to Crestview Drive including removal and replacement of existing street pavement; installation of storm drainage facilities; construction of sidewalk, curb, and gutter; and installation of traffic control devices.

Operating Budget Impact: Decrease of \$12,000 annually in maintenance costs.

43) CITY/COUNTY LANDFILL MODULE & POND

Description: Construction of one landfill module including excavation, drainage facilities & monitoring wells. Construction of Lee Drain Pond #2 as detailed in the landfill master plan.

Operating Budget Impact: None, The Landfill will maintain this area.



44) BRIDGE REPLACEMENT - 500 SO. AT SURPLUS CANAL

Description: Replace deteriorated bridge on 500 South and 2200 West. This project will be federally funded and will also involve widening the bridge to five lanes consistent with the newly completed 500 South project.

Operating Budget Impact: Negligible decrease.

45) METROPOLITAN HALL OF JUSTICE TOWER ROOF

Description: Replace roof on the Metropolitan Hall of Justice to prevent leaking and water damage to the building. The City is negotiating responsibility for the facility therefore no funding is recommended at this time.

Operating Budget Impact: Decrease of \$4,000 annually in maintenance costs.

46) CENTRAL BUSINESS DISTRICT (CBD) BEAUTIFICATION

Description: Street improvements and amenities such as brick pavers, trees and benches on 400 West between 200 South and 400 South, on South Temple between Main and 50 East on the south side of the street and selected other locations. This project will be funded jointly by the Redevelopment Agency and property owners in the Central Business District.

Operating Budget Impact: Increase of \$15,000 annually in maintenance costs.

47) EAST CAPITOL BLVD. STREET IMPROVEMENTS (200 - 300 NORTH)

Description: Improvements including construction of new and reconstruction of existing sidewalk, curb and gutter, and roadway, the installation of storm drains and additional street lighting, and landscaping and irrigation improvements to the hillside adjacent to Memory Grove. Elimination of overhead power lines by Utah Power is also proposed. Although it is a worthy project, the committee did not feel it to be a priority this year.

Operating Budget Impact: Negligible.

48) EAST CAPITOL BLVD. STREET IMPROVEMENTS (300 TO 700 NORTH)

Description: Construction of new sidewalk, installation of sod, and planting 59 Sycamore trees to complement the Ensign Downs and North Cove subdivisions. This project was submitted by the consultants for the developers and proposes that they share equally with the City in the total cost. This project is not recommended for funding at this time.

Operating Budget Impact: Negligible.



49) ENSIGN PARK IMPROVEMENTS - PHASE I

Description: Perform necessary landscaping on the newly acquired park property below Ensign Peak. Future improvements include two tennis courts and adjacent landscape of land below the improved park, (i.e. automatic irrigation, grading, and planting).

Operating Budget Impact: Increase of \$7,280 annually in maintenance.

PERCENT FOR ART ALLOCATION

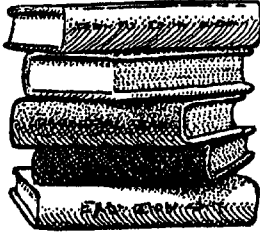
Description: Enhancements such as decorative pavement, railings, sculptures, fountains, and other works of art for certain CIP projects including CBD Beautification and CDBG funded parks and public buildings.

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, Airport No. 2, and Tooele Valley Airport.

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.

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 Management 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, Airport number 2, and Tooele Valley Airport; 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 Management Services Department established to control the operations of city-wide data processing services and telephone administration.

INTEREST INCOME. Revenue received 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 Community Development Block Grant (CDBG) funds, Class "C" Road Funds, Liquor Control Funds, noise pollution inspection fees, and other grant funds occasionally received by Salt Lake City.

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. Includes 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.

RIGHT SIZING. Elimination of duplicative and unnecessary services so the level of service provided to the public is more efficient.

RISK MANAGEMENT FUND. Internal service fund within the Management 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.

SERVICE BUDGET. Departmental summary chart which includes services provided, FY 91-

92 and FY 92-93 budget information, and an explanation of any changes from the previous year's budget.

SERVICE DETAIL. Explanation by program of services provided to different customers, impacts of changes made in the proposed budget, detailed historical and proposed budget information, and a "service level thermometer" which indicates how well the department believes it is providing service compared to ideal standards.

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 1992-93 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

SALT LAKE CITY CORPORATION
INTERIM FINANCIAL REPORT
Six Months Ended December 31, 1991

Prepared by
Department of Management Services
Roger Black, Director

SALT LAKE CITY CORPORATION

INTERIM FINANCIAL REPORT

Six Months Ended December 31, 1991

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February 7, 1992

The Honorable Mayor and
Members of the Salt Lake City Council
Salt Lake City Corporation

Transmitted herein are the Interim Financial Statements of Salt Lake City Corporation for the six months ended December 31, 1991. I have also included for your review an analysis of both revenues and expenditures on pages vi-ix, immediately following the transmittal letter.

The General Fund portion of this report includes: (1) balance sheet comparing this year to last; (2) comparison of actual revenues, expenditures, and changes in fund balance to what was budgeted (3) comparison of actual expenditures to those budgeted by major category of expense for each department. The report also includes balance sheets and comparisons of budget to actual expenditures for operating funds and capital outlay for each enterprise, internal service and special revenue fund. Finally, the report includes schedules of expenditures for each project in the Community Development Operating Fund and the Capital Improvement Fund.

Encumbrance accounting is used by the City to assure effective budgetary control and accountability. Encumbrances " earmark " future expenditures which departments intend to make, have had a purchase order issued, but for which payment has not yet been made. These encumbrances are shown as expenditures in this report. This strengthens the City's budgetary control because it ensures that funds which would otherwise appear available are shown as already expended, thus eliminating the possibility of the expenditure of funds which are not really available.

The six month actual amounts in the operating statement of this report are adjusted to include encumbrances as of December 31, 1991. General Fund expenditures during the current fiscal year which are a result of encumbrances from past fiscal years are not reflected in the amounts shown by department in this report, but are adjusted at the bottom of the statement of operations for the General Fund.

The Honorable Mayor and
Members of the Salt Lake City Council
February 7, 1992
Page 2

Capital expenditures, lease payments, bond principal payments, and an estimated nine months depreciation for the months July, 1991 through December, 1991 have been shown as an adjustment to the appropriate balance sheet accounts for the enterprise and internal service funds.

The primary purpose of this interim report is to assist the administration in controlling the use of resources under the budgetary plan set forth by the City Council and aid in determining whether the City's goals are being achieved.

Key observations of this report for the General fund are:

- (1) Actual revenues are very close to the six month budget.
- (2) General Fund expenditures currently show a significant negative variance, mainly from improper allocation of budget. We expect this variance to decrease considerably during the next quarter.

Sincerely,



Roger Black
Director, Management Services

SALT LAKE CITY CORPORATION

INTERIM FINANCIAL REPORT ANALYSIS

Six Months Ended December 31, 1991

GENERAL FUND SUMMARY

Revenues collected through the first six months of the fiscal year compare favorably to the six month budget by 0.2% or approximately \$90,000.

Negative variances over \$100,000:	
Property tax	\$292,000.
Interest income	\$265,000.
Positive variances over \$100,000:	
Sales tax	\$269,000.
Licenses	\$187,000.
Parking Ticket	\$114,000.

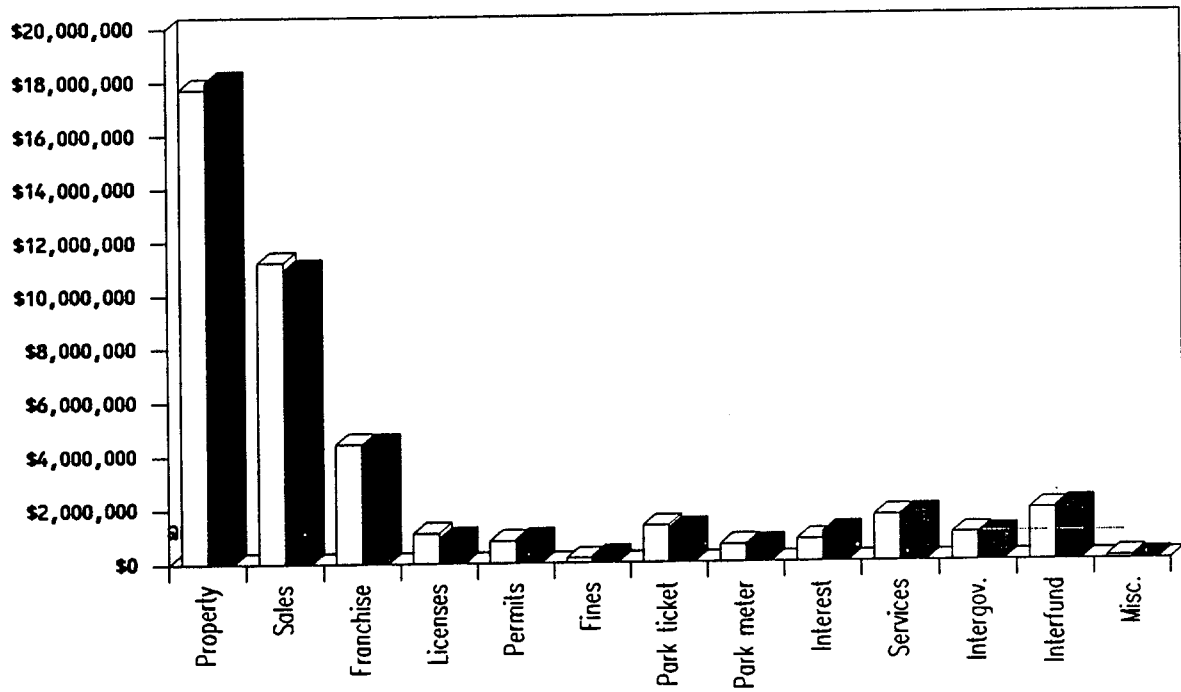
Expenditures for the general fund show an overall negative variance compared to the six month budget of \$707,000.

Positive variances:	
Community & Economic Development	\$14,000.
Attorney	\$14,000.
City Council	\$7,000.
Internal Audit	\$4,000.

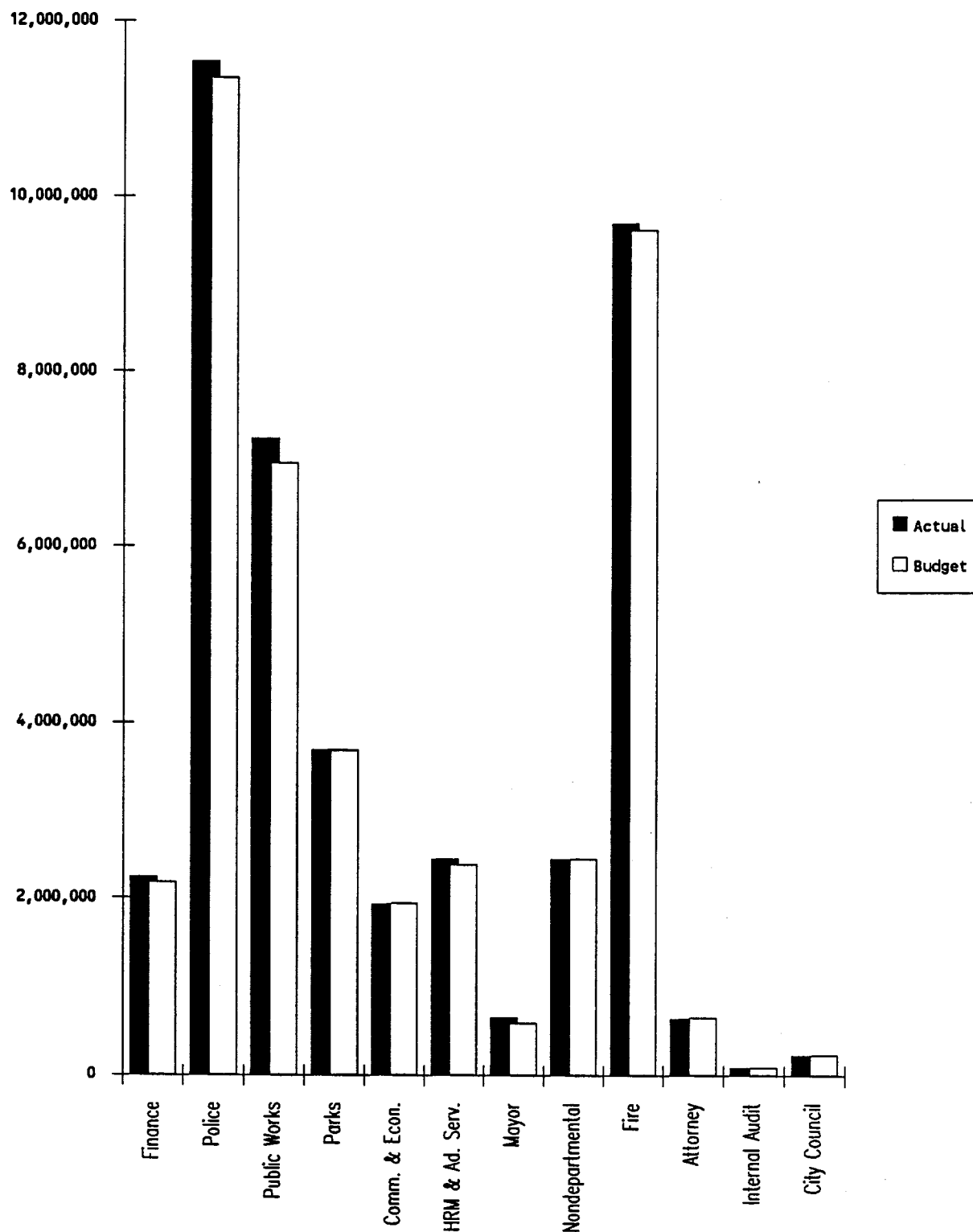
Negative variances:	
Public Works	\$279,000.
Police	\$186,000.
Fire	\$82,000.
HRM and Admin. Services	\$67,000.
Mayor	\$64,000.
Finance	\$63,000.
Parks	\$4,000.

Departments affected by significant severance payments and an erroneous additional 20% accrual of the payments: Finance, Public Works, Mayor, Community and Economic Development, Human Resource Management & Administrative Services.

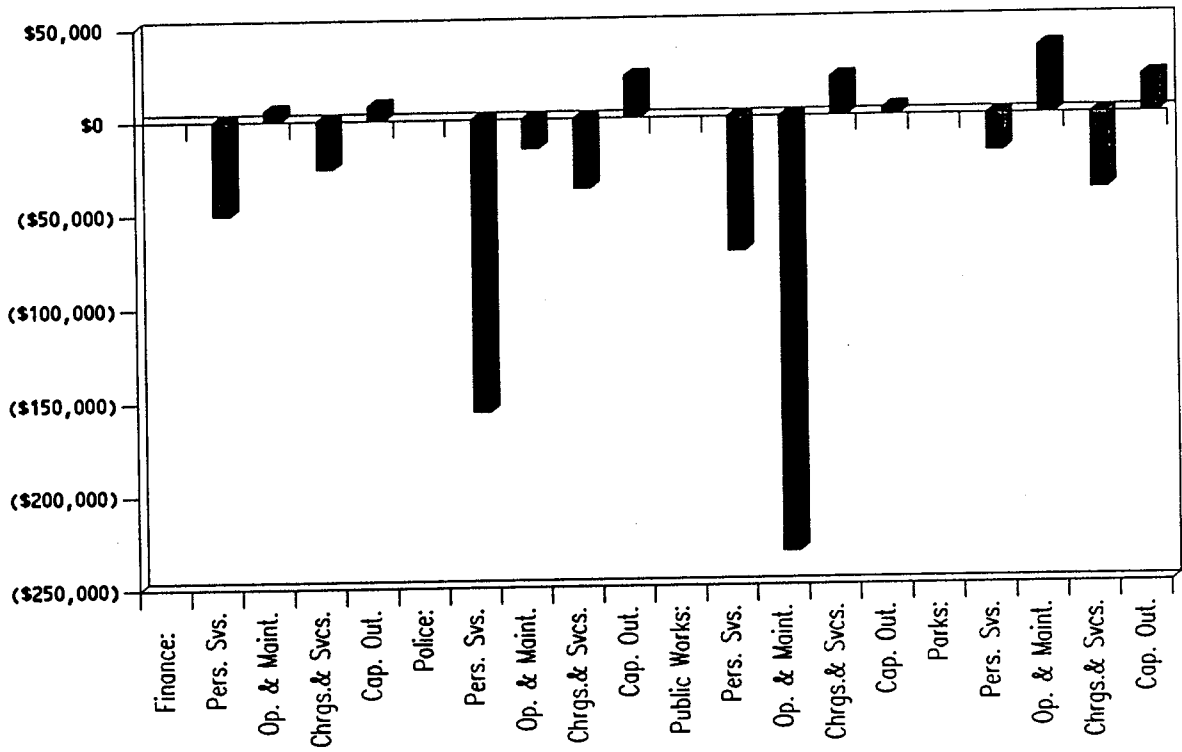
General Fund Six Month Revenue vs. Six Month Budget



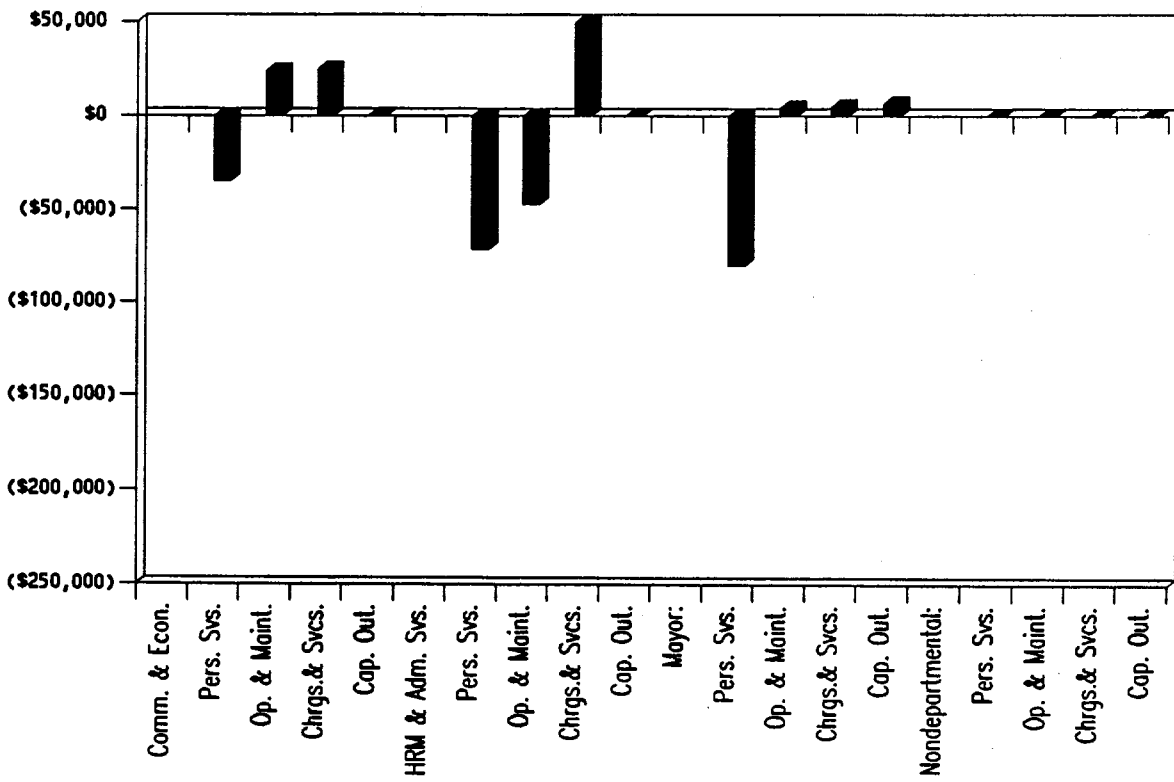
General Fund Expense vs Budget



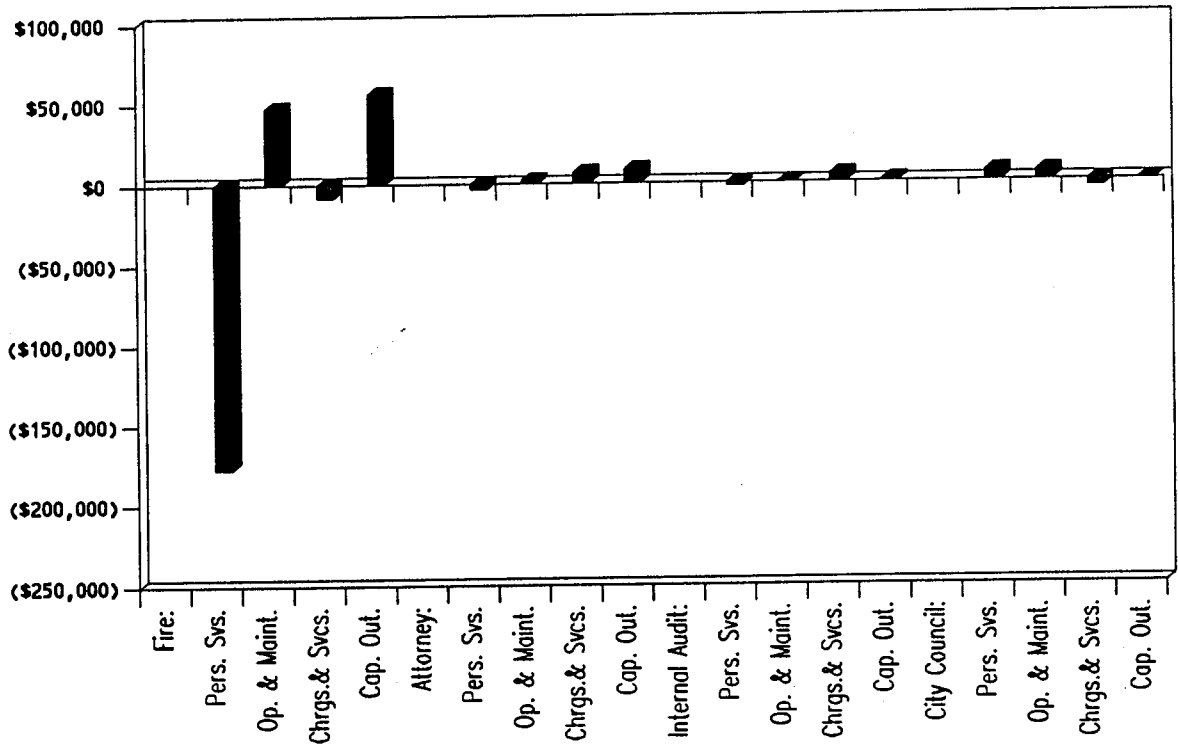
General Fund Variances



General Fund Variances



General Fund Variances



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GENERAL FUND HIGHLIGHTS

Revenues (Exhibit 1 & page 3)

Continued growth in sales tax revenue leads all revenue sources in terms of positive variance to budget. To date, sales tax revenues exceed last year's first and second quarter receipts by over \$500,000 and shows a positive variance to budget of \$269,000. Strength in sales tax revenue is due to continued growth in income and employment throughout the area and, combined with improving consumer sentiment, growth in sales tax revenues should continue to exceed forecast expectations.

Franchise tax revenues reveal a six-month positive variance of \$6,000 and, by year end, the positive variance is expected to grow, showing the first twelve month positive variance in franchise tax revenues in several years. This is largely due to a decline in the number of rate reductions by the three major utilities.

Business licensing revenue continues to generate a positive variance to budget. Through the first two quarters, licensing revenues exceed budget by approximately \$188,000. Revenues are expected to even out over the year, resulting in a year end positive variance only slightly above the current level.

Intergovernmental revenue shows a positive variance to budget of just over \$43,000. However, due to a short fall in Liquor Law Enforcement revenues, intergovernmental revenues are expected to show a negative variance to budget by the end of the fiscal year.

Parking ticket revenue also shows a positive variance to budget. Revenues are expected to continue this trend over the remaining half of the fiscal year, resulting in year end revenues above budget.

Finally, parking meter revenues and miscellaneous revenues show slight positive variances through the end of the second quarter. These trends are also expected to continue.

On the negative side, two revenue sources, property tax revenue and interfund service charges, show negative variances to budget through the second quarter. Both negative variances reflect timing variations rather than revenue shortfalls. Revenues from these sources are expected to level out over the fiscal year, resulting in year end property tax revenues slightly above budget and interfund revenues moderately below budget.

Permit revenue continues to generate a negative variance to budget, totaling \$66,000 at the end of the second quarter. Most of the drop in revenues resulted from the completion of several major building projects. With no major projects scheduled for the remainder of the fiscal year, permit revenues are expected to decline significantly over the remainder of the fiscal year.

Collection of fines and forfeitures continues to run below budget. Through the first six months, collections are \$74,000 below the adopted budget. This deficit is expected to continue, with an expected year end negative variance slightly higher than the current variance.

Interest income shows a large negative variance to budget at the end of the second quarter and is expected to decline further over the remainder of the fiscal year. Rapidly decreasing interest rates are responsible for this decline in revenue.

Charges for services revenue is also below the adopted budget, with this trend continuing through the end of the fiscal year. The shortfall is primarily in the areas of police alarm service fees and paramedic fees. Animal control monies have also been eliminated from this revenue source.

Expenditures (Exhibit 2, 3a, 3b, 3c & page 3, 4, 5, 6)

The Finance Department's negative variance of \$62,000 results from executive severance payments and higher than anticipated expenditures for process service. The process service will be a budget amendment request item in the March budget opening.

The Police Department shows a negative variance compared to the six month budget of \$187,000, with personal services (mainly overtime and court time) accounting for most of the negative variance. If current levels of overtime and court time continue and a class of fifteen officers is hired in May, 1992, the police department could be over budget by as much as \$218,000 at year end.

Public Works' currently shows a total negative variance of \$280,000 with over \$230,000 of that negative variance in operating and maintenance, specifically in road materials purchases. Of the \$806,000 budget, \$683,000 or 85% has been expended. Most of the major materials intensive roadwork scheduled for this fiscal year has been completed. The remainder of the fiscal year will be spent doing patchwork and crack sealing and therefore this significant negative variance should disappear by year end. The negative variance in personal services is a combination of executive severance payments and the budget allocation of hourly wages.

The Parks department currently shows a small overall negative variance (\$4,000) compared to the six month budget. The \$40,000 negative variance in charges and services results mainly from some unbudgeted one-time expenditures. This variance should be eliminated by year end. The parks department will be negatively affected by severance payments in the third quarter.

Human Resource Management and Administrative Services currently shows a negative \$67,000 variance compared to the six month budget. Personal services has been affected by executive severance payments. With savings generated for the remainder of the year from departmental reorganization, the personal services variance should decrease significantly. The negative variance in operating and maintenance supplies is mainly in supplies purchased to maintain the buildings in the two block City County complex. Bulk purchases in order to obtain quantity discounts has distorted the spending pattern and this category is expected to be within budget by year end. The charges and services positive variance will decrease because the County Health Department has not yet billed for any medical fees.

The Fire Department shows a negative variance of \$82,000 compared to the six month budget with personal services at a negative \$178,000. At current staffing levels and expenditures consistent with recent average payrolls, the personal services variance is expected to shrink to around \$82,000 and thus eliminate to overall negative variance.

The Mayor's Office is the department most affected, in both relative and absolute terms, by severance payments. As mentioned above this variance is exacerbated by the erroneous 20% additional amount accrued on those payments. This error will correct itself during January. With current staffing levels at current pay rates, this negative variance will turn into a projected positive variance of \$100,000.

REFUSE COLLECTION FUND (page 17 and 18)

The Refuse Collection Fund's financial position has improved considerably from this time last year. It now shows a positive cash balance of over \$460,000 and retained earnings of \$1,196,000 compared to last year's \$36,000 and \$520,000. There are, however, some expenditure items that are lagging behind that could create a false sense of security. The landfill is two to three months (over \$100,000) behind in their billing and this fund has not paid any administrative fees for the Streets Division administrative support. Also Fleet maintenance charges are higher than originally planned.

This fund can be expected to remain in a healthy position for the remainder of the year even when the landfill catches up on their billing. With the addition of street sweeping to this fund, however, revenues (collection fees) will likely become an issue. The current rate structure will fund the operations of this fund but will not provide for sufficient capital replacement.

GOLF COURSE FUND (page 18 and 19)

Because of the refinancing of the 1988 Golf Bonds and resulting reduction of the debt service requirements, the Golf Course Fund is projected to increase its cash reserves by the end of the fiscal year. By how much may depend on the weather this spring. Last fiscal year saw a relatively wet spring which depressed Golf Course revenues. We hope this spring will be kinder.

GOVERNMENTAL IMMUNITY FUND (page 26 and 27)

The Governmental Immunity Funds's financial position is much better now than it was at this time last year as evidenced by the increase in cash and retained earnings from \$628,000 to \$1,265,000 and \$87,000 to \$862,000 respectively. This was made possible by the allocation of \$1,000,000 of the Wausau Insurance settlement to this fund. However, the current health of this fund will deteriorate in the future. Currently, the only revenue source for this fund is interest income. Interest income on current cash reserves, even at higher rates than the City is currently earning, simply will not fund the expenditures. Without an additional revenue source for this fund, the cash balance will be completely exhausted in three or four years.

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Statements by Fund

SALT LAKE CITY CORPORATION
BALANCE SHEET
GENERAL FUND
December 31, 1991 and 1990

	1991	1990
ASSETS		
Cash and investments	\$21,954,749	\$25,674,492
Receivables:		
Sales Taxes	-	-
Delinquent property taxes	3,160,920	3,136,871
Franchise taxes	214,171	169,603
Other accounts	439	119
Total assets	\$25,330,279	\$28,981,085
LIABILITIES AND FUND BALANCE		
Liabilities:		
Accounts payable	\$ 316,738	\$ 320,776
Accrued liabilities	3,093,894	3,261,762
Liability for early retirement	-	70,921
Liability for compensated absences	821,647	864,102
Tax anticipation notes payable	17,000,000	17,500,000
Utah State Retirement property taxes due to County	329,167	-
Deferred property tax revenue	3,160,920	3,136,871
Total liabilities	24,722,366	25,154,432
Fund balance (deficit):		
Reserved for encumbrances	1,352,164	829,279
Unreserved	(744,251)	2,997,374
Total fund balance	607,913	3,826,653
Total liabilities and fund balance	\$25,330,279	\$28,981,085

SALT LAKE CITY CORPORATION
 STATEMENT OF OPERATIONS - ACTUAL vs. BUDGET
 GENERAL FUND
 Six months ended December 31, 1991

	Six Month Actual	Six Month Budget	Variance- favorable (unfavorable)	Annual Budget	---Year to Date Actual---	
					Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenues:						
Taxes						
Property	\$17,721,038	\$18,013,455	\$ (292,417)	\$28,223,457	62.8%	78.4%
Sales	11,232,680	10,963,500	269,180	22,310,747	50.3	48.2
Franchise	4,427,857	4,421,650	6,207	13,188,093	33.6	31.8
Licenses	1,115,608	927,650	187,958	2,968,828	37.6	33.2
Permits	813,642	880,235	(66,593)	1,780,118	45.7	53.4
Fines and forfeitures	166,293	240,670	(74,377)	601,435	27.6	46.4
Parking ticket revenue	1,353,519	1,239,300	114,219	2,550,000	53.1	48.8
Parking meter collections	635,406	614,000	21,406	1,228,000	51.7	50.2
Interest income	816,184	1,081,500	(265,316)	2,575,000	31.7	41.9
Charges for services	1,693,230	1,709,680	(16,450)	3,555,114	47.6	51.0
Intergovernmental	1,013,018	969,982	43,036	2,371,964	42.7	6.7
Interfund reimbursements	1,888,080	1,959,640	(71,560)	4,585,266	41.2	46.4
Miscellaneous	113,227	58,155	55,072	138,947	81.5	4.6
Total revenues	42,989,782	43,079,417	(89,635)	86,076,969	49.9	53.0
Expenditures:						
Finance	2,237,360	2,174,899	(62,461)	4,246,438	52.7	48.8
Police	11,535,838	11,348,987	(186,851)	22,255,922	51.8	51.5
Public Works	7,227,909	6,948,669	(279,240)	13,679,230	52.8	53.7
Parks	3,688,108	3,684,027	(4,081)	7,052,135	52.3	52.2
Community & Economic Development	1,927,843	1,942,165	14,322	3,836,345	50.3	49.9
Human Resource Management & Administrative Services	2,445,302	2,377,842	(67,460)	4,127,532	59.2	50.6
Mayor	652,928	589,163	(63,765)	1,157,175	56.4	50.6
Nondepartmental	2,447,720	2,447,720	-	3,463,776	70.7	68.7
Fire	9,674,600	9,592,397	(82,203)	18,790,616	51.5	49.5
Attorney	638,152	651,991	13,839	1,218,143	52.4	48.7
Internal Audit	88,311	91,962	3,651	184,239	47.9	48
City Council	229,876	237,115	7,239	626,155	36.7	42.7
Total expenditures	42,793,947	42,086,937	(707,010)	80,637,706	53.1	58.0
Excess revenue over expenditures	195,835	992,480	(796,645)	5,439,263		
Other financing sources (uses):						
Operating transfers in	1,018,134	1,074,035	(55,901)	1,406,635	72.4	24.9
Operating transfers out	(6,874,398)	(6,874,398)	-	(6,874,398)	100.0	96.6
Total other financing sources (uses)	(5,856,264)	(5,800,363)	(55,901)	(5,467,763)		
Revenues and other sources over expenditures and other uses	(5,660,429)	\$(4,807,883)	\$ (852,546)	\$ (28,500)		
Fund balance, June 30, 1991	5,901,011					
Expenditures relating to prior year encumbrances	(857,999)					
Current year encumbrances included in expenditures	1,225,330					
Fund balance, December 31, 1991	\$ 607,913					

SALT LAKE CITY CORPORATION
STATEMENT OF EXPENDITURES - ACTUAL vs. BUDGET
GENERAL FUND
Six months ended December 31, 1991

	Six Month Actual	Six Month Budget	Variance- favorable (unfavorable)	Annual Budget	----Year to Date Actual---- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Finance:						
Personal services	\$ 1,213,881	\$ 1,163,563	\$(50,318)	\$ 2,328,254	52.1%	50.1%
Operating and maintenance	51,866	57,705	5,839	117,627	44.1	33.1
Charges and services	971,088	945,252	(25,836)	1,783,799	54.4	49.7
Capital outlay	525	8,379	7,854	16,758	3.1	-
Total	2,237,360	2,174,899	(62,461)	4,246,438	52.7	48.8
Police:						
Personal services	9,594,821	9,438,944	(155,877)	19,000,513	50.5	50.3
Operating and maintenance	154,348	138,262	(16,086)	276,525	55.8	53.7
Charges and services	1,674,454	1,637,051	(37,403)	2,844,154	58.9	56.7
Capital outlay	112,215	134,730	22,515	134,730	83.3	76.9
Total	11,535,838	11,348,987	(186,851)	22,255,922	51.8	51.5
Public Works:						
Personal services	4,063,453	3,991,729	(71,724)	8,020,892	50.7	50.4
Operating and maintenance	1,177,411	945,353	(232,058)	1,873,231	62.9	73.7
Charges and services	1,953,499	1,974,299	20,800	3,713,047	52.6	51.5
Capital outlay	33,546	37,288	3,742	72,060	46.6	27.8
Total	7,227,909	6,948,669	(279,240)	13,679,230	52.8	53.7
Parks:						
Personal services	2,225,335	2,205,595	(19,740)	4,138,244	53.8	50.5
Operating and maintenance	311,998	348,029	36,031	696,231	44.8	46.4
Charges and services	1,130,736	1,090,453	(40,283)	2,069,260	54.6	58.8
Capital outlay	20,039	39,950	19,911	148,400	13.5	42.1
Total	3,688,108	3,684,027	(4,081)	7,052,135	52.3	52.2

(Continued)

SALT LAKE CITY CORPORATION
 STATEMENT OF EXPENDITURES - ACTUAL vs. BUDGET (Continued)
 GENERAL FUND
 Six months ended December 31, 1991

	Six Month Actual	Six Month Budget	Variance- favorable (unfavorable)	Annual Budget	---Year to Date Actual--- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Community & Economic						
Development:						
Personal services	\$1,590,759	\$1,556,132	\$(34,627)	\$3,137,653	50.7%	48.6%
Operating and maintenance	39,552	63,435	23,883	118,206	33.5	48.9
Charges and services	267,811	292,598	24,787	542,025	49.4	58.5
Capital outlay	29,721	30,000	279	38,461	77.3	45.0
Total	1,927,843	1,942,165	14,322	3,836,345	50.3	49.9
Human Resource Mgt. &						
Administrative Services:						
Personal services	1,017,397	945,855	(71,542)	1,826,247	55.7	51.0
Operating and maintenance	226,026	178,950	(47,076)	357,916	63.2	48.1
Charges and services	1,194,975	1,244,787	49,812	1,926,869	62.0	51.2
Capital outlay	6,904	8,250	1,346	16,500	41.8	23.6
Total	2,445,302	2,377,842	(67,460)	4,127,532	59.2	50.6
Mayor:						
Personal services	549,213	469,340	(79,873)	925,953	59.3	51.9
Operating and maintenance	8,341	12,760	4,419	25,512	32.7	39.6
Charges and services	90,374	95,377	5,003	192,344	47.0	47.0
Capital outlay	5,000	11,686	6,686	13,366	37.4	29.7
Total	652,928	589,163	(63,765)	1,157,175	56.4	50.6
Nondepartmental:						
Personal services	-	-	-	-	-	-
Operating and maintenance	-	-	-	-	-	-
Charges and services	2,447,720	2,447,720	-	3,463,776	70.7	68.7
Capital outlay	-	-	-	-	-	-
Total	2,447,720	2,447,720	-	3,463,776	70.7	68.7

(Continued)

SALT LAKE CITY CORPORATION
STATEMENT OF EXPENDITURES - ACTUAL vs. BUDGET (Continued)
GENERAL FUND
Six months ended December 31, 1991

	Six Month Actual	Six Month Budget	Variance- favorable (unfavorable)	Annual Budget	-----Year to Date Actual----- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Fire:						
Personal services	\$ 8,430,111	\$ 8,252,382	\$(177,729)	\$16,569,240	50.9%	49.0%
Operating and maintenance	124,321	171,768	47,447	367,693	33.8	40.3
Charges and services	1,025,012	1,016,650	(8,362)	1,702,086	60.2	59.2
Capital outlay	95,156	151,597	56,441	151,597	62.8	31.2
Total	9,674,600	9,592,397	(82,203)	18,790,616	51.5	49.5
Attorney:						
Personal services	435,601	431,988	(3,613)	855,550	50.9	50.3
Operating and maintenance	14,052	16,074	2,022	32,137	43.7	43.9
Charges and services	186,906	193,561	6,655	309,721	60.3	42.9
Capital outlay	1,593	10,368	8,775	20,735	7.7	-
Total	638,152	651,991	13,839	1,218,143	52.4	48.7
Internal Audit:						
Personal services	85,413	82,814	(2,599)	165,950	51.5	50.4
Operating and maintenance	154	540	386	1,070	14.4	37.2
Charges and services	2,744	7,510	4,766	15,025	18.3	22.7
Capital outlay	-	1,098	1,098	2,194	-	-
Total	88,311	91,962	3,651	184,239	47.9	47.8
City Council:						
Personal services	180,447	186,407	5,960	367,277	49.1	48.0
Operating and maintenance	7,028	12,570	5,542	25,112	28.0	5.9
Charges and services	38,781	34,488	(4,293)	229,966	16.9	41.5
Capital outlay	3,620	3,650	30	3,800	95.3	15.5
Total	229,876	237,115	7,239	626,155	36.7	42.7
Total General Fund:						
Personal services	29,386,431	28,724,749	(661,682)	57,335,773	51.3	49.9
Operating and maintenance	2,115,097	1,945,446	(169,651)	3,891,260	54.4	58.9
Charges and services	10,984,100	10,979,746	(4,354)	18,792,072	58.5	57.0
Capital outlay	308,319	436,996	128,677	618,601	49.8	46.2
Total	\$42,793,947	\$42,086,937	\$(707,010)	\$80,637,706	53.1%	52.0%

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SALT LAKE CITY CORPORATION
BALANCE SHEET
WATER UTILITY FUND
December 31, 1991 and 1990

<u>ASSETS</u>	<u>1991</u>	<u>1990</u>
Cash and investments	\$ 16,713,181	\$ 13,781,402
Restricted cash and temporary cash investments	4,492,315	2,743,198
Accounts receivable	2,609,855	2,487,363
Accrued interest and other receivables	167,145	188,902
Inventory of supplies	1,134,059	1,011,685
Land	7,526,821	7,403,045
Buildings	8,784,292	8,360,706
Improvements other than buildings	95,015,726	91,716,698
Machinery and equipment	7,734,814	4,149,718
Construction in progress	11,118,787	3,701,292
Less accumulated depreciation	(30,052,601)	(28,116,196)
Bond issue costs	537,092	575,229
Loans and other long-term receivables	-	-
Investment in water company stock, at co	1,042,034	1,003,290
	<u>-----</u>	<u>-----</u>
Total assets	\$126,823,520	\$109,006,332
	<u>-----</u>	<u>-----</u>
 <u>LIABILITIES AND FUND EQUITY</u>		
 <u>Liabilities:</u>		
Accounts payable	\$ 3,530,566	\$ 2,355,971
Current liabilities	843,621	612,049
Deposits	417,823	410,582
Deferred contributions for reservoir and supply line construction	1,940,221	557,179
Bonds payable	25,525,678	21,740,339
Obligation for compensation liability	1,278,264	1,297,786
	<u>-----</u>	<u>-----</u>
Total liabilities	33,536,173	26,973,906
 <u>Fund equity:</u>		
Contributed capital	42,099,045	35,889,790
Less accumulated amortization	(1,934,280)	(1,766,985)
	<u>-----</u>	<u>-----</u>
Total contributed capital	40,164,765	34,122,805
 <u>Retained earnings:</u>		
Reserved under bond agreements	484,690	1,775,437
Reserved under other agreements	5,503,498	11,618,894
Unreserved	47,134,394	37,515,290
	<u>-----</u>	<u>-----</u>
Total retained earnings	53,122,582	50,909,621
	<u>-----</u>	<u>-----</u>
Total fund equity	93,287,347	85,032,426
	<u>-----</u>	<u>-----</u>
Total liabilities and fund equity	\$126,823,520	\$112,006,332
	<u>-----</u>	<u>-----</u>

SALT LAKE CITY CORPORATION
STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
WATER UTILITY FUND
Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual---- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Operating budget:					
Operating revenue:					
Operating sales	\$12,589,335	\$11,975,359	\$21,200,000	56.5%	59.0%
Interest income	909,023	550,488	1,000,000	55.0	76.1
Other	518,425	540,799	1,014,100	53.3	61.4
Total operating revenue	14,016,783	13,066,646	23,214,100	56.3	60.0
Operating expenses:					
Personal services	4,142,943	4,477,798	8,494,885	52.7	51.2
Operating and maintenance	477,415	492,202	1,166,660	42.2	44.5
Charges and services	4,920,897	4,618,870	7,510,690	61.5	70.3
Total operating expenses excluding depreciation	9,541,255	9,588,870	17,172,235	55.8	59.1
Net operating income excluding depreciation	4,475,528	3,477,776	6,041,865		
Other sources:					
Reservoir and supply line fees	-	497,466	-	-	-
Sale of equipment	148,683	5,801	80,000	7.3	83.0
Grants and other contributions	249,628	5,957,780	3,280,000	181.6	53.3
Loan from Sewer Utility	-	-	1,500,000		
Bond proceeds	-	4,842,985	4,842,985		
Total other sources	398,311	11,304,032	9,702,985	116.5	58.6
Other uses					
Capital expenditures:					
Land and water rights	-	3,000	1,530,000	0.2	-
Buildings	107,170	229,113	906,000	25.3	3.1
Improvements	2,452,147	7,336,341	12,590,400	58.3	82.2
Machinery and equipment	452,915	173,688	903,963	19.2	43.6
Debt service:					
Interest	786,734	925,451	1,790,465	51.7	50.9
Principal	533,250	728,195	1,413,900	51.5	49.1
Interest on sewer loan	-	-	225,000		-
Total other uses	4,332,216	9,395,788	19,359,728	48.5	41.9
Other sources over (under) other uses	(3,933,905)	1,908,244	(9,656,743)		
Contribution to (appropriation of) prior year earnings and other proceeds	\$ 541,623	\$ 5,386,020	\$(3,614,878)		

SALT LAKE CITY CORPORATION
BALANCE SHEET
SEWER UTILITY FUND
December 31, 1991 and 1990

ASSETS	1991	1990
Cash and investments	\$14,628,363	\$14,412,832
Restricted cash and temporary cash investments	1,822,996	1,818,652
Accounts receivable	1,224,784	1,802,271
Accrued interest and other receivables	113,756	104,606
Inventory of supplies	463,353	433,879
Land & Rights of Way	4,185,948	4,185,948
Buildings	24,133,691	16,801,543
Improvements other than buildings	31,852,994	26,809,390
Machinery and equipment	21,490,517	16,682,569
Construction in progress	7,206,871	20,897,371
Less accumulated depreciation	(20,663,749)	(18,727,933)
Bond issue costs	142,771	152,909
	\$86,602,295	\$85,374,037
Total assets	\$86,602,295	\$85,374,037
LIABILITIES AND FUND EQUITY		
Liabilities:		
Accounts payable	\$ 1,383,810	\$ 1,522,168
Current liabilities	-	446,729
Bonds payable	5,499,066	5,779,077
Obligation for compensation liability	404,534	317,140
	7,287,410	8,065,114
Total liabilities	7,287,410	8,065,114
Fund equity:		
Contributed capital	23,731,904	22,959,525
Less accumulated amortization	(2,093,623)	(1,999,347)
	21,638,281	20,960,178
Total contributed capital	21,638,281	20,960,178
Retained earnings:		
Reserved under bond agreement	1,822,996	1,818,652
Reserved retained earnings	11,007,355	11,007,355
Unreserved	44,846,253	43,522,738
	57,676,604	56,348,745
Total retained earnings	57,676,604	56,348,745
Total fund equity	79,314,885	77,308,923
Total liabilities and fund equity	\$86,602,295	\$85,374,037

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 SEWER UTILITY FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Operating budget:					
Operating revenue:					
Operating fees	\$ 4,500,658	\$4,602,024	\$ 9,240,000	49.8%	48.6%
Interest income	339,341	360,045	500,000	72.0	33.4
Other	421,939	583,493	700,100	83.3	55.5
Total operating revenue	<u>5,261,938</u>	<u>5,545,562</u>	<u>10,440,100</u>	53.1	47.7
Operating expenses:					
Personal services	2,026,849	2,066,623	3,890,026	53.1	50.7
Operating and maintenance Charges and services	423,484	441,076	915,090	48.2	55.5
	1,538,223	1,484,628	2,186,046	67.9	58.0
Total operating expenses excluding depreciation	<u>3,988,556</u>	<u>3,992,327</u>	<u>6,991,162</u>	57.1	53.8
Net operating income excluding depreciation	<u>1,273,382</u>	<u>1,553,235</u>	<u>3,448,938</u>		
Other sources:					
Sale of equipment	2,486	770	10,000	7.7	8.1
Grants and other contributions	-	-	-	-	-
Water loan repayment	-	-	565,000	-	-
Storm Drainage loan repayment	-	-	172,000	-	-
Total other sources	<u>2,486</u>	<u>770</u>	<u>747,000</u>		
Other uses:					
Capital expenditures:					
Land & Rights of Way	-	-	-	-	-
Buildings	774,795	190,448	2,342,000	8.1	26.8
Improvements	3,057,068	1,056,557	3,662,315	28.8	83.0
Machinery and equipment	536,699	248,235	2,007,550	12.4	39.6
Debt service:					
Interest	209,132	200,485	401,000	50.0	50.9
Principal	141,750	148,050	296,100	50.0	49.1
Total other uses	<u>4,719,444</u>	<u>1,843,775</u>	<u>8,708,965</u>	21.2	54.7
Other sources over (under) other uses	<u>(4,716,958)</u>	<u>(1,843,005)</u>	<u>(7,961,965)</u>		
Contribution to (appropriation of) prior years earnings and other proceeds	<u>\$(3,443,576)</u>	<u>\$ (289,770)</u>	<u>\$(4,513,027)</u>		

SALT LAKE CITY CORPORATION
BALANCE SHEET
STORM DRAINAGE FUND
December 31, 1991 and 1990

<u>ASSETS</u>	1991	1990
Cash and investments	\$ 930,511	\$ -
Restricted cash and temporary cash investments	-	-
Accounts receivable	453,809	-
Accrued interest and other receivables	-	-
Inventory of supplies	-	-
Land & Rights of Way	-	-
Buildings	-	-
Improvements other than buildings	-	-
Machinery and equipment	-	-
Construction in progress	90,471	-
Less accumulated depreciation	-	-
Bond issue costs	-	-
	<hr/>	<hr/>
Total assets	\$1,474,791	\$ -
	=====	=====
 <u>LIABILITIES AND FUND EQUITY</u>		
Liabilities:		
Accounts payable	\$ 3,433	\$ -
Current liabilities	-	-
Bonds payable	-	-
Obligation for compensation liability	-	-
	<hr/>	<hr/>
Total liabilities	3,433	-
Fund equity:		
Contributed capital	-	-
Less accumulated amortization	-	-
	<hr/>	<hr/>
Total contributed capital	-	-
Retained earnings:		
Reserved under bond agreement	-	-
Reserved retained earnings	-	-
Unreserved	1,471,357	-
	<hr/>	<hr/>
Total retained earnings	1,471,357	-
	<hr/>	<hr/>
Total fund equity	1,471,357	-
	<hr/>	<hr/>
Total liabilities and fund equity	\$1,474,790	\$ -
	=====	=====

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 STORM DRAINAGE FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	Percent Annual Bu FY '92
Operating budget:				
Operating revenue:				
Operating fees	\$ -	\$2,012,812	\$ 4,168,800	48.3%
Interest income	-	2,805	-	-
Other	-	163	-	-
Total operating revenue	-	2,015,780	4,168,800	48.4
Operating expenses:				
Personal services	-	202,885	487,660	41.6
Operating and maintenance Charges and services	-	29,964	74,250	40.4
Charges and services	-	-	783,100	-
Total operating expenses excluding depreciation	-	232,849	1,345,010	17.3
Net operating income excluding depreciation	-	1,782,931	2,823,790	
Other sources:				
Sale of equipment	-	-	-	-
Grants and other contributions	-	-	-	-
County flood reimbursement	-	-	900,000	-
Total other sources	-	-	900,000	
Other uses:				
Capital expenditures:				
Land & Rights of Way	-	-	-	-
Buildings	-	-	-	-
Improvements	-	90,471	3,443,790	2.6
Machinery and equipment	-	-	108,000	-
Debt service:				
Interest	-	-	-	-
Principal	-	-	172,000	-
Storm drainage note	-	-	-	-
Total other uses	-	90,471	3,723,790	2.4
Other sources over (under) other uses	-	(90,471)	(2,823,790)	
Contribution to (appropriation of) prior years earnings and other proceeds	\$ -	\$1,692,460	\$ -	

SALT LAKE CITY CORPORATION
BALANCE SHEET
AIRPORT AUTHORITY FUND
December 31, 1991 and 1990

<u>ASSETS</u>	<u>1991</u>	<u>1990</u>
Cash and investments	\$ 12,939,348	\$ 11,100,607
Restricted cash and temporary cash investments	14,239,569	34,841,581
Accounts receivable	5,224,294	6,410,166
Exempt facility long term receivable	513,997	131,328
Inventory	422,596	428,175
Other current assets	10,689	16,250
Accrued interest and other receivables	153,458	563,100
Land	24,553,041	24,002,990
Buildings	291,478,440	278,501,255
Machinery and equipment	11,686,432	9,233,150
Construction in progress	74,559,157	45,729,260
Less accumulated depreciation	(105,862,256)	(94,241,907)
Bond issue costs	2,460,209	2,500,967
Total assets	\$332,378,974	\$319,216,922
	=====	=====
 <u>LIABILITIES AND FUND EQUITY</u>		
Liabilities:		
Accounts payable	\$ 1,621,358	\$ 2,920,172
Accrued liabilities	3,871,372	6,571,941
Current portion of long-term debt	3,385,000	3,215,000
Deposits and advance rentals	1,555,640	2,020,786
Bonds payable	107,761,727	111,026,501
Special purpose facility bonds	22,000,000	22,000,000
Obligation for compensation liability	1,068,287	971,364
Total liabilities	141,263,384	148,725,764
	=====	=====
Fund equity:		
Contributed capital	103,410,813	93,690,046
Less accumulated amortization	(33,744,668)	(31,214,532)
Total contributed capital	69,666,145	62,475,514
	=====	=====
Retained earnings:		
Reserved under bond agreements	2,165,270	1,865,270
Unreserved	119,284,175	106,150,374
Total retained earnings	121,449,445	108,015,644
	=====	=====
Total fund equity	191,115,590	170,491,158
	=====	=====
Total liabilities and fund equity	\$332,378,974	\$319,216,922
	=====	=====

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 AIRPORT AUTHORITY FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual----	
				Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Operating budget:					
Operating revenue:					
Airfield	\$ 6,732,317	\$ 7,086,075	\$ 14,756,500	48.0%	51.5%
Terminal	8,185,197	8,712,418	18,294,300	47.6	49.6
Landside	3,489,156	3,835,199	8,838,800	43.4	47.8
Auxilliary airports	85,848	88,320	174,200	50.7	54.2
General Aviation	505,955	521,502	1,018,500	51.2	50.6
Support areas	1,846,937	1,963,232	3,793,600	51.8	31.9
Interest income	1,950,727	862,703	1,500,000	57.5	49.6
Other revenues	604,109	745,781	1,356,600	55.0	48.9
Total operating revenue	23,400,246	23,815,230	49,732,500	47.9	47.8
Operating expenses:					
Personal services	4,467,585	5,086,541	10,404,700	48.9	49.6
Operating and maintenance	620,063	657,186	1,599,800	41.1	46.9
Charges and services	5,703,473	5,743,727	13,064,400	44.0	48.8
Total operating expenses	10,791,121	11,487,454	25,068,900	45.8	49.0
Net operating income	12,609,125	12,327,776	24,663,600	50.0	46.8
Other sources -					
Grants and contributions	23,085,068	14,294,480	22,976,800	62.2	64.0
Other uses:					
Capital expenditures	25,541,848	17,216,745	55,234,300	31.2	50.3
Debt service	5,614,318	5,603,556	10,685,300	52.4	63.5
Total other uses	31,156,166	22,820,301	65,919,600	34.6	52.2
Other sources over (under) other uses	(8,071,098)	(8,525,821)	(42,942,800)		
Contribution to (appropriation of) unrestricted cash reserves	\$ 4,538,027	\$ 3,801,955	\$(18,279,200)		

SALT LAKE CITY CORPORATION
BALANCE SHEET
REFUSE COLLECTION FUND
December 31, 1991 and 1990

ASSETS	1991	1990
Cash and investments	\$ 461,414	\$ 35,781
Accounts receivable (net of allowance)	514,905	512,585
Machinery and equipment	365,028	40,331
Accumulated depreciation	(14,847)	-
	-----	-----
Total assets	\$1,326,500	\$588,697
	-----	-----
LIABILITIES AND FUND EQUITY		
LIABILITIES AND FUND EQUITY		
Liabilities:		
Cash overdraft	\$ -	\$ -
Accounts payable	-	869
Accrued liabilities	13,422	13,227
Obligation for compensation liability	52,606	46,682
	-----	-----
Total liabilities	66,028	60,778
Fund equity:		
Reserved for encumbrances	64,968	7,252
Retained earnings	1,195,504	520,667
	-----	-----
Total fund equity	1,260,472	527,919
	-----	-----
Total liabilities and fund equity	\$1,326,500	\$588,697
	-----	-----

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 REFUSE COLLECTION FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual---- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenues and other sources:					
Collection fees	\$1,793,529	\$1,864,179	\$3,815,348	48.9%	49.4%
Other interfund reimbursement	-	19,907	313,183	6.4	-
Interest income	-	7,394	-	-	-
Sale of equipment	-	-	65,000	-	-
Other	-	-	-	-	-
Total revenues and other sources	1,793,529	1,891,480	4,193,531		
Expenses and other uses:					
Personal services	467,158	704,592	1,388,836	50.7	50.8
Operating and maintenance	9,395	26,767	58,198	46.0	166.6
Charges and services	824,620	806,128	2,027,304	39.8	45.8
Debt service - interest	-	-	-	-	-
Capital expenditures	40,331	350,163	1,056,416	33.1	51.9
Total expenses and other uses	1,341,504	1,887,650	4,530,754	41.7	47.8
Contribution to (appropriation of) prior year earnings and other proceeds	\$ 452,025	\$ 3,830	\$ (337,223)		

SALT LAKE CITY CORPORATION
BALANCE SHEET
GOLF COURSE FUND
December 31, 1991 and 1990

<u>ASSETS</u>	1991	1990
Cash and investments	\$ 733,673	\$ 377,652
Land	1,433,984	1,433,985
Buildings	1,286,022	1,286,022
Improvements other than buildings	1,900,750	1,978,640
Machinery and equipment	3,150,354	2,682,940
Work in progress	634,149	1,545,470
Less accumulated depreciation	(3,281,064)	(3,038,892)
	<u>-----</u>	<u>-----</u>
Total assets	\$5,857,868	\$6,265,817
	<u>-----</u>	<u>-----</u>
 <u>LIABILITIES AND FUND EQUITY</u>		
Liabilities:		
Accounts payable	\$ 46,830	\$ 63,040
Accrued liabilities	9,018	855,303
Obligation for compensation liabilities	188,448	188,150
	<u>-----</u>	<u>-----</u>
Total liabilities	244,296	1,106,493
	<u>-----</u>	<u>-----</u>
Fund equity:		
Contributed capital - Municipality	1,770,250	1,770,250
Retained earnings:		
Reserved for encumbrances	331,968	286,317
Unreserved retained earnings	3,511,354	3,102,757
	<u>-----</u>	<u>-----</u>
Total fund equity	5,613,572	5,159,324
	<u>-----</u>	<u>-----</u>
Total liabilities and fund equity	\$5,857,868	\$6,265,817
	<u>-----</u>	<u>-----</u>

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 GOLF COURSE FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	---Year to Date Actual---	
				Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenues:					
Green fees	\$ 1,420,140	\$1,612,726	\$3,538,500	45.6%	54.8%
Season passes	3,856	3,997	205,000	1.9	2.2
Driving range fees	146,716	150,346	406,000	37.0	49.7
Golf cart rental	358,824	480,799	1,115,200	43.1	57.1
Concessions	33,048	35,168	68,212	51.6	74.5
Interest	63,357	25,023	-	-	91.3
Other	5,559	7,105	27,519	25.8	28.5
Total revenues	2,031,500	2,315,164	5,360,431	43.2	53.1
Expenses and other uses:					
Personal services	649,462	706,971	1,296,336	54.5	52.7
Operating and maintenance	302,371	371,987	588,960	63.2	50.4
Charges and services	907,159	1,052,943	1,768,127	59.6	34.5
Payment to MBA Fund for debt service	1,307,045	16,001	341,358	4.7	-
Capital expenditures	1,206,152	256,622	399,963	64.2	93.2
Total expenses and other uses excluding depreciation	4,372,189	2,404,524	4,394,744	54.7	76.0
Contribution to (appropriation of) prior year earnings	\$(2,340,689)	\$ (89,360)	\$ 965,687		

SALT LAKE CITY CORPORATION
BALANCE SHEETS
FLEET MANAGEMENT FUNDS
December 31, 1991 and 1990

ASSETS	1991			1990
	Operating & Maintenance	Replacement	Total	Total
Cash and investments	\$ 816,871	\$ 2,117,557	\$ 2,934,428	\$ 3,810,887
Inventories of supplies, at cost	241,900	-	241,900	224,500
Buildings	54,741	-	54,741	59,171
Machinery and equipment	2,029,151	20,992,094	23,021,245	23,441,824
Less accumulated depreciation and amortization	(911,622)	(12,336,048)	(13,247,670)	(12,559,020)
Total assets	\$2,231,041	\$10,773,603	\$13,004,644	\$14,977,362
LIABILITIES AND FUND EQUITY				
Liabilities:				
Accounts payable	\$ 61,726	\$ 287,021	\$ 348,747	\$ 23,198
Accrued liabilities	27,536	-	27,536	12,515
Obligations for compensation liabilities	278,900	-	278,900	278,029
Total liabilities	368,162	287,021	655,183	313,742
Fund equity:				
Contributed capital from municipality	203,615	6,089,943	6,293,558	6,293,558
Retained earnings:				
Reserved for encumbrances	21,309	1,025,659	1,046,968	1,399,380
Unreserved	1,637,955	3,370,980	5,008,935	6,970,682
Total fund equity	1,862,879	10,486,582	12,349,461	14,663,620
Total liabilities and fund equity	\$2,231,041	\$10,773,603	\$13,004,644	\$14,977,362

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 FLEET MANAGEMENT FUNDS
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual---- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Maintenance Fund:					
Revenues and other sources:					
Maintenance charges	\$2,583,555	\$2,429,542	\$5,046,355	48.1%	50.5%
Interest	13,392	12,659	25,000	50.6	50.5
Transfers in	-	-	27,000	-	-
Other	29,968	29,199	-	-	-
Total revenue and other sources	2,626,915	2,471,400	5,098,355	48.5	51.1
Expenses and other uses:					
Personal services	1,005,962	998,301	2,081,652	48.0	50.7
Operating and maintenance	1,270,230	1,072,680	2,331,750	46.0	50.2
Charges and services	258,943	347,121	672,503	51.6	42.6
Capital outlay	-	4,653	5,000	93.1	-
Total expenses and other sources excluding depreciation	2,535,135	2,422,755	5,090,905	47.6	30.6
Contribution to (appropriation of) prior years' earnings and other proceeds	\$ 91,780	\$ 48,645	\$ 7,450		
Replacement Fund:					
Revenues and other sources:					
Replacement charges	\$3,043,750	\$1,756,000	\$ 1,775,000	98.9%	89.0%
Sale of vehicles	79,115	128,164	75,018	170.8	18.8
Total resources	3,122,865	1,884,164	1,850,018		
Expenses and other uses:					
Personal services	-	74,468	74,468	100.0	-
Capital expenditures	2,464,720	2,543,187	3,438,482	74.0	78.0
Total expenses and other uses excluding depreciation	2,464,720	2,617,655	3,512,950		
Contribution to (appropriation of) prior year earnings and other proceeds	\$ 658,145	\$ (733,491)	\$(1,662,932)		

SALT LAKE CITY CORPORATION
BALANCE SHEET
INFORMATION MANAGEMENT SERVICES FUND
December 31, 1991 and 1990

<u>ASSETS</u>	1991	1990
Cash and temporary cash investments	\$ 128,550	\$ -
Accounts receivable	3,531	5,170
Prepaid lease expense to M.B.A. Fund	-	169,000
Improvements other than buildings	-	225,835
Machinery and equipment	1,122,597	845,624
Leased property under capital leases	5,296,984	5,512,203
Less accumulated depreciation and amortization	(3,493,135)	(2,926,416)
	<u>-----</u>	<u>-----</u>
Total assets	\$3,058,527	\$3,831,416
	<u>-----</u>	<u>-----</u>
 <u>LIABILITIES AND FUND EQUITY</u>		
Liabilities:		
Cash overdraft	\$ 158,235	\$ 1,203
Accounts payable	32,936	2,055
Accrued liabilities	18,148	11,333
Obligations under capital leases	3,309,986	4,185,010
Obligations for compensation liabilities	264,400	245,693
	<u>-----</u>	<u>-----</u>
Total liabilities	3,783,705	4,445,294
	<u>-----</u>	<u>-----</u>
Fund equity:		
Contributed capital from municipality	129,209	129,209
Retained earnings (deficit):		
Reserved for encumbrances	342,466	9,698
Unreserved	(859,806)	(752,785)
	<u>-----</u>	<u>-----</u>
Total fund equity	(388,131)	(613,878)
	<u>-----</u>	<u>-----</u>
Total liabilities and fund equity	\$3,395,574	\$3,831,416
	<u>-----</u>	<u>-----</u>

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 INFORMATION MANAGEMENT SERVICES FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual----	
				Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenues:					
Sales and charges for services	\$2,403,783	\$2,645,771	\$5,237,848	50.5%	48.2%
Other	881	4,221	-	-	-
Total revenue	2,404,664	2,649,992	5,237,848	50.6	48.3
Expenses and other uses:					
Personal services	1,013,092	1,096,391	2,104,810	52.1	49.5
Operating and maintenance	31,123	100,676	191,706	52.5	49.3
Charges and services	1,448,130	1,652,281	2,912,811	56.7	80.6
Interest	8,445	6,447	-	-	2.6
Capital expenditures	16,877	21,741	28,521	76.2	34.8
Total expenses and other uses excluding depreciation	2,517,667	2,877,536	5,237,848	54.9	58.8
Contribution to (appropriation of) prior year earning and other proceeds	\$ (113,003)	\$ (227,544)	\$ -		

SALT LAKE CITY CORPORATION
BALANCE SHEET
MUNICIPAL BUILDING AUTHORITY FUND
December 31, 1991 and 1990

<u>ASSETS</u>	<u>1991</u>	<u>1990</u>
Cash and investments	\$ 4,601,609	\$ 4,845,770
Fixed assets:		
Public Safety Building	5,970,150	5,970,150
Street lights	4,711,637	4,711,637
Garbage trucks	1,562,604	1,610,050
Garbage cans	2,436,802	2,436,802
Other Equipment	78,016	14,003
Telephone system	1,516,256	1,516,256
Golf and Steiner course work in progress	10,667,564	10,933,947
Accumulated depreciation	(5,603,659)	(4,157,196)
Bond issue costs, net of accumulated amortization	528,372	555,991
	<u>-----</u>	<u>-----</u>
Total assets	\$26,469,351	\$28,437,410
	<u>=====</u>	<u>=====</u>
 <u>LIABILITIES AND FUND EQUITY</u>		
Accounts payable	\$ -	\$ 43,789
Arbitrage Rebate Payable	216,900	-
Bonds payable (net of discount)	26,360,591	25,946,664
	<u>-----</u>	<u>-----</u>
Total liabilities	26,577,491	25,990,453
Retained Earnings:		
Reserved for Encumbrances	1,018	35,764
Unreserved	(109,158)	2,411,193
	<u>-----</u>	<u>-----</u>
Total Retained earnings (Deficit)	(108,140)	2,446,957
	<u>-----</u>	<u>-----</u>
Total liabilities and fund equity	\$26,469,351	\$28,437,410
	<u>=====</u>	<u>=====</u>

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 MUNICIPAL BUILDING AUTHORITY FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	---Year to Date Actual--- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Sources:					
Lease proceeds	\$3,224,671	\$2,052,598	\$2,600,938	78.9%	100.0%
Interest income	80,537	105,644	318,500	33.2	26.2
Grants, private contributions	498,410	90,147	-	-	48.3
Operating transfers in	785,000	-	575,000	-	100.0
Total sources	4,588,618	2,248,389	3,494,438	64.3	85.8
Uses:					
Operating expenses:					
Charges and services	-	-	-	-	-
Debt service:					
Principal	2,275,000	1,690,000	1,459,313	115.8	100.0
Interest	954,235	440,562	1,695,425	26.0	51.9
Bonding/note expense	21,956	169,748	21,200	800.7	-
Capital outlay	1,151,791	16,567	58,661	28.2	100.0
Total uses	4,402,982	2,316,877	3,234,599	71.6	87.5
Contribution to (appropriation of) prior year earnings	\$ 185,636	\$ (68,488)	\$ 259,839		

SALT LAKE CITY CORPORATION
BALANCE SHEET
GOVERNMENTAL IMMUNITY FUND
December 31, 1991 and 1990

ASSETS	1991	1990
Current assets -		
Cash and investments	\$1,265,400	\$627,656
	-----	-----
Total assets	\$1,265,400	\$627,656
	-----	-----
LIABILITIES AND FUND EQUITY		
Liabilities:		
Accounts payable	\$ 2,015	\$ 3,713
Accrued liabilities	1,202	711
Estimated claims payable	400,000	536,200
	-----	-----
Total liabilities	403,217	540,624
Fund equity -		
Retained earnings	862,183	87,032
	-----	-----
Total liabilities and fund equity	\$1,265,400	\$627,656
	-----	-----

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 GOVERNMENTAL IMMUNITY FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	---Year to Date Actual---	
				Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenues and other sources:					
Property taxes	\$300,000	\$ -	\$ -	- %	100.0%
Interest	19,238	31,499	75,000	42.0	47.2
Transfer from General Fund	63,532	-	-	-	6.0
Other	728	200	-	-	-
Total revenues and other sources	383,498	31,699	75,000		
Expenses:					
Personal services	65,498	74,637	130,278	57.3	49.0
Charges, services and claims	226,250	71,370	283,688	25.2	53.2
Total expenses	291,748	146,007	413,966	35.3	52.2
Contribution to (appropriation of) prior year earnings and other proceeds	\$ 91,750	\$(114,308)	\$(338,966)		

SALT LAKE CITY CORPORATION
BALANCE SHEET
RISK MANAGEMENT FUND
December 31, 1991 and 1990

ASSETS	1991	1990
Cash and investments	\$2,682,889	\$2,264,800
Premiums receivable	70,107	41,632
Office equipment	30,222	21,056
Less accumulated depreciation	(8,669)	(3,053)
Total assets	\$2,774,549	\$2,324,435
LIABILITIES AND FUND EQUITY		
Liabilities:		
Accounts payable	\$ 270,634	\$ 130,190
Accrued liabilities	13,498	2,000
Deferred revenue	153,316	185,008
Estimated claims payable	932,000	775,000
Obligations for compensation liabilities	220,155	13,136
Total liabilities	1,589,603	1,105,334
Fund equity:		
Contributed capital from municipality	5,533	5,533
Retained earnings		
Reserved for encumbrances	21,640	24,060
Unreserved	1,157,773	1,189,508
Total fund equity	1,184,946	1,219,101
Total liabilities and fund equity	\$2,774,549	\$2,324,435

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 RISK MANAGEMENT FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual---- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenue:					
Premium charges	\$6,350,197	\$6,845,184	\$13,099,477	52.3%	52.7%
Interest	55,126	41,837	-	-	52.6
Other income	1,622	5,502	-	-	-
Total revenue	6,406,945	6,892,523	13,099,477	52.6	52.7
Expenses and other uses:					
Personal services	673,526	724,300	1,762,681	41.1	35.5
Operating and maintenance	2,786	2,359	8,508	27.7	146.7
Charges, services and claims	5,278,381	5,525,502	11,903,038	46.4	49.0
Capital expenditures	14,098	5,348	250	2,139.2	78.4
Transfers out	-	194,000	194,000	100.0	-
Total expenses and other uses excluding depreciation	5,968,791	6,451,509	13,868,477	46.5	47.0
Contribution to (appropriation of) prior year earnings	\$ 438,154	\$ 441,014	\$ (769,000)		

SALT LAKE CITY CORPORATION
 BALANCE SHEET
 EMERGENCY-911 DISPATCH FUND
 December 31, 1991 and 1990

ASSETS	1991	1990
Cash and investments	\$(25,169)	\$(166,685)
Total assets	\$(25,169)	\$(166,685)
LIABILITIES AND FUND BALANCE		
<hr style="border: none; border-top: 1px solid black;"/>		
Liabilities:		
Accounts payable	\$ -	\$ -
Accrued liabilities	-	-
Obligations for compensation liabilities	-	3,462
Total liabilities	-	3,462
Fund equity -		
Reserved for encumbrances	-	389
Unreserved	(25,169)	(170,536)
Total fund equity	(25,169)	(170,147)
Total liabilities and fund equity	\$(25,169)	\$(166,685)

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 EMERGENCY-911 DISPATCH FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	-----Year to Date Actual-----	
				Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Sources:					
E-911 excise tax surcharge	\$ 239,350	\$123,775	\$492,136	25.2%	42.5%
Interest	8,640	6,550	10,000	65.5	174.2
Total revenue	247,990	130,325	502,136	26.0	43.6
Uses:					
Personal services	122,092	-	-	-	-
Operating and maintenance	19,315	350	5,347	6.5	75.0
Charges and services	5,782	838	45,301	1.8	29.6
Capital expenditures	3,175	1,041	4,053	25.7	-
Operating transfers out	424,079	-	447,435	-	100.0
Total uses	574,443	2,229	502,136	0.4	122.4
Contribution to (appropriation of) prior year earnings	\$(326,453)	\$128,096	\$ -		

SALT LAKE CITY CORPORATION
 BALANCE SHEET
 CENTRAL BUSINESS IMPROVEMENT DISTRICT
 December 31, 1991 and 1990

<u>ASSETS</u>	<u>1991</u>	<u>1990</u>
Cash and investments	\$27,615	\$32,283
Total assets	<u>\$27,615</u> =====	<u>\$32,283</u> =====
<u>LIABILITIES AND FUND BALANCES</u>		
Liabilities - Accounts payable	\$ 2,500	\$ 2,654
Fund balance	<u>25,115</u>	<u>29,629</u>
Total liabilities and fund balance	<u>\$27,615</u> =====	<u>\$32,283</u> =====

SALT LAKE CITY CORPORATION
 STATEMENT OF RESOURCES AND USES - ACTUAL vs. BUDGET
 CENTRAL BUSINESS IMPROVEMENT FUND
 Six months ended December 31, 1991

	Prior Year Six Month Actual	Current Year Six Month Actual	Annual Budget	----Year to Date Actual---- Percent of Annual Budget FY '92	Percent of Total Actual FY '91
Revenue:					
Special business					
license fees	\$ 28,968	\$ 230	\$ -	- %	24.3%
Interest	1,031	941	-	-	31.7
Miscellaneous	6,920	2,155	-	-	67.3
Total Revenue	<u>36,919</u>	<u>3,326</u>	<u>-</u>	<u>-</u>	<u>27.8</u>
Expenditures:					
Personal services	12,641	13,717	6,500	211.0	47.6
Operating and maintenance	8,296	-	-	-	77.5
Charges and services	26,417	16,560	38,266	43.3	33.9
Capital expenditures	-	3380	3,300	102.4	-
Total Expenditures	<u>47,354</u>	<u>33,657</u>	<u>48,066</u>	<u>70.0</u>	<u>41.1</u>
Revenue under expenditures	<u>\$(10,435)</u>	<u>\$(30,331)</u>	<u>\$(48,066)</u>		

SALT LAKE CITY CORPORATION
 SCHEDULE OF PROJECT EXPENDITURES
 COMMUNITY DEVELOPMENT OPERATING FUND
 As of December 31, 1991

	Project Budget	Prior Years' Expenditures and transfers	Current Year Expenditures and transfers	Total Project Expenditures	Project Balance
Administration/Planning	\$ 1,495,467	\$ 1,485,466	\$ 10,001	\$ 1,495,467	\$ -
Administrative Support - 17th Yr.	584,200	-	236,050	236,050	348,150
Alliance House	10,000	-	3,699	3,699	6,301
Art Enhancement for Community Development Projects	8,495	5,765	2,000	7,765	730
Boarded at Risk Building Asst.	75,000	-	7,023	7,023	67,977
Canterbury Apartments Section 108	900,000	478,271	324,428	802,699	97,301
Capitol Hill Historical Revolving Fund	168,783	153,944	14,839	168,783	-
Capital Planning and Programming	1,138,406	1,138,406	-	1,138,406	-
Central Community Devel. Plan	24,000	-	-	-	24,000
Children's Community Daycare	2,000	-	1,421	1,421	579
Cleaning/Securing Vacant Property	99,416	43,447	14,428	57,875	41,541
Community Development Corporation	231,649	64,554	38,000	102,554	129,095
Contingency	48,512	-	-	-	48,512
Crime Prevention	305,237	224,237	40,639	264,876	40,361
Crisis Nursery Renovation	21,600	21,600	-	21,600	-
Crossroads Urban Center Food Pantry	10,000	5,000	4,400	9,400	600
Downtown Parking	35,000	35,000	-	35,000	-
Downtown Planning Strategies	26,000	1,029	-	1,029	24,971
Emergency Home Repair (Assist)	2,455,696	2,150,910	132,814	2,283,724	171,972
Environmental Assessment	77,346	77,346	-	77,346	-
Fellowship Foundation	59,943	59,943	-	59,943	-
Fire Truck CDBG Portion	134,146	134,146	-	134,146	-
First Step House Improvements	106,007	47,773	30,847	78,620	27,387
Foothill/Open Space Plan	77,500	68,066	-	68,066	9,434
Heritage Foundation Revolving	100,217	-	47,981	47,981	52,236
Historical Survey	164,026	153,770	-	153,770	10,256
Housing Outreach Rental Program	338,087	286,612	28,886	315,498	22,589
Housing Rehabilitation	14,840,637	13,448,991	557,427	14,006,418	834,219
Inner Block Redesigns	10,000	-	2,140	2,140	7,860
Land Writedown - City Wide	41,000	-	-	-	41,000
Lotus Project	18,000	-	8,557	8,557	9,443
Low Income Housing	26,000	26,000	-	26,000	-
Minority Business Technical Assist.	14,000	6,065	3,060	9,125	4,875
Mixed Use Housing/Artspace	70,000	-	70,000	70,000	-
Multi-Cultural Complex Plan	30,000	-	-	-	30,000
National Main St. Urban Center	12,000	12,000	-	12,000	-
Neighborhood Attorney Program	34,506	21,786	4,130	25,916	8,590
Neighborhood Housing Services	1,436,278	1,276,983	18,949	1,295,932	140,346
Neighborhood Improvement Program	5,000	-	1,416	1,416	3,584
Neighborhood Self-Help Grants	46,459	21,459	4,596	26,055	20,404
New Hope Cultural Center	52,900	24,122	-	24,122	28,778
Operation Paintbrush	485,499	434,410	39,631	474,041	11,458
Preston Elderly Housing	50,000	-	-	-	50,000
Property Management Planning Assistance	24,851	22,183	2,668	24,851	-
Publication of Master Plans	62,501	46,925	-	46,925	15,576
Rape Crisis Center	68,000	68,000	-	68,000	-
Revision of Zoning Ordinances	103,555	51,190	27,072	78,262	25,293
Salt Lake City Arts Council	7,901	7,901	-	7,901	-
SLACC Staffing	50,000	-	18,958	18,958	31,042
SL Alcohol Treatment Center	18,400	-	-	-	18,400
SL CDC 'Own in Salt Lake'	50,000	-	-	-	50,000
SL Community Development Corp.	78,500	-	35,670	35,670	42,830
SL Community Progress Survey	11,500	48	2,302	2,350	9,150
SL Housing Condition Survey	40,480	25,089	13,038	38,127	2,353
SLC Housing Resource Board	8,250	2,250	-	2,250	6,000
Salt Lake Master Plans	36,000	-	-	-	36,000
Security Lock Program	210,363	163,078	18,458	181,536	28,827
Shelter For The Homeless	1,075,493	673,750	108,402	782,152	293,341
Sugarhouse Post Office	2,200	-	2,200	2,200	-
Three Year CDBG Plan	5,000	-	-	-	5,000
Urban Amenities (Bike Paths)	8,240	-	5,000	5,000	3,240
Urban Forestry Plan	25,000	-	-	-	25,000
Wasatch Fish and Garden	20,000	10,000	3,333	13,333	6,667
West Capitol Boys & Girls Club	156,956	124,956	13,394	138,350	18,606
West Side Food Bank	200,700	168,906	14,953	183,859	16,841
Westside Community Master Plan	81,474	75,859	680	76,539	4,935
Youth Sports Club	25,000	25,000	-	25,000	-
YWCA Renovation	56,935	43,935	-	43,935	13,000
TOTAL PROJECTS	\$28,296,311	\$23,416,171	\$1,913,490	\$25,329,661	\$2,966,650

SALT LAKE CITY CORPORATION
SCHEDULE OF PROJECT EXPENDITURES
CAPITAL PROJECTS FUND
As of December 31, 1991

	Project Budget	Prior Years' Expenditures and transfers	Current Year Expenditures and transfers	Total Project Expenditures	Project Balance
PARKS PROJECTS					
Athletic Park Design	\$ 10,000	\$ 8,367	\$ 1,633	\$ 10,000	\$ -
Athletic Park Construction	250,140	155,140	1,862	157,002	93,138
Block U Park	199,951	199,951	-	199,951	-
Cemetery Irrigation Plan	50,000	-	-	-	50,000
Children's Museum of Utah	76,638	3,094	-	3,094	73,544
Dee Smith Park	130,000	-	-	-	130,000
Elks Park	67,387	2,300	2,267	4,567	62,820
Emmigration Park	18,000	-	6,680	6,680	11,320
Fairmont Park	344,553	199,553	-	199,553	145,000
Glendale Youth Center	134,940	109,940	17,100	127,040	7,900
Hidden Hollow Park	15,000	-	-	-	15,000
Jordan Park	846,773	775,320	18,299	793,619	53,154
Liberty Park Pool	530,000	28,450	-	28,450	501,550
Marmalade Hill Center	40,000	-	721	721	39,279
Memory Grove	318,743	18,540	17,884	36,424	282,319
Miller Park	50,000	-	-	-	50,000
Mountain Dell Bowery/Restroom	40,000	-	-	-	40,000
Nettie Gregory Center	15,000	-	-	-	15,000
North Gateway Park	10,000	-	-	-	10,000
North Point Community Park CDBG	169,141	1,550	144,984	146,534	22,607
Parks Facility Repair	103,121	78,081	7,380	85,461	17,660
Percent for Art/Liberty Pk. Pool	3,000	-	-	-	3,000
Poplar Grove Park Irrigation	67,885	67,885	-	67,885	-
Riverside Park	270,352	222,852	-	222,852	47,500
742 West South Temple Park	15,000	9,365	-	9,365	5,635
South Central Mini-Park Acquisition	119,300	24,461	-	24,461	94,839
Sports Complex	110,000	-	-	-	110,000
Steiner Aquatics	21,000	-	-	-	21,000
Tanner Fountain & Bandstand	725,000	-	-	-	725,000
1000 East Senior Citizens Center	250,000	-	-	-	250,000
Tracy Aviary	613,983	595,660	1,546	597,206	16,777
Urban Forestry Program	114,054	35,300	44,902	80,202	33,852
Victory Tennis Court Redesign	5,238	5,238	-	5,238	-
Wasatch Hollow - Phase 1	164,000	-	-	-	164,000
Westpointe Park	275,000	-	2,615	2,615	272,385
Westpointe Park Detention Basin	51,415	-	12,413	12,413	39,002
TOTAL PARKS PROJECTS	6,224,614	2,541,047	280,286	2,821,333	3,403,281
PUBLIC WORKS PROJECTS					
200 East Storm Drain	50,000	7,260	2,991	10,251	39,749
200 South State Parking Lot	84,443	84,443	-	84,443	-
200 South Storm Drain (Gateway)	2,011,343	1,887,297	-	1,887,297	124,046
400-500 South Connector	2,428,000	2,247,800	40,047	2,287,847	140,153
400 South Viaduct Design/Repair	3,187,162	3,187,162	-	3,187,162	-
400 East Storm Drain	74,500	7,388	60,574	67,962	6,538
400 West Streets N. Temple-400S	1,136,722	21,001	155,483	176,484	960,238
500 South 700 to 900 East	551,298	551,298	-	551,298	-
500 South Surplus Canal Bridge	125,000	-	6,599	6,599	118,401
500 W- 200/530 North Ditch Cover	9,000	5,565	3,435	9,000	-
600 East/600-900 So. Med. Island	240,000	-	172,798	172,798	67,202
800 East/400-500 So. St. Design	12,000	-	1,720	1,720	10,280
800 East/South Temple Median Island	20,000	-	6,880	6,880	13,120
800 North/300-400 W. St. Improve.	168,000	-	161,400	161,400	6,600
900 East Reconstruction	450,000	-	260	260	449,740
900 South Street & Drainage	575,726	556,512	3,420	559,932	15,794
900 West 9th to 21st South	5,176,548	5,150,918	8,416	5,159,334	17,214
900 West Design North Temple	20,000	14,346	-	14,346	5,654
900 West Folsom Ave. to 100 South	60,000	-	-	-	60,000
900 West (S. Temple to 200 So.)	564,000	8,420	464,708	473,128	90,872
1500 East/900 South	30,000	-	1,280	1,280	28,720
1700 East/1700 So. Detention Basin	30,000	-	-	-	30,000
1700 South State to Jordan River	2,808,845	2,769,264	-	2,769,264	39,581
1700 South Storm Drain	2,173,018	2,150,163	-	2,150,163	22,855
2700 South Storm Drain	2,798,725	2,689,262	-	2,689,262	109,463

SALT LAKE CITY CORPORATION
SCHEDULE OF PROJECT EXPENDITURES (Continued)
CAPITAL PROJECTS FUND
As of December 31, 1991

Project	Project Budget	Prior Years' Expenditures and transfers	Current Year Expenditures and transfers	Total Project Expenditures	Project Balance
PUBLIC WORKS PROJECTS (Continued)					
4800 West & I-80 Interchange	92,000	-	-	-	92,000
7200 West I-80 to 700 South	232,000	228,621	-	228,621	3,379
Amanda Avenue Improvements	23,000	-	1,480	1,480	21,520
Argyle/Edmonds	85,000	7,326	2,097	9,423	75,577
Block 57 Parking Structure	57,000	25,855	17,844	43,699	13,301
Block 57 Plaza	40,000	-	-	-	40,000
Boiler Room Automation F.G.	10,000	-	-	-	10,000
California Avenue	5,821,950	2,696,976	7,653	2,704,629	3,117,321
Central Bus Dist. Beautification	1,775,000	528,584	785,733	1,314,317	460,683
City/County Landfill	5,753,098	2,462,294	572,092	3,034,386	2,718,712
City/County Building Debt Service	9,182,858	6,717,188	-	6,717,188	2,465,670
City/County Building Restoration	30,090,036	30,003,975	2,781	30,006,756	83,280
City/County Build. Maint. Reserve	65,000	-	-	-	65,000
Curb & Gutter So. Temple	14,772	14,772	-	14,772	-
Denver Street	89,000	22,140	57,998	80,138	8,862
Downtown Beautification	4,893,584	4,505,566	3,000	4,508,566	385,018
Earthquake Hazard Improvements	441,147	425,218	2,841	428,059	13,088
East Central Storm Drain	118,849	116,849	-	116,849	2,000
Equipment - Cafe City & Co. Bldg.	7,400	-	-	-	7,400
Environmental Impact - 5600 West	13,300	-	-	-	13,300
Euclid Area Streets Design	684,769	684,769	-	684,769	-
Fire Facility - Various Programs	89,951	89,951	-	89,951	-
Fire Station #'s 1 & 2 Remodeling	80,000	79,712	-	79,712	288
Fire Station #4 Construction	505,000	503,416	687	504,103	897
Fire Station #4 & #10 Relocation	94,978	93,685	-	93,685	1,293
Fire Station #7	685,000	17,437	300,066	317,503	367,497
Fire Station #10	887,000	863,062	2,146	865,208	21,792
Fleet Facility Study	35,000	-	19,008	19,008	15,992
Future Street Redesign	18,000	13,747	2,080	15,827	2,173
Guadalupe/Jackson Ditch	12,000	-	12,000	12,000	-
Handicapped Ramp	29,360	-	22,930	22,930	6,430
Indiana Avenue	1,498,574	1,029,833	-	1,029,833	468,741
Jazz Arena Plaza	25,000	-	-	-	25,000
Jefferson Storm Drain	304,218	174,928	-	174,928	129,290
Lake Street	98,500	8,664	80,464	89,128	9,372
Local Streets: SID	4,105,153	4,060,376	-	4,060,376	44,777
Low Income SID Abatements	36,938	29,209	800	30,009	6,929
Main Street Bus Bays	211,995	180,869	-	180,869	31,126
Main Street Curb & Gutter	20,000	-	-	-	20,000
Main Street Storm Drain	444,000	319,902	-	319,902	124,098
Marmalade Hill Center Rehab.	46,414	46,414	-	46,414	-
Median Island Design	160,500	32,754	127,746	160,500	-
Metropolitan Hall of Justice	111,609	88,106	7,296	95,402	16,207
MHJ Cooling Tower	35,000	-	-	-	35,000
Microwave Tower	19,586	19,586	-	19,586	-
North Safer Sidewalks CDBG	28,500	14,823	-	14,823	13,677
North Temple Parking Lot	76,608	76,608	-	76,608	-
Northwest Quadrant Design	145,000	97,712	5,181	102,893	42,107
Oakley Lift Station	28,500	28,500	-	28,500	-
Oil Drain Siphon	476,034	471,098	-	471,098	4,936
Onequa Target Area	20,000	-	4,146	4,146	15,854
Pierpont Walkway	60,000	-	-	-	60,000
Public Safety Complex	6,000	6,000	-	6,000	-
Railroad Safety Improvements	812,691	182,691	59,743	242,434	570,257
Redwood Detention Basin (CWA#4)	35,000	25,331	-	25,331	9,669
Research Park	1,644,577	1,644,577	-	1,644,577	-
Salt Lake/Jordan Canal Cover	128,658	126,467	-	126,467	2,191
Sidewalk C&G Assess & Inventory	50,000	10,145	6,569	16,714	33,286
Sidewalk, C&G Emergency Repairs	849,142	806,168	-	806,168	42,974
Sidewalk Curb & Gutter Projects	8,878,628	7,475,494	770,976	8,246,470	632,158
Simpson/Highland Traffic Signal	39,419	-	-	-	39,419
South Temple Beautification	20,000	-	-	-	20,000
South Temple Design	40,000	-	-	-	40,000
South Temple- 'M' to 'O' Streets	210,547	210,547	-	210,547	-
State Street/So. Temple-200 So.	100,000	-	-	-	100,000
State Street Storm Drain	442,946	439,309	-	439,309	3,637
Storage Tanks MHJ	35,000	-	8,566	8,566	26,434

(Continued)

SALT LAKE CITY CORPORATION
 SCHEDULE OF PROJECT EXPENDITURES (Continued)
 CAPITAL PROJECTS FUND
 As of December 31, 1991

PUBLIC WORKS PROJECTS (Continued)	Project Budget	Prior Years' Expenditures and transfers	Current Year Expenditures and transfers	Project Expenditures	Project Balance
Street Lighting Replace & Maintain	375,000	134,943	13,471	148,414	226,586
Streets Design	100,000	56,951	4,160	61,111	38,889
Sugarhouse Beautification	1,647,730	1,619,660	-	1,619,660	28,070
Target Area Sidewalk Replacement	199,179	199,179	-	199,179	-
Target Area St/Drain Improve.	20,000	6,660	-	6,660	13,340
Tennis Court Resurfacing	17,000	-	-	-	17,000
Third Circuit Court Parking	22,000	-	2,652	2,652	19,348
Traffic Safety Improvements	1,086,484	487,654	173,614	661,268	425,216
Traffic Signals	99,877	99,877	-	99,877	-
UDOT - Payment Outstanding	17,000	17,000	-	17,000	-
Underground Storage Tank	28,000	-	-	-	28,000
Wakara Way/Colorow Drive Extension	225,000	204,880	-	204,880	20,120
Water Line/ Western Fiberglass	8,000	8,000	-	8,000	-
West Capitol Hill Streets	824,655	726,101	90,315	816,416	8,239
West Temple Storm Drain to 500 South	575,000	425,197	-	425,197	149,803
West Valley Highway I-80	243,000	227,761	-	227,761	15,239
Windsor-Dooley Block Redesign	112,803	112,803	-	112,803	-
TOTAL PUBLIC WORKS PROJECTS	113,555,847	93,372,019	4,258,146	97,630,165	15,925,682
ADMINISTRATIVE SERVICES PROJECTS					
Animal Control Upgrade	100,000	-	-	-	100,000
Facility Services Repair	322,624	110,570	75,793	186,363	136,261
TOTAL ADMINISTRATIVE SERVICES PROJECTS	422,624	110,570	75,793	186,363	236,261
NONDEPARTMENTAL PROJECTS					
Slippage CDBG Contingency	242,248	7,050	-	7,050	235,198
TOTAL NONDEPARTMENTAL PROJECTS	242,248	7,050	-	7,050	235,198
FIRE PROJECTS					
Fire Communications Dispatch	339,304	289,304	-	289,304	50,000
Fire Facility - Various Programs	55,000	52,081	-	52,081	2,919
Fire Station Repairs	63,100	63,100	-	63,100	-
TOTAL FIRE PROJECTS	457,404	404,485	-	404,485	52,919
COMMUNITY AND ECONOMIC DEVELOPMENT					
Canterbury/Ben Albert Repair	500,000	494,998	-	494,998	5,002
New Women's Shelter /Engineering	30,000	1,457	8,409	9,866	20,134
Percent for Art CDBG/CIP	67,168	24,031	3,650	27,681	39,487
Sugarhouse Post Office	600	-	600	600	-
TOTAL COMMUNITY AND ECONOMIC DEVELOPMENT PROJECTS	597,768	520,486	12,659	533,145	64,623
MAYOR PROJECTS					
City/County Building-Rehabilitation and Tower Stabilization	3,755,115	3,747,388	7,304	3,754,692	423
TOTAL MAYOR PROJECTS	3,755,115	3,747,388	7,304	3,754,692	423
FINANCE PROJECTS					
Land Acquisition	38,265	-	3,629	3,629	34,636
TOTAL FINANCE PROJECTS	38,265	-	3,629	3,629	34,636
TOTAL PROJECTS	\$125,293,885	\$100,703,045	\$ 4,637,817	\$105,340,862	\$19,953,023

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