

CITY OF SARATOGA SPRINGS ADOPTED BUDGET FY 2024



CITY OF SARATOGA SPRINGS
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Executive Summary



City Manager's Message



Mayor and City Council,

The City of Saratoga Springs has seen a general slowdown in revenue growth, with some revenue streams declining. Fortunately, the City has always budgeted conservatively and will be able to cover the shortfall caused by the decline, while at the same time continuing to expand services to cover past growth. Overall, the City of Saratoga Springs continues to be in a strong financial position with record sales tax revenues from new businesses providing the funds to serve our residents. The following is an overview of the significant budgetary items and trends in the FY 2023 – 24 budget.

New City Hall/Library

The City anticipates needing a new City Hall in the near future to accommodate the continued growth of the City. In addition, the City's Library has long been popular and needs more space to accommodate additional materials and its popular programs. By building a new facility that combines both a City Hall and a Library the City aims to satisfy current and future needs of the City and its Residents.

The City started the process of building a new combo City Hall/Library in April 2023 when the City selected an architect and general contractor. The City will work with the architect and general contractor throughout the 23-24 Fiscal Year to create and finalize plans for the new City Hall/Library, with construction anticipated to begin in 2024. Payment for the new City Hall/Library will be primarily funded through fund reserves the City has saved over the years and by a Sales Tax Bond.

Capital Projects

The City is undertaking many new capital projects, both to serve current and future residents. The City has been especially focused on increasing water, sewer and storm drain capacity throughout the city. The capital projects budgeted for this year are aimed to address the growth needs of the City and have predominately been paid for with development fees and revenues. In addition, the City has conservatively issued bonds for needed infrastructure in past years (the last bond was issued in 2018) and is looking to continue this conservative approach in the future. The following are the major capital projects represented in this fiscal year's budget and were primarily funded with development related fees and fund reserves:

- Storm Drain Crossing across Pony Express at Middle School
- Pipelines for Drinking Water Well #7
- New Jacobs Ranch Well
- Wastewater line connecting 400 N to Gravity Sewer Outfall at Redwood Road

Conclusion

The proposed budget presented herein has been compiled with goals and objectives consistent with the leadership and guidance of the City Council. Moreover, pursuant to §10-6-109, Utah Code Annotated, the FY 2023 - 24, and FY 2024 – 27 budgets have been prepared for the City of Saratoga Springs using budgetary practices and techniques recommended by the Governmental Accounting Standards Board (GASB) and the Governmental Finance Officers Association (GFOA). As required by State law, the proposed budget is balanced while staying fiscally conservative.

I submit this budget document for your review and approval. Thank you.

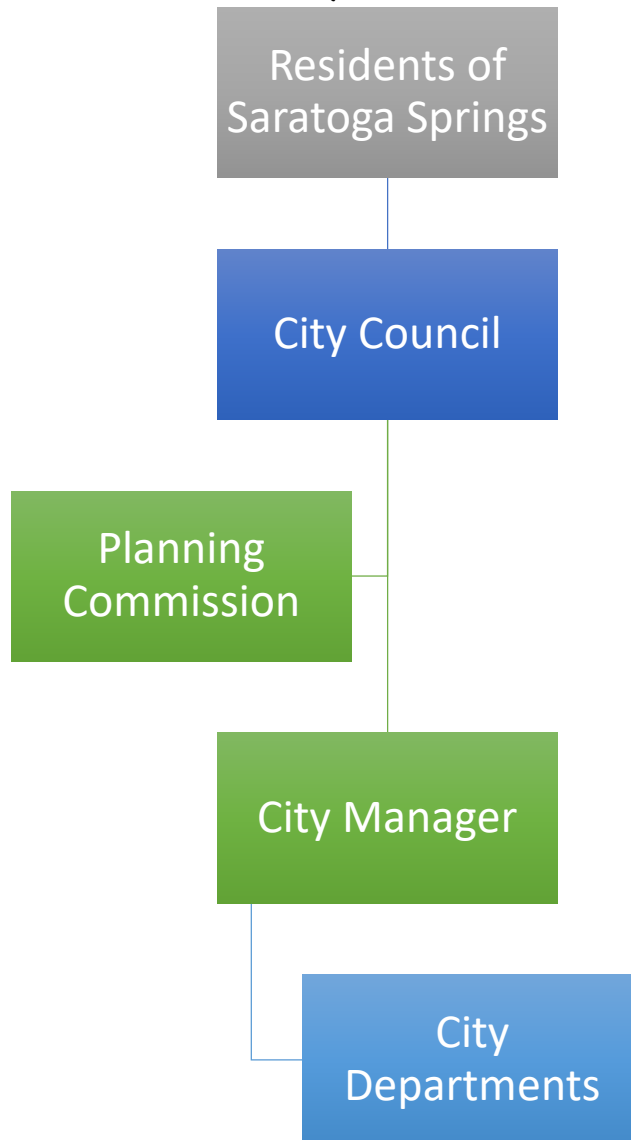
Mark Christensen
City Manager

July, 1st 2023

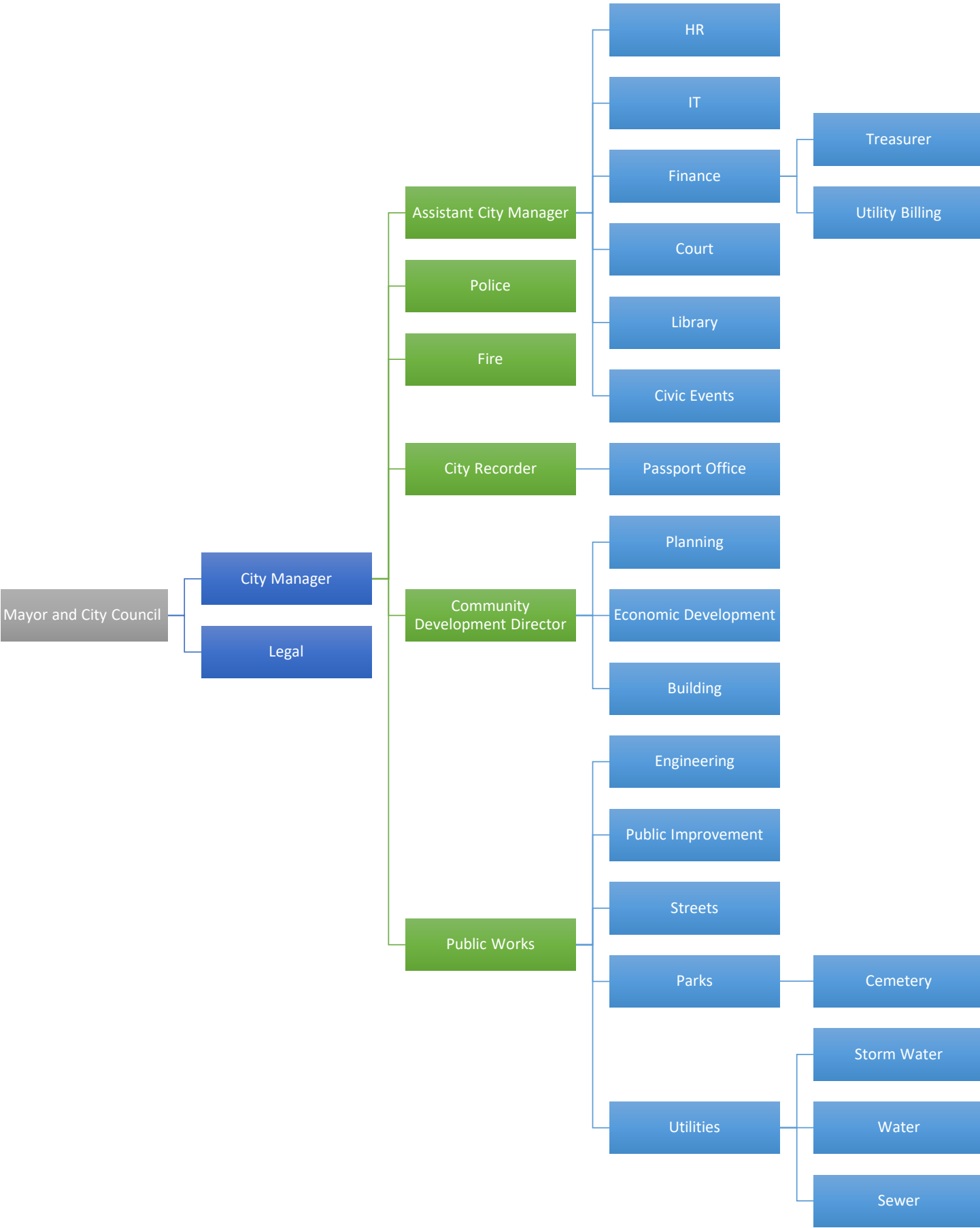


Organizational Charts

Overall City Structure



City Departments



Elected Officials



Mayor Jim Miller
Term 2022-2026



Council Member Chris Carn
Term 2020-2024



Council Member Michael
McOmber
Term 2022-2026



Council Member Chris Porter
Term 2020-2024



Council Member Ryan Poduska
Term 2020-2024



Council Member Stephen
Willden
Term 2022-2026

City Administration and Department Heads

City Manager.....	Mark Christensen
Assistant City Manager.....	Owen Jackson
City Attorney.....	Kevin Thurman
City Recorder.....	Cindy LoPiccolo
Finance Manager.....	Chelese Rawlings
Human Resource Director.....	Laura Gamon
Community Development Director.....	Ken Young
Fire Chief.....	Jess Campbell
Library Director.....	Melissa Grygla
Planning Director.....	Sarah Carrol
Police Chief.....	Andrew Burton
Public Works Director.....	Jeremy Lapin
Recreation Director.....	Heston Williams
Treasurer.....	Brock Cleverly

Saratoga Springs Long Term Goals

In 2021, the City Council adopted a updated long-term strategic plan. The goal of this budget is to systematically link the strategic plan to the funded activities of the City budget, thereby forwarding the citizen's directive. The following are the directives and initiatives identified by the community.

Well-Planned Growth & Housing

Saratoga Springs is projected to nearly double in the next two decades. While there are many factors related to growth that are outside of the City's authority, the City will continue to work with UDOT, Utah County, Mountainland Association of Governments (MAG) and other State agencies to address the growth-related challenges of traffic and congestion. The City will also continue to pursue state funding to alleviate strategic congestion points such as Mountain View Corridor and Foothill Blvd. At the same time, the City will continue to leverage existing code to ensure that new residential developments are properly zoned and do not exceed agreed upon density limits. Lastly the City will ensure sufficient staffing for emergency services such as fire and police to serve the growing population. By addressing growth in a proactive way, the City can ensure that future generations of residents experience the quality of life that residents currently enjoy.

Potential Initiatives:

- » Coordinate with UDOT and State/County on addressing Redwood Road congestion
- » Secure State funding and proper development of Mountain View Corridor and Foothill Blvd
- » Continue to update, evaluate, and implement Transportation Master Plan
- » Continue to enforce policy that limits the density increase of already zoned and approved projects
- » Review and update General Plan
- » Amidst continuing growth, maintain utility service levels for existing residents
- » Continue to update Capital Facilities Plan as needed
- » Maintain appropriate staffing levels for emergency response services as the city grows
- » Continue to follow resident priorities listed in proposition 6 regarding future growth

What Does Success Look Like?

- » Improved, reliable travel options entering and leaving the City
- » Continued attention to Redwood Road, Mountain View Corridor, and Foothill Blvd
- » General Plan and Capital Facilities Plans remain on track and continue to guide growth
- » Maintenance of appropriate emergency response staffing levels

Economic Development

Saratoga Springs has now reached a size that begins to naturally attract businesses to operate in the City. Residents expressed a strong desire for more dining options in the city. An important step in making this possible is daytime foot traffic for those restaurants. To attract more dining options and generate more employment within Saratoga Springs, the City will continue to actively recruit businesses and support increasing the number of commercial office locations. The City will continue to streamline the development process to make it easier for businesses to begin construction and eventual operations. Highlighted by recent events, employees more frequently work from home and need access to reliable, high-speed internet. As an essential prerequisite to certain businesses joining the community, the City will also evaluate options to improve access to internet for its residents. In addition, the City will work to diversify its retail base to give residents a wider array of options, including additional dining experiences such as sit-down restaurants. Critical to success in every other area of the strategic plan is the imperative to foster growth-minded economic development and bring more high-paying jobs to Saratoga Springs to support the growing population, and fund public needs to maintain quality of life during growth.

Potential Initiatives:

- » Continue to Implement 2018-2023 Economic Development Strategic Plan
- » Work to streamline commercial development process and communicate already streamlined processes
- » Continue to support investment in infrastructure such as broadband that can attract innovative and technology-based industry
- » Continue to recruit additional food-service businesses, including sit-down restaurants
- » Continue to expand local retail and shopping options, including hardware, grocery, clothing, and other areas
- » Continue to strategically attract and retain a mix of businesses that can provide employment opportunities
- » Continue to support commercial development of flex office warehouse space and business parks along Mountainview Corridor and Pioneer Crossing
- » Coordinate with Eagle Mountain, and Lehi, on connectivity of commercial projects

What Does Success Look Like?

- » Growth in median wage
- » Expansion of commercial property tax base
- » Job growth
- » Presence of more diverse dining options, including sit-down restaurants
- » Improved retail and shopping options, including hardware / home improvement

Access to Recreation & Natural Beauty

The residents of Saratoga Spring highly value the recreational amenities in the community, and desire for the City to expand and build upon the great existing parks and trails networks to continue to support the opportunity for an active lifestyle. For outdoor recreation, the City will strive to develop the North marina on Utah Lake to give residents additional access to the lake. The City will also work on updates to the Marina Park in the South for increased public use. In addition to Utah Lake, the City will continue to implement its Master Plan for Parks, Recreation, and Open Space. For indoor recreation, the City will conduct a feasibility study to assess the possibility of investing in an eventual recreation center. The City will also continue to grow its recreation programs for both youth and adults

Potential Initiatives:

- » Continue to implement the Parks, Recreation, and Open Space Master Plan
- » Conduct a feasibility study for a possible recreation center, including aquatic options
- » Continued growth of programs for both youth and adult recreation
- » Form plan for development of North marina on Utah Lake
- » Improve Marina Park for recreational access
- » Maintain access to Lake Mountain as a recreational amenity for pedestrians and motorists
- » Finalize purchase of remaining land for Patriot Park
- » Identify feasible expansion of library services
- » Work with the Bureau of Land Management (BLM) and SITLA to coordinate appropriate public uses of land adjacent to the City
- » Create communication plan for public access to natural amenities, including Utah Lake and Lake Mountain
- » Continue to encourage development maintaining view corridor preservation of Utah Lake and Wasatch Mountains
- » Continue to invest in the planting and expansion of the City's inventory of trees
- » Continue to negotiate open space requirements in new community developments

What Does Success Look Like?

- » Participation of both adults and youth in organized rec leagues and usage rate of public parks
- » Increased number of lakefront acres developed
- » Improved public access to Utah Lake as measured by usage rates
- » Increased access to trails for pedestrians and motorists (ATV, bicycle)
- » Recreation center feasibility study is completed
- » Residents are updated on public access to natural amenities
- » Increased number of new trees planted
- » View corridor preservation is encouraged

Connected Community

Common among suburban communities is the desire for safe walk-ability among residential neighborhoods. Currently, there are several gaps in infrastructure between community developments that cause a physical separation between neighborhoods, and limit pedestrian safety. To help connect residents between residential developments, the City will review current contracts to identify any gaps in infrastructure that are not planned to be filled in the coming years. Based on the results of this inventory, the City will address any gaps that are not under the responsibility of developers. The City will continue to work with Alpine School District to identify safe walking routes and implement improvements as needed.

Potential Initiatives:

- » Review development contracts to identify any current gaps in residential infrastructure
- » Address existing infrastructure gaps between community developments
- » Invest in needed pedestrian crossings near schools and select intersections
- » Continue to enforce connectivity in new developments
- » Educate community on master trails and existing pedestrian options
- » Continue to pursue grant opportunities for walk-ability projects
- » Continue coordination with Alpine School District to identify safe walking paths for Saratoga Springs' schools

What Does Success Look Like?

- » Improved connectivity and walk-ability across the City
- » Reduced number of infrastructural gaps between highly populated residential developments
- » Number of residential pedestrian access points identified and zoned



Informational Section



Community Information

The City of Saratoga Springs is a growing community located on the northwest shores of Utah Lake in the center of Utah's Wasatch Front Metropolitan Area. The City, incorporated in December of 1997, boasts a high quality of life that includes beautiful lake shore living, great air quality, superb views and an excellent central location midway between the Provo/Orem and Salt Lake City metro areas. There is excellent access to I-15, via Pioneer Crossing and 2100 N, for both north and south travel, and access to the Bangerter Highway via Redwood Road for quick travel to Salt Lake International Airport (30-40 minutes by car) or other critical locations north of the City. Provo/Orem is located approximately 20-25 minutes by car via I-15.

The City's population of approximately 50,000 residents is a suburban population that works along the Wasatch Front but desires a quiet suburban area in which to live. The City is among the top ten fastest growing cities in Utah, and as a region, the northern Utah County area has also experienced rapid development and growth in recent years. Fueled by a strong economy, the cities of Saratoga Springs, Eagle Mountain, and Lehi continue to issue many development approvals and permits. The physical infrastructure to continue rapid residential growth is in place and regular planning ensures that transportation expansion meets the needs of population growth rates.

The combined population of these three cities is approximately 170,000 residents, mostly located west of the I-15 corridor.

Land development in the City mostly takes the form of large "master planned" communities with progressive land-use and zoning practices which have resulted in quality and diverse housing styles. Saratoga Springs is only partially developed and it is expected that the build-out population of the City will be over 100,000 residents. Only 35% of the land area within the City has been developed or is planned to be developed. There are still several large parcels that remain as well as numerous smaller tracts that will one day be developed. In its General Land Use Plan, the City has sites planned for low, medium, and high density residential, neighborhood and regional parks, schools, commercial and office uses and large research and development properties.

The City provides many public services including water, sewer, police, garbage, and fire and emergency medical response. There is a fully functioning administrative office with staff providing city management, building permitting and inspections, engineering, development services, public works, utility billing, and records management. In addition to administrative functions, the City has a growing, award-winning recreation program that provides year round recreational programs and clinics. This document includes budgets of all funds and account groups responsible for these activities, organizations, and functions that are related to the City and are controlled by or dependent upon the City's governing body, the Mayor and City Council.

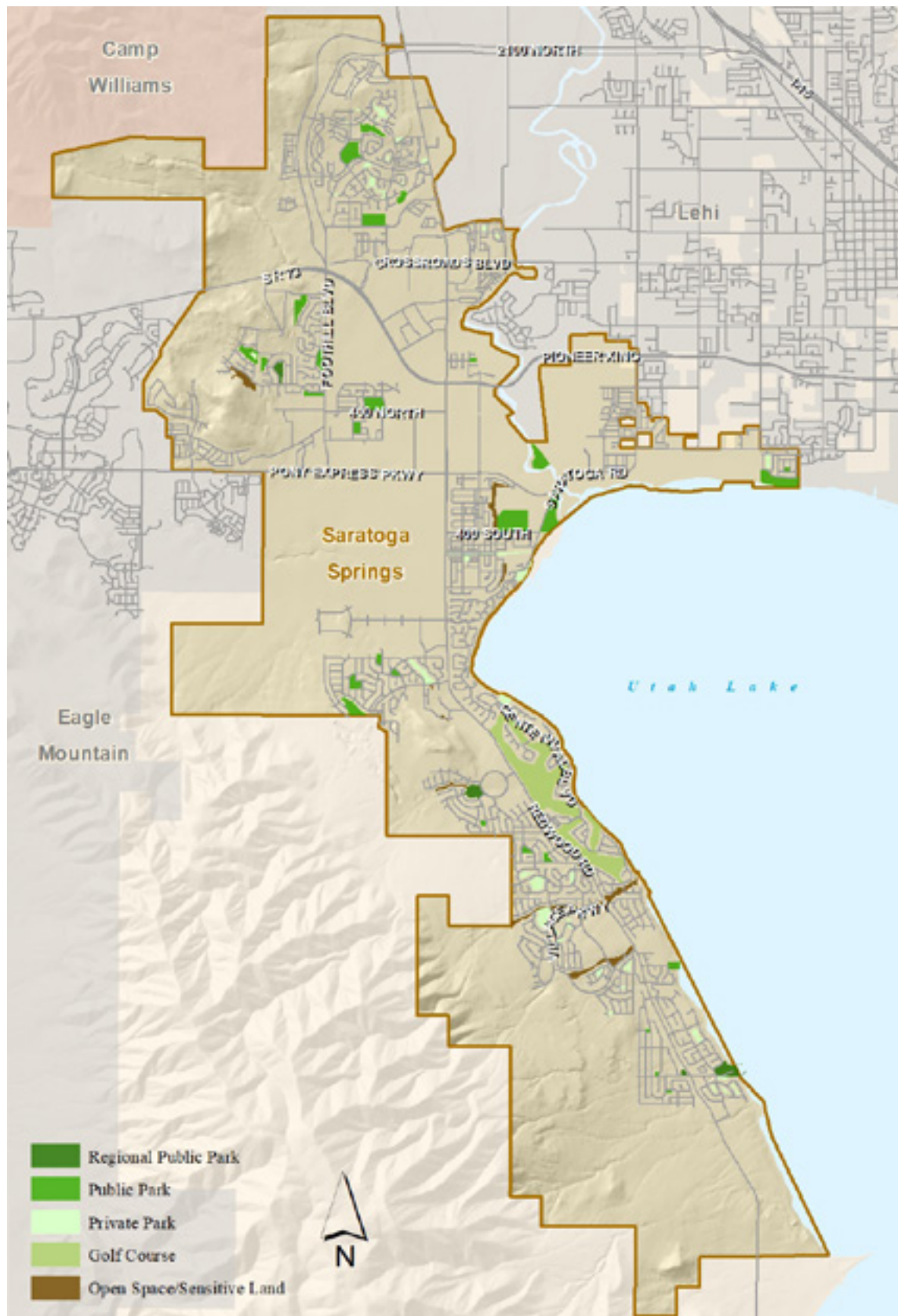
The Saratoga Springs Special Improvement District is chartered under Utah law as separate legal governmental entity. This document includes reports of these entities since the Mayor and City Council are the appointed board members for this agency.

The Saratoga Springs Community Redevelopment Agency is chartered under Utah law as separate legal governmental entity. This document includes reports of these entities since the Mayor and City Council are the appointed board members for this agency.

The City operates under a six-member council with the Mayor as a non-voting member of the legislative body. The Council has, by ordinance, established a city-manager form of government. Under this organizational structure, the Mayor and a five member Council appoint a city manager to act as the chief executive officer who oversees the daily operations of the City. The Council establishes policy and direction by enacting local legislation and adopting budgets; the city manager is responsible for implementing the Council's policies and direction.

The Mayor is elected for a term of 4 years, while the Council is elected for 4 years with staggered terms.

The Mayor appoints seven members of the Planning Commission with the advice and consent of the City Council. The Planning Commission is a stipend position appointed to 4 year staggered terms. The Commission's primary responsibilities are to review and provide a recommendation on new development plans in accordance with the direction established by Council, zoning changes, and the general plan.



City Statistics

Operation Indicators by Function

City Service	Operation Indicator	For FY 2022 (As of July 2022)	For FY 2023 (As of July 2023)	% Change
Fire Protection	Full-time employees	24	24	0%
	Part-time employees	12	12	0%
	Fire calls for service (2022 Calendar Year)	593	851	44%
	Medical calls for service (2022 Calendar Year)	1093	1157	6%
Police Protection	Number of officers	44.75	44.75	0%
	Police Calls for service (2022 Calendar Year)	22,250	21,086	-5%
Municipal Water Services	Number of connections	12,010	13,340	10%
	Culinary gallons billed per day/year	2,022/738,067	3,728/1,360,857	46%/46%
	Secondary gallons billed per day/year	10,721/3,913,297	10,012/3,654,380	-7%/-7%
Municipal Refuse Services	First cans	10,292	11,681	12%
	Second and Third cans	3,349	3,733	10%
	Recycle cans	10,365	11,550	10%
Business Licenses	Licenses issued	509	583	12%
Building and Construction	Building permits issued (2022 Calendar Year)	2,623	1,802	-31%
	Single family permits issued (2022 Calendar Year)	1,112	581	-48%
	Multi-family permits issued (2022 Calendar Year)	651	510	-22%
Parks and Recreation	Flag football participants	376	435	14%
	Basketball participants	2,344	2,245	-4%
	Soccer participants	5,091	4,862	-5%
	Baseball participants	1,505	2,633	43%
	Volleyball participants	739	864	14%
	Track participants	191	203	6%

Capital Assets by Function

Type of Asset	Asset Indicator	FY 2022	FY 2023	% Change
Streets	Lane miles maintained	282.9	301.5	6%
	Street lights	2,725	2,878	5%
Fire Protection	Fire stations	2	2	0%
	Fire Hydrants	2,131	2,342	9%
	Fire pumping vehicles	3	3	0%
Police Protection	Police stations	1	1	0%
Education	High schools	1	1	0%
	Junior high schools	2	2	0%
	Elementary schools	8	8	0%
	Charter schools	1	1	0%
Municipal Water Facilities	Miles of water lines	199.7	217.1	8%
	Miles of sewer lines	162.7	175.4	7%
Parks and Recreation	Parks	31	31	0%
	Park and open space acreage	330	331.7	1%



Growth of the City

Northern Utah County and southern Salt Lake County are rapidly developing and are among the fastest growing areas of the country. With a build-out of only 32%, Saratoga Springs is poised to continue holding a place in the top ten fastest growing cities in Utah. The tables below show historical growth rates and future projections for population.

Saratoga Springs Population

Year (Calendar)	Percent Change	Population
2010	58%	16,516
2011	8%	17,781
2012	7%	19,054
2013	11%	21,137
2014	15%	24,356
2015	6%	25,710
2016	6%	27,300
2017	7%	29,274
2018	5%	30,652
2019	8%	33,330
2020	10%	39,085
2021	15%	46,220
2022	12%	52,395

Saratoga Springs Forecasted Population

Year (Calendar)	10 Year Percentage Growth	Forecasted Population
2020 (Past)		39,085
2030	104%	79,815
2040	47%	117,641
2050	18%	138,600

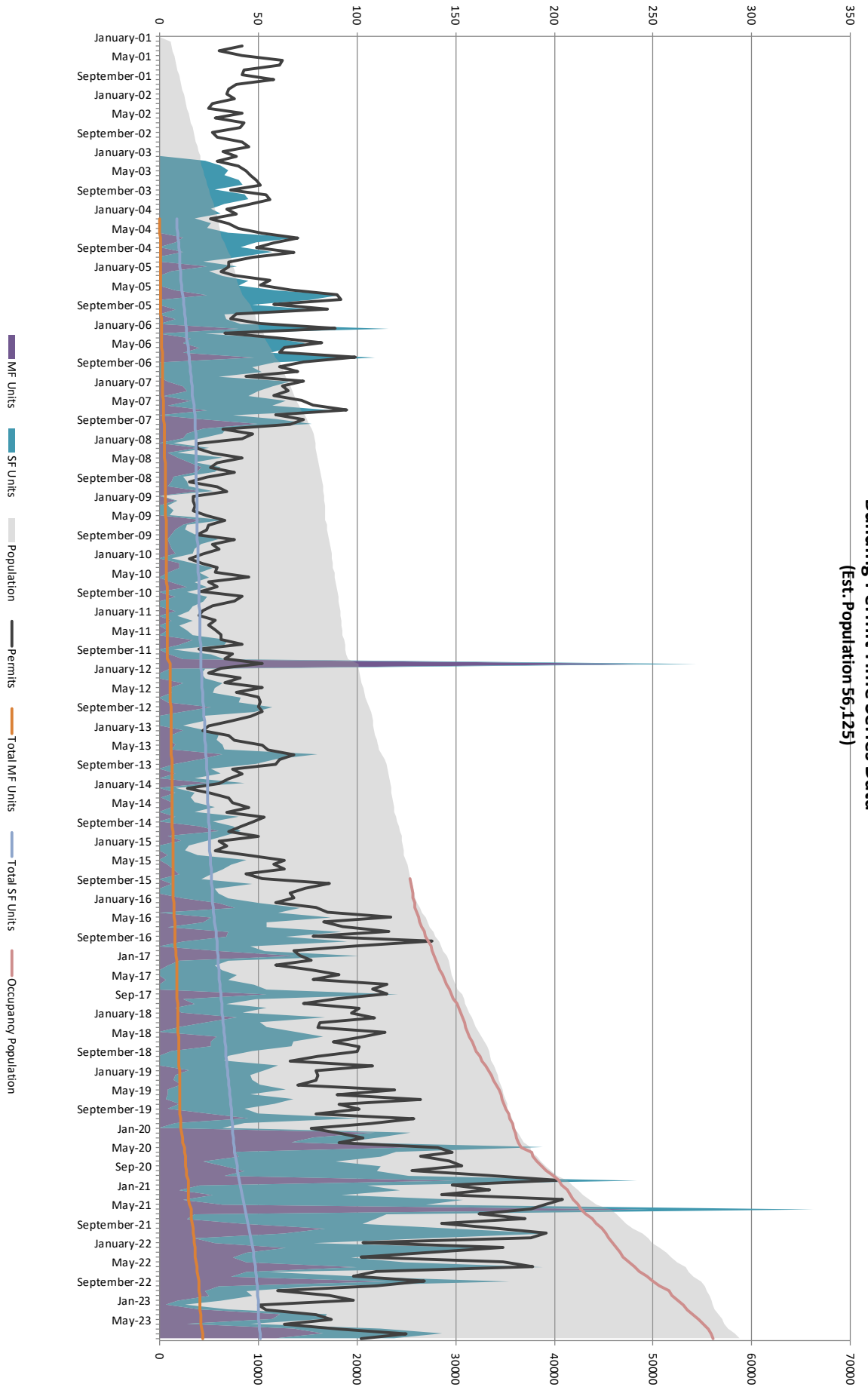
Population estimates are based on projections using a combination of prior growth rates, current planning application numbers, and the correlation with the number of building permits. The tables on the next page show both historical and projected planning application and building permit counts.

Saratoga Springs Building Permits

Year (Calendar)	Percent Change	Count
2011	65%	679
2012	-16%	572
2013	13%	649
2014	-13%	562
2015	38%	773
2016	74%	1,343
2017	-17%	1,116
2018	-3%	1,079
2019	8%	1,165
2020	15%	1,725
2021	25%	2,149
2022	-19%	1,802
2023	-80%	1000 (Projected)



Building Permit Time Series Data (Est. Population 56,125)



Planning Applications

Application Type	2018	2019	2020	2021	2022
Ag Protection	-	-	-	-	-
Annexation	2	2	-	3	-
Appeal	-	-	-	-	-
Change of Use	2	1	2	3	-
Code Amendment	4	4	-	1	14
Community Plan/Amend	9	1	1	4	3
Concept Use	16	20	18	14	23
Conditional Use	3	2	-	-	-
Final Plat	30	26	22	50	26
Home Occupation	6	3	8	1	11
General Plan Amendment	4	-	-	1	-
Lot Line Adjustment	2	-	1	1	-
MDA/Annexed	-	2	-	-	4
Minor Subdivision	5	6	2	-	1
Other	1	-	-	-	-
Plat Amendment	13	2	6	11	12
Preliminary Plat	22	9	9	24	11
Preliminary Plat/Final Plat	-	-	28	37	17
Rezone/GPA	6	6	1	5	13
Sign Permit	20	42	13	49	63
Site Plan - New/Amend	16	23	18	48	36
Subdivision Exception	-	-	7	4	5
Temporary Site/Sign	13	14	24	28	31
Variance	1	1	-	2	-
Village Plan/Amend	6	6	11	7	6
Total Applications	181	179	171	318	276
Average Applications per Week	3.48	3.44	3.29	6.11	5.31

Budget Process

Basis of Budgeting

This budget document is prepared using the modified-accrual basis for all funds, the same basis used to prepare the City's financial statements in the Comprehensive Annual Financial Report. The modified accrual method is a governmental accounting method where revenue is recognized when it becomes measurable and available. Expenditures are typically recognized in the period in which the liability is incurred. Budgets are prepared annually, with regular review with each department director. All funds included in the budget book are legally appropriated by the City Council.

Budget Administration and Methodology

Saratoga Springs City's Finance Division in the Administrative Services Department assists the City Manager in preparing the City's budget, following regulations from the Utah State Auditor's Office and within approved guidelines listed in the Utah Municipal Code 10.6 Uniform Fiscal Procedures for Utah Cities. The budget team works closely together to present to the City Council a balanced budget. The balanced budget methodology means that revenue is greater than expenditures, revenue equals expenditures, or revenue and appropriated fund balance equals expenditures. An approved budget is required for any fund that will have expenditures throughout the year. Further budget policies and processes will be discussed throughout the budget book.

Budget Process

According to state statute, the budget officer (City Manager) shall prepare and file a proposed budget with the City Council by the first scheduled Council meeting in May. The proposed budget must be available for public inspection during normal business hours after it has been filed with the City Council. The Council holds at least one public hearing on the proposed budget. Before June 22, the Council must adopt either a tentative budget if the certified tax rate is to be exceeded (tax increase) or a final budget and proposed tax rate (no tax increase). If there is a property tax increase, the Council holds an additional public hearing before adopting the budget by August 17. This year there is no property tax increased proposed as part of the City Managers recommended budget.

The City begins the budget process in January with the City Council identifying goals and objectives for the next year. Each department director is responsible for preparing budget requests for each program, under the assumption that basic services will be maintained at current levels and adequately funded. Council objectives are addressed either in the current level budget or as additional options for enhanced, increased, or decreased service levels proposed by the departments. The City Manager reviews budget requests, including budget options, with each department director and develops a proposed budget balanced within the limits of the current available resources or with a proposed increase in fees and/or tax revenues. Between the second City Council meeting in March and the first meeting in June, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. The operating budget is adopted on an annual basis. Capital construction normally takes place over more than one fiscal year; therefore, capital budgets are adopted on a project length basis.

Budgetary Control

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

Considerations for Funding

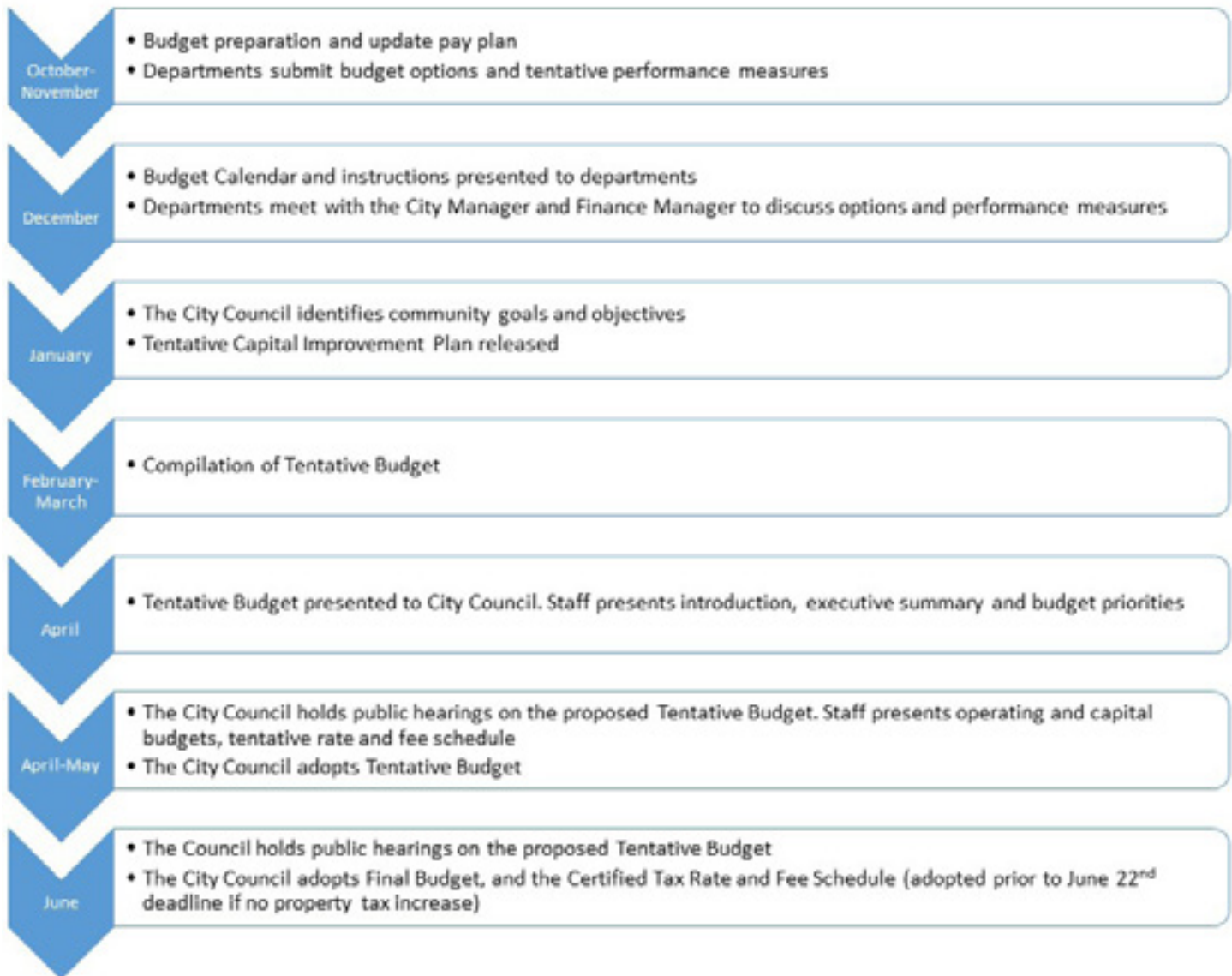
Requests for increased funding or levels of service should be considered at one time rather than in isolation or on a “piecemeal” basis. This policy does not preclude budget adjustments pursuant to state laws, but encourages that budget decisions, where possible, be part of the comprehensive process.

Departments are given specific instructions during the budget process that all budget requests must meet certain criteria prior to being considered by the City Council. Generally, the criteria is as follows: (1) budget requests are directly tied to the established Council goals, (2) the department can demonstrate through quantifiable means that there is an outstanding need, or (3) the request is offset by a new revenue source, or (4) the request is directly tied to an expense reduction in the department’s existing operating budget. Consideration must be given that new requests might require a budget reduction in future budget cycles to offset the request. This stringent process assists the City in acting fiscally responsible and clearly communicates expectations for budget requests. In addition to the above-mentioned criteria, all requests should meet at least one of the following criteria:

1. Requests should be offset with equal or greater reductions within a department’s budget.
2. New personnel requests must be discussed with the City Manager prior to submitting the request
3. Requests are offset with budget reductions in the same budget category. For example, a new personnel request should be offset with existing personnel funding, materials should offset materials, etc. Personnel requests offsetting existing funds other than personnel are discouraged and will be subjected to a heightened review.
4. Request demonstrates an exceptional need that could not have been anticipated during the budget process.
5. Request is specific for a Council program or goal.
6. Request generates new revenues.
7. Request fulfills federal, state, or local mandates.



Budget Calendar



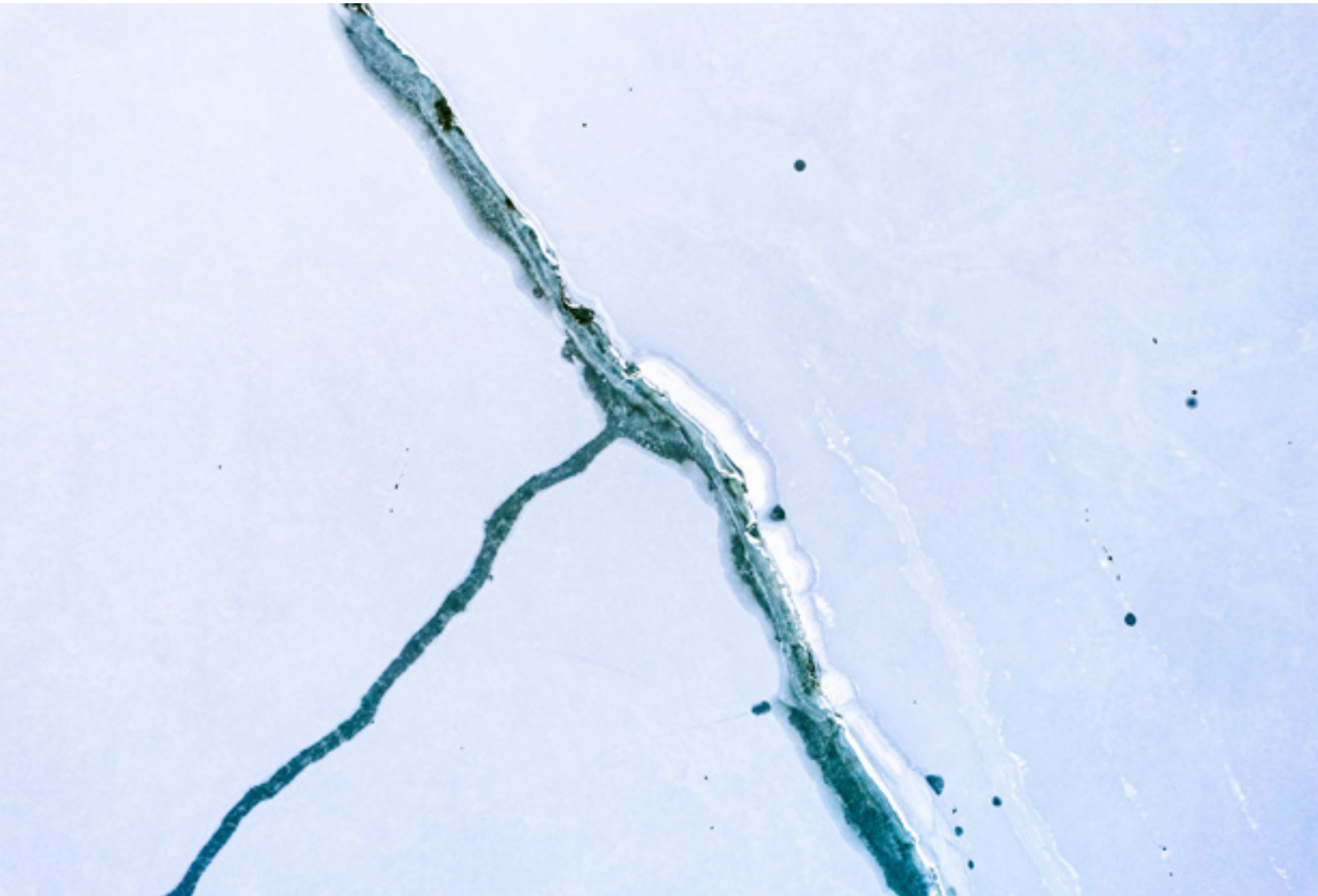
Additional Budget Dates and Deadlines

- July 17 – Budget due to State Auditor’s Office (no property tax increase)
- August 30 - Budget published and available on-line
- September 17 - Budget due to State Auditor’s Office (property tax increase)
- September 17- Submit Budget Document to Government Finance Officers Association for their Budget Presentation Award
- September 30 – Final Budget Document made available

On or before the last day of the fiscal period in which a final budget has been adopted, budget amendments may become necessary to increase estimated revenues and appropriation budgets in certain funds. The Council, prior to approving budget amendments, must hold a public hearing to solicit public input.

Budget Award

It is the intent of the City Manager to present this budget document to The Government Finance Officers Association of the United States and Canada (GFOA) for the Distinguished Budget Presentation. To receive this award, the City must publish the document that meets program criteria as a policy document, operations guide, financial plan, and communication device. The award is significant because it demonstrates adherence to budget policies and positive planning efforts. The award is an external measure of the proactive budgeting practices the City is employing and is valid for a period of one year. We believe this budget conforms to GFOA requirements and we will submit the budget when we apply for this prestigious award





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Saratoga Springs
Utah**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

Budget Highlights

Staff is pleased to submit the proposed budget for the City of Saratoga Springs, Utah for the fiscal year beginning July 1, 2023 and ending June 30, 2024.

This budget is the result of many hours and the contributions of Council members, the public, employees and City leadership. Staff have submitted a budget that is conservative and utilizes fund balance to address critical needs of the City to protect the long-term goals and objectives.

Preparation for the Fiscal Year 2024 budget began in November 2022 with the City Manager and the budget team looking at early revenue forecasts, projected retirement and insurance increases, and department needs for the Fiscal Year 2024.

The budget team met with the City Manager to monitor and plan for the following:

- Revenue Needs & Forecasts
- Budget Expenses & Shortfalls
- Changes in Payroll, Retirement, Health Insurance, Operation and Maintenance Needs, Capital Needs, Vehicle Replacement, Adequacy of Fees & Taxes

The 2024 budget supports our ongoing goal of continued fiscal health with a sustainable budget. Monies are invested in capital improvements, vehicle replacement and employees. Saratoga Spring City employees are among the greatest and most critical assets the City has, and by investing in them, we are better able to recruit, develop, and retain top employees.

Capital Projects of Note

With the City's rapid population growth, the City needs to expand and maintain its infrastructure. The following projects are needed at this time:

- ◇ **Storm Drain Crossing across Pony Express at Middle School**
New Storm Drain Line running under Pony Express near the already existing middle school
- ◇ **Preliminary Design for a new City Hall**
The City will be beginning the design process of a new City Hall
- ◇ **Pipelines for Drinking Water Well #7**
New pipelines will further connect Drinking Water Well #7 to the City water network
- ◇ **New Jacobs Ranch Well**
Beginning of design work for new water well at Jacobs Ranch
- ◇ **Wastewater line connecting 400 N to Gravity Sewer Outfall at Redwood Road**
New wastewater line will improve connectivity of City sewer network

New Positions

As the City continues to grow, the workload for each department has increased concurrently with that growth. The City Manager tasked each department head with developing a workload and personnel matrix to determine, using appropriate data analytics techniques, appropriate staffing levels. Based on these analyses, department heads submitted their requests for additional personnel, including promotions of current staff. The approved personnel requests are summarized below. Any unapproved personnel requests are located in the budget request appendix.

FY 2024 New Personnel

Title	Employment Type	Department	FTE's	Reason for New Position
Financial Analyst	Full-time	Admin	1	Position is being added to allow for the reorganization of Accounts Payable, Purchasing and Capital Facilities
Engineer II	Full-time	Engineering	1	Position is being added to keep City Engineering Reviews timelines within State guidelines
Battalion Chief	Full-time	Fire	1	Position will oversee City EMS services
Librarian	Full-time	Library	1	Position is being added to maintain level of service
Maintenance I	Full-time	Parks	1	Position helps the City keep up with maintenance needs brought about by new growth
Planner II	Full-time	Planning	1	Position is replacing consultant hours
Total New*			6	

*Does not include reclassified positions, positions moved between departments or positions allotted additional hours

Personnel Counts

Department	FY 2021-22	FY 2022-23	FY 2023-2024
Recorder	2.25	2.75	2.75
Administration	14.00	14.00	18.2
Building	12.46	12.46	12.46
Planning	8.08	9.08	10.08
Legislative	0.00	0.00	0.00
Utility Billing	4.25	5.25	5.25
Treasurer	1.00	1.00	1.00
Public Works	58.34	64.33	65.34
Fire	33.78	33.78	33.78
Engineering	4.33	4.33	5.33
Recreation	6.254	8.40	9.367
Attorney	6.625	7.00	7.00
Police	59.525	61.09	62.19
Court	2.65	2.65	2.65
Community Development	2.00	2.00	2.00
Public Relations and Community Outreach	2.058	2.75	2.75
Library	9.124	9.124	10.4
IT	3	5.00	5.00
Total	229.70*	245.00	256.54

*Estimated totals for those years

Financial Information



Fund Structure and Basis of Accounting

In evaluating how to define the City for financial reporting purposes, management has considered all potential component units. The decision to include a potential component unit in the reporting entity was made by applying the criteria set forth in the related Governmental Accounting Standards. The City is considered financially accountable for an organization if the City appoints a voting majority of that organization's governing body, or there is a potential for the organization to provide specific financial benefits to or impose specific financial burdens on the City. The City is also considered financially accountable for an organization if that organization is fiscally dependent on the City. The City has no component units.

State law requires that budgets be prepared for the following funds: general fund, special revenue funds, debt service funds, and capital improvement funds. All City funds are accounted for in accordance with Generally Accepted Accounting Principles (GAAP).

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The use of financial resources to acquire capital assets are shown as assets in the government-wide financial statements, rather than reported as expenditures in the governmental fund financial statements. Proceeds of long-term debt are recorded as a liability in the government-wide financial statements, rather than as another financing source in the governmental fund financial statements. Amounts paid to reduce long-term debt in the government-wide financial statements are reported as a reduction of the related liability, rather than expenditures in the governmental fund statements.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter (generally within sixty days) to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred, as under the accrual method of accounting. However, debt service expenditures, as well as expenditure related to compensated absences and claims and judgments are recorded when payment is due.

Sales and use taxes, franchise taxes and earned but un-reimbursed state and federal grants associated with the current fiscal period are considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal year. Property taxes are measurable as of the date levied and available only when cash is received by the county treasurer prior to the City's fiscal year end and remitted to the City within sixty days of its fiscal year end.

The City reports the following governmental funds:

General Fund - The General Fund is the primary operating fund. It is used to account for all financial resources of the City not accounted for by a separate, specialized fund.

Special Revenue Fund – The Special Revenue Fund is used to account for the proceeds of specific revenue sources that are restricted or committed for specified purposes. The City has one special revenue fund that operates the street light program funded by property owner assessments.

Capital Projects Fund- the Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital improvements (other than those financed by proprietary funds.)

The City reports the following proprietary fund types as enterprise funds:

Street Lighting Fund – The Street Lighting Fund accounts for the street lighting system of the City for its residents.

Water Utility Fund – The Water Utility Fund accounts for the water distribution system of the City for its residents.

Sewer Utility Fund – The Sewer Utility Fund accounts for the sewage collection systems of the City for its residents

Storm Drain Utility Fund – The Storm Drain Utility Fund accounts for the various storm drain collection and retention systems in the City for its residents.

Garbage Collection Utility Fund – The Garbage Collection Utility Fund accounts for the collection and disposal of garbage for City residents.

During the course of operations, the government has activity between funds for various purposes. Any residual balances outstanding at year-end are reported as due from/to other funds and advances to/from other funds. While these balances are reported in fund financial statements, certain eliminations are made in the preparation of the government-wide financial statements. Generally, the effect of inter-fund activity has been eliminated from the government-wide financial statements. Exceptions to this general rule are payments to the General Fund by the Enterprise Funds for providing administrative, billing, and facility costs for such funds. Elimination of these charges would distort the direct costs and program revenues reported for the various functions concerned.

Enterprise funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with an enterprise fund's principal ongoing operation. The principal operating revenues of the enterprise funds are charges to customers to the system. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Functional Units by Fund Type

Fund Type	Fund Category	Department/Individual Fund
Governmental	General (10)	Administrative
		Planning
		Engineering
		Building
		Parks
		Streets
		Public Works
		Public Improvements
		Treasurer
		Recorder
		Legal
		Justice Court
		Public Relations and Community Outreach
		Library
		Recreation
		Community Development
		Utility Billing
		Police
		Police-Bluffdale
		Fire
		Non-Departmental
		General City Buildings
	Debt Service	Debt Service (40)
	Special Revenue Funds	Zone 2 SID (24)
		CDRA (42)
	Capital Projects	Parks and Open Space (32)
		Public Safety (34)
		Streets (33)
		Storm Drains (31)
		General Capital Projects (35)
Proprietary	Enterprise	Water (51)
		Sewer (52)
		Storm Drain (54)
		Street Lighting (50)
		Garbage (55)
	Capital Projects	Wastewater Impact Fee (53)
		Culinary Water Impact Fee (56)
		Secondary Water Impact Fee (57)
		Water Rights (58)

Fund Balance

Fund balance is a crucial measure for understanding the financial health of any organization. Each fund starts the year with the previous year's ending fund balance. After revenues are added and expenditures are subtracted, the fund is left with an ending fund balance that is then used for the beginning fund balance next year. Fund balance is tracked for each individual fund and as a sum of the funds of the whole city. Below is a table that shows the ending fund balance as of FY 2023.

Ending Fund Balance Available for Appropriation					
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
General (10)	\$4,412,943	\$7,332,119	\$10,410,408	\$9,011,128	\$9,454,621
Street Lighting (22)	-	-	-	-	-
SSD Street Lighting (23)	-	-	-	-	-
Zone 2 SID (24)	\$4,427,030	\$243,662	\$6,747,983	\$184,518	\$235,889
Storm Drain Capital (31)	\$1,813,861	\$2,241,099	\$950,114	\$(193,528)	\$(62,479)
Parks Capital (32)	\$2,376,564	\$3,131,390	\$3,963,359	\$628,447	\$833,465
Roads Capital (33)	\$1,491,582	\$1,989,979	\$3,354,929	\$10,026,492	\$3,924,291
Public Safety (34)	\$2,374,539	\$21,926	\$701,058	\$1,382,839	\$1,930,388
General Capital Proj (35)	\$6,268,554	\$6,495,878	\$9,904,111	\$20,771,589	\$20,367,867
CDRA (42)	-	*New*	\$71,156	\$38,892	\$165,120
Street Lighting (50)	\$1,032,451	\$548,344	\$576,476	\$668,338	\$932,742
Water (51)	\$3,040,533	\$548,344	\$6,129,253	\$8,832,181	\$12,189,841
Sewer (52)	\$5,957,578	\$7,056,006	\$9,039,734	\$11,123,830	\$14,327,840
Wastewater Capital (53)	\$1,387,858	\$(1,671,708)	\$3,274,747	\$(4,040,793)	\$(4,625,794)
Storm Drain (54)	\$857,281	\$1,142,490	\$1,539,669	\$2,388,776	\$3,063,491
Garbage (55)	\$353	\$134,292	\$(106,912)	\$251,841	\$621,656
Water Capital Proj (56)	\$343,500	\$247,743	\$(285,548)	\$3,195,514	\$(1,003,420)
Secondary Capital Proj (57)	\$2,943,905	\$4,675,132	\$5,140,646	\$4,261,755	\$2,341,670
Water Rights (58)	\$8,976,257	\$12,708,341	\$16,286,744	\$6,489,994	\$9,255,237
Ending Fund Balance	\$47,704,796	\$51,597,341	\$77,688,927	\$75,021,813	\$73,952,425
This includes Cash, Current Liabilities, and Current Receivables					

Below is a table showing the beginning fund balance for each fund.

Beginning Fund Balance Available for Appropriation					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
General (10)	\$4,412,943	\$7,332,119	\$10,401,408	\$9,011,128	\$9,454,621
Street Lighting (22)	-	-	-	-	-
SSD Street Lighting (23)	-	-	-	-	-
Zone 2 SID (24)	\$4,427,030	\$243,662	\$6,747,983	\$184,518	\$235,889
Storm Drain Capital (31)	\$1,813,861	\$2,241,662	\$950,114	\$(193,528)	\$(62,479)
Parks Capital (32)	\$2,376,564	\$3,141,390	\$3,963,359	\$628,447	\$833,465
Roads Capital (33)	\$1,491,582	\$1,985,979	\$3,354,929	\$10,026,492	\$3,924,291
Public Safety (34)	\$2,374,539	\$21,926	\$701,058	\$1,382,839	\$1,930,388
General Capital Proj (35)	\$6,268,554	\$6,495,878	\$9,904,111	\$20,771,589	\$20,367,867
CDRA (42)	-	*New*	\$71,156	\$38,892	\$165,120
Street Lighting (50)	\$1,032,451	\$548,344	\$576,476	\$668,338	\$932,742
Water (51)	\$3,040,533	\$5,294,648	\$6,129,253	\$8,832,181	\$12,189,841
Sewer (52)	\$5,957,578	\$7,056,006	\$9,039,734	\$11,123,830	\$14,327,840
Wastewater Capital (53)	\$1,387,858	\$(1,671,708)	\$3,274,747	\$(4,040,793)	\$(4,625,794)
Storm Drain (54)	\$857,281	\$1,142,490	\$1,539,669	\$2,388,776	\$3,063,491
Garbage (55)	\$353	\$134,292	\$(106,912)	\$251,841	\$621,656
Water Capital Proj (56)	\$343,500	\$247,743	\$(285,548)	\$3,195,514	\$(1,003,420)
Secondary Capital Pro (57)	\$2,943,905	\$4,675,132	\$5,140,646	\$4,261,755	\$2,341,670
Water Rights (58)	\$8,976,257	\$12,708,341	\$16,286,744	\$6,489,994	\$9,255,237
Beginning Fund Balance	\$47,704,789	51,598,341	\$77,688,927	\$75,021,813	\$73,952,425
This includes Cash, Current Liabilities, and Current Receivables					



Revenues

Revenues represent the various sources of income for an organization. The tables below show the increase or decrease in revenues by fund, category, and by category percentage.

Government Wide Revenues by Fund, Percentage Change from Prior Year and as Percentage of Total Revenues

Revenues By Fund	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
General (10)	\$36,244,503	\$37,718,543	\$38,324,493	\$39,474,228	\$40,658,455	\$41,878,208
% Change from Prior Year	0%	4%	2%	3%	3%	3%
% of Total Revenues	49%	37%	48%	49%	50%	51%
Zone 2 SID (24)	\$100,944	\$358,000	\$358,000	\$353,000	\$353,000	\$353,000
% Change from Prior Year	-50%	255%	0%	0%	0%	0%
% of Total Revenues	0%	0%	0%	0%	0%	0%
Storm Drain Capital (31)	\$801,135	\$938,540	\$327,300	\$327,300	\$327,300	\$327,300
% Change from Prior Year	-54%	17%	-65%	0%	0%	0%
% of Total Revenues	1%	1%	0%	0%	0%	0%
Parks Capital (32)	\$3,543,892	\$3,558,496	\$1,486,500	\$1,486,500	\$1,486,500	\$1,486,500
% Change from Prior Year	39%	0%	-58%	0%	0%	0%
% of Total Revenues	5%	3%	2%	2%	2%	2%
Roads Capital (32)	\$1,254,520	\$12,244,220	\$1,616,000	\$1,616,000	\$1,616,000	\$1,616,000
% Change from Prior Year	-40%	876%	-87%	0%	0%	0%
% of Total Revenues	2%	12%	2%	2%	2%	2%
Public Safety (34)	\$812,337	\$980,978	\$980,978	\$980,978	\$980,978	\$980,978
% Change from Prior Year	-9%	21%	0%	0%	0%	0%
% of Total Revenues	1%	1%	1%	1%	1%	1%
General Capital Proj (35)	\$2,158,420	\$11,579,840	\$4,196,000	\$4,196,000	\$4,196,000	\$4,196,000
% Change from Prior Year	-79%	436%	-64%	0%	0%	0%
% of Total Revenues	3%	11%	5%	5%	5%	5%
Debt Service (40)	\$291,800	\$293,500	\$293,500	\$293,500	\$293,500	\$293,500
% Change from Prior Year	0%	1%	0%	0%	0%	0%
% of Total Revenues	0%	0%	0%	0%	0%	0%
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Revenues By Fund	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
CDRA (42)	\$760,000	\$880,000	\$880,000	\$880,000	\$880,000	\$880,000
% Change from Prior Year	0%	16%	0%	0%	0%	0%
% of Total Revenues	1%	1%	1%	1%	1%	1%
Street Lighting (50)	\$611,279	\$654,000	\$654,000	\$654,000	\$654,000	\$654,000
% Change from Prior Year	19%	7%	0%	0%	0%	0%
% of Total Revenues	1%	1%	1%	1%	1%	1%
Water (51)	\$8,972,853	\$10,485,518	\$10,362,783	\$10,362,783	\$10,362,783	\$10,362,783
% Change from Prior Year	14%	45%	-1%	0%	0%	0%
% of Total Revenues	12%	10%	13%	13%	13%	13%
Sewer (52)	\$7,023,592	\$7,798,742	\$7,798,742	\$6,200,000	\$6,200,000	\$6,200,000
% Change from Prior Year	14%	11%	0%	-20%	0%	0%
% of Total Revenues	9%	8%	10%	8%	8%	8%
Wastewater Capital (53)	\$2,420,217	\$1,454,593	\$719,000	\$719,000	\$719,000	\$719,000
% Change from Prior Year	111%	-40%	-51%	0%	0%	0%
% of Total Revenues	3%	1%	1%	1%	1%	1%
Storm Drain (54)	\$1,463,742	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755
% Change from Prior Year	-7%	61%	0%	0%	0%	0%
% of Total Revenues	2%	2%	3%	3%	3%	3%
Garbage (55)	\$2,712,600	\$2,507,000	\$2,507,000	\$2,507,000	\$2,507,000	\$2,507,000
% Change from Prior Year	25%	-8%	0%	0%	0%	0%
% of Total Revenues	4%	2%	3%	3%	3%	3%
Water Capital Proj (56)	\$1,967,404	\$1,786,000	\$1,728,000	\$1,728,000	\$1,728,000	\$1,728,000
% Change from Prior Year	-22%	-9%	-3%	0%	0%	0%
% of Total Revenues	3%	2%	2%	2%	2%	2%
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Revenues By Fund	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Secondary Capital Proj (57)	\$1,709,075	\$1,894,213	\$1,458,000	\$1,458,000	\$1,458,000	\$1,458,000
% Change from Prior Year	-28%	11%	-23%	0%	0%	0%
% of Total Revenues	3%	2%	2%	2%	2%	2%
Water Rights (58)	\$1,458,290	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000
% Change from Prior Year	-1%	136%	0%	0%	0%	0%
% of Total Revenues	2%	3%	4%	4%	4%	4%
Total Revenues	\$74,306,602	\$100,938,938	\$79,508,051	\$79,054,044	\$80,238,271	\$81,458,024

Government Wide Revenues by Major Object, Percentage Change from Prior Year, and as Percentage of Total Revenues

Revenues by Major Object	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Tax Revenue	\$19,417,613	\$21,895,000	\$22,551,850	\$23,228,406	\$23,925,258	\$24,643,015
% Change from Prior Year	17%	13%	3%	3%	3%	3%
% of Total Revenues	26%	22%	28%	29%	30%	30%
Licenses and Permits	\$1,898,241	\$1,761,700	\$1,761,700	\$1,814,551	\$1,868,988	\$1,925,057
% Change from Prior Year	-46%	-7%	0%	3%	3%	3%
% of Total Revenues	3%	2%	2%	2%	2%	2%
Intergovernmental Revenue	\$3,729,501	\$2,286,000	\$2,286,000	\$2,354,580	\$2,425,217	\$2,497,974
% Change from Prior Year	-7%	-30%	0%	3%	3%	3%
% of Total Revenues	4%	2%	3%	3%	3%	3%
Charges for Services	\$26,247,679	\$26,250,400	\$26,236,500	\$26,318,455	\$26,451,279	\$26,588,087
% Change from Prior Year	-3%	0%	0%	0%	1%	1%
% of Total Revenues	35%	26%	33%	33%	33%	32%
Other Revenue	\$7,146,610	\$17,602,934	\$4,254,478	\$4,355,789	\$4,465,289	\$4,578,075
% Change from Prior Year	60%	148%	-76%	2%	3%	3%
% of Total Revenues	10%	18%	5%	6%	6%	6%
Administrative Charges	\$3,393,767	\$3,882,743	\$3,882,743	\$3,999,225	\$4,119,202	\$4,242,778
% Change from Prior Year	33%	14%	0%	3%	3%	3%
% of Total Revenues	5%	4%	5%	5%	5%	5%

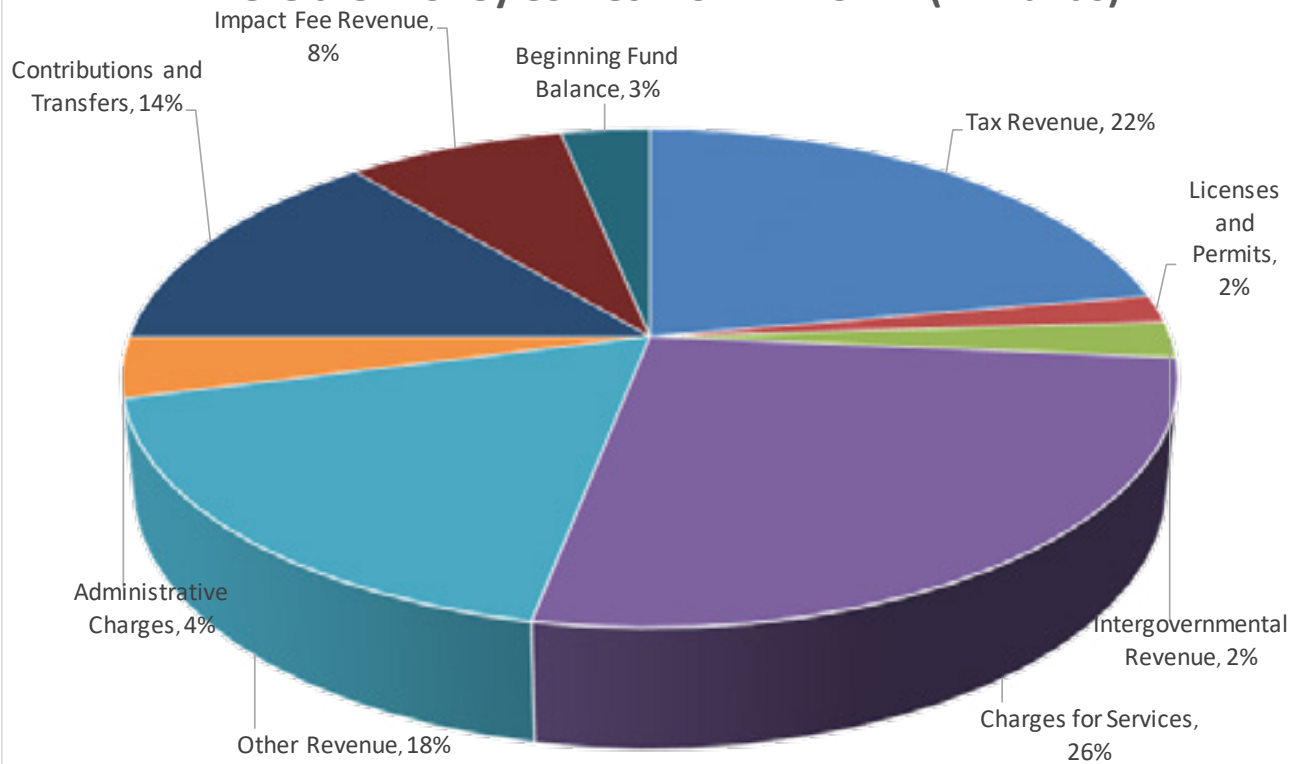
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Revenues by Major Object	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Contributions and Transfers	\$2,449,800	\$13,725,146	\$5,169,500	\$5,169,500	\$5,169,500	\$5,169,500
% Change from Prior Year	-79%	460%	-62%	0%	0%	0%
% of Total Revenues	3%	14%	7%	7%	7%	7%
Impact Fee Revenue	\$10,473,391	\$7,725,000	\$7,678,000	\$7,678,000	\$7,678,000	\$7,678,000
% Change from Prior Year	-11%	-26%	-1%	0%	0%	0%
% of Total Revenues	14%	8%	10%	10%	9%	9%
Bond Revenue	\$0	\$2,537,783	\$2,537,783	\$2,537,783	\$2,537,783	\$2,537,783
% Change from Prior Year	0%	0%	0%	0%	0%	0%
% of Total Revenues	0%	3%	3%	3%	3%	3%
Grant Revenue	\$0	\$0	\$0	\$0	\$0	\$0
% Change from Prior Year	0%	0%	0%	0%	0%	0%
% of Total Revenues	0%	0%	0%	0%	0%	0%
Beginning Fund Balance Used*	\$0	\$3,149,497	\$3,149,497	\$1,597,755	\$1,597,755	\$1,597,755
% Change from Prior Year	0%	0%	0%	-49%	0%	0%
% of Total Revenues	0%	3%	4%	2%	2%	2%
Total Revenues	\$74,306,602	\$100,938,938	\$79,508,051	\$79,054,044	\$80,238,271	\$81,458,024

Revenue comes from a variety of sources. Each source will be discussed in the individual fund sections. On the next page is an overview of the various sources of revenue and their percentages.

*Beginning Fund Balance is available monies accrued from prior years that the City is spending in the given Budget Year

Where the Money Comes From FY 23-24 (All Funds)



Revenue Forecasting

The City has endorsed the recommended practices issued by the National Advisory Council on State and Local Budgeting addressing budgeting and financial planning, specifically the six revenue forecasting practices.

- Multi-year revenue/resource projections
- Maintaining an in-depth understanding of revenues/resources
- Assessing the effects of potential changes to revenue source rates and bases
- Periodically estimating the impact and potential foregone revenue/resources as a result of policies that exempt from payment, provide discounts and credits, or otherwise favor a particular category of taxpayers or service users
- Developing a process for achieving consensus on the forecast of revenues used to estimate available resources for a budget
- Preparing and maintaining a revenue manual that documents revenue sources and factors relevant to present and projected future levels of those revenues

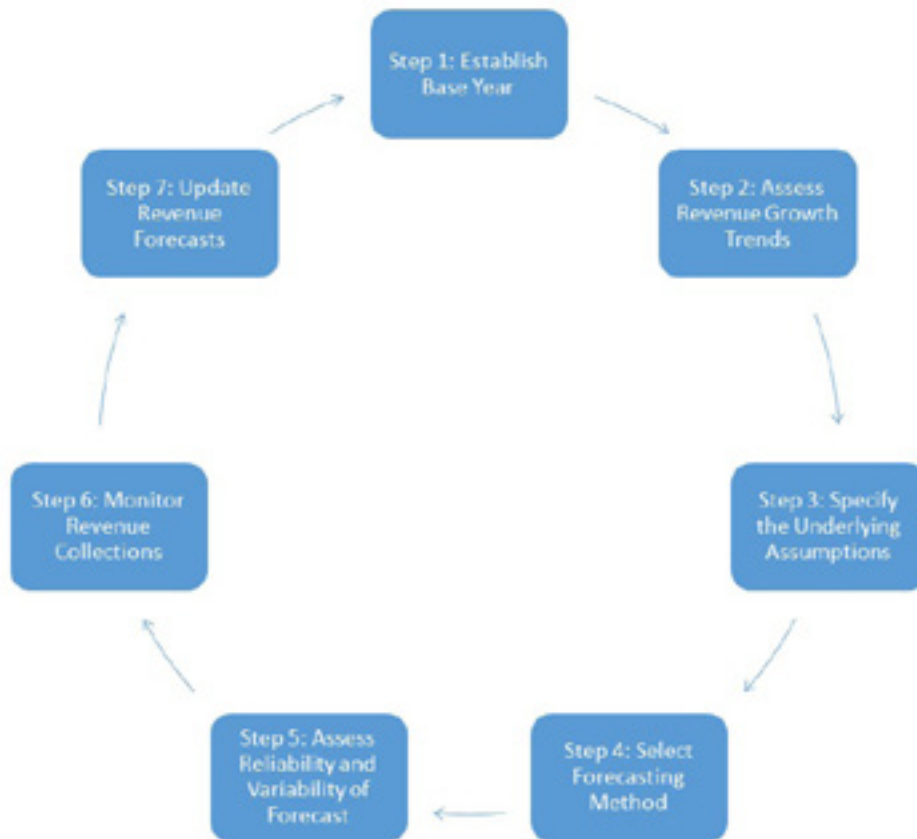
Methodology

When the City begins the budget preparation process, many factors are considered when determining future revenues. The City uses qualitative and quantitative approaches to forecasting revenues that include, but are not limited to:

- Trend Analysis
- Economic Reviews and Publications
- Departmental Surveys
- National, State, and Local Policy Changes
- Comparing Revenue Collections against Projections
- Consensus, Expert, and Judgmental Forecasting

Both forecasting methods include global, national, state, and local analysis that may affect revenues and financial planning. Using data from previous years and other data noted above, the City projects the revenues. The additional revenue above the previous year is then apportioned to the various departmental requests depending on their importance, priority, and severity.

Revenue Forecasting



Expenditures

Expenditures represent the cost of providing services. Like revenues, each fund has its own set of expenditures. Below are tables that sum the total expenditures by fund, by category, and by percentage of category. The final table represents the percent change in expenditures from each prior year.

Government Wide Expenditures by Fund, by Percent Change, and as Percentage of Total Expenditures

Expenditures by Fund	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
General (10)	\$28,444,040	\$37,718,543	\$37,513,543	\$37,470,043	\$37,470,043	\$37,470,043
% Change from Prior Year	-21%	33%	-1%	0%	0%	0%
% of Total Exp.	37%	37%	50%	50%	50%	50%
Zone 2 SID (24)	\$97,206	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
% Change from Prior Year	-63%	268%	0%	0%	0%	0%
% of Total Exp.	0%	0%	0%	0%	0%	0%
Storm Drain Capital (31)	\$694,407	\$938,540	\$30,000	\$30,000	\$30,000	\$30,000
% Change from Prior Year	-75%	35%	-97%	0%	0%	0%
% of Total Exp.	1%	1%	0%	0%	0%	0%
Parks Capital (32)	\$4,140,745	\$3,558,496	\$690,000	\$690,000	\$690,000	\$690,000
% Change from Prior Year	-50%	-14%	-81%	0%	0%	0%
% of Total Exp.	5%	4%	1%	1%	1%	1%
Roads Capital (33)	\$10,340,076	\$12,244,220	\$40,000	\$40,000	\$40,000	\$40,000
% Change from Prior Year	82%	18%	-100%	0%	0%	0%
% of Total Exp.	13%	12%	0%	0%	0%	0%
Public Safety (34)	\$261,338	\$970,978	\$806,326	\$806,326	\$806,326	\$806,326
% Change from Prior Year	-8%	275%	-18%	0%	0%	0%
% of Total Exp.	0%	1%	1%	1%	1%	1%
General Capital Proj (35)	\$2,691,053	\$11,579,840	\$4,098,000	\$4,098,000	\$4,098,000	\$4,098,000
% Change from Prior Year	42%	330%	-65%	0%	0%	0%
% of Total Exp.	3%	11%	5%	5%	5%	5%
Debt Service (40)	\$290,567	293,500	293,500	293,500	293,500	293,500
% Change from Prior Year	18%	1%	0%	0%	0%	0%
% of Total Exp.	0%	0%	0%	0%	0%	0%
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Expenditures by Fund	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
CDRA (42)	\$760,000	\$880,000	\$880,000	\$880,000	\$880,000	\$880,000
% Change from Prior Year	0%	16%	0%	0%	0%	0%
% of Total Exp.	4%	3%	3%	3%	3%	3%
Street Lighting (50)	\$304,442	\$654,000	\$519,000	\$519,000	\$519,000	\$519,000
% Change from Prior Year	-12%	115%	-21%	0%	0%	0%
% of Total Exp.	0%	1%	1%	1%	1%	1%
Water (51)	\$6,777,123	\$10,485,518	\$10,357,894	\$10,357,894	\$10,357,894	\$10,357,894
% Change from Prior Year	35%	55%	0%	0%	0%	0%
% of Total Exp.	9%	10%	14%	14%	14%	14%
Sewer (52)	\$4,722,521	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742
% Change from Prior Year	21%	65%	0%	0%	0%	0%
% of Total Exp.	6%	8%	10%	14%	14%	14%
Wastewater Capital (53)	\$3,084,524	\$1,454,593	\$769,593	\$769,593	\$769,593	\$769,593
% Change from Prior Year	136%	-53%	-47%	0%	0%	0%
% of Total Exp.	4%	1%	1%	1%	1%	1%
Storm Drain (54)	\$884,142	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755
% Change from Prior Year	33%	167%	0%	0%	0%	0%
% of Total Exp.	1%	2%	3%	3%	3%	3%
Garbage (55)	\$2,579,914	\$2,507,000	\$2,487,645	\$2,487,645	\$2,487,645	\$2,487,645
% Change from Prior Year	40%	-3%	0%	0%	0%	0%
% of Total Exp.	3%	2%	3%	3%	3%	3%
Water Capital Proj (56)	\$4,327,810	1,786,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
% Change from Prior Year	756%	-59%	-30%	0%	0%	0%
% of Total Exp.	6%	2%	2%	2%	2%	2%
Secondary Capital Proj (57)	\$2,912,383	\$1,894,213	\$1,794,213	\$1,794,213	\$1,794,213	\$1,794,213
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Expenditures by Fund	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
% Change from Prior Year	-49%	-35%	-5%	0%	0%	0%
% of Total Revenues	4%	2%	2%	2%	2%	2%
Water Rights (58)	\$3,741,682	\$3,477,000	\$3,477,000	\$3,477,000	\$3,477,000	\$3,477,000
% Change from Prior Year	-71%	-8%	0%	0%	0%	0%
% of Total Exp.	5%	3%	5%	5%	5%	5%
Total Expenditures	\$77,053,973	\$100,938,938	\$75,493,211	\$75,449,711	\$75,449,711	\$75,449,711

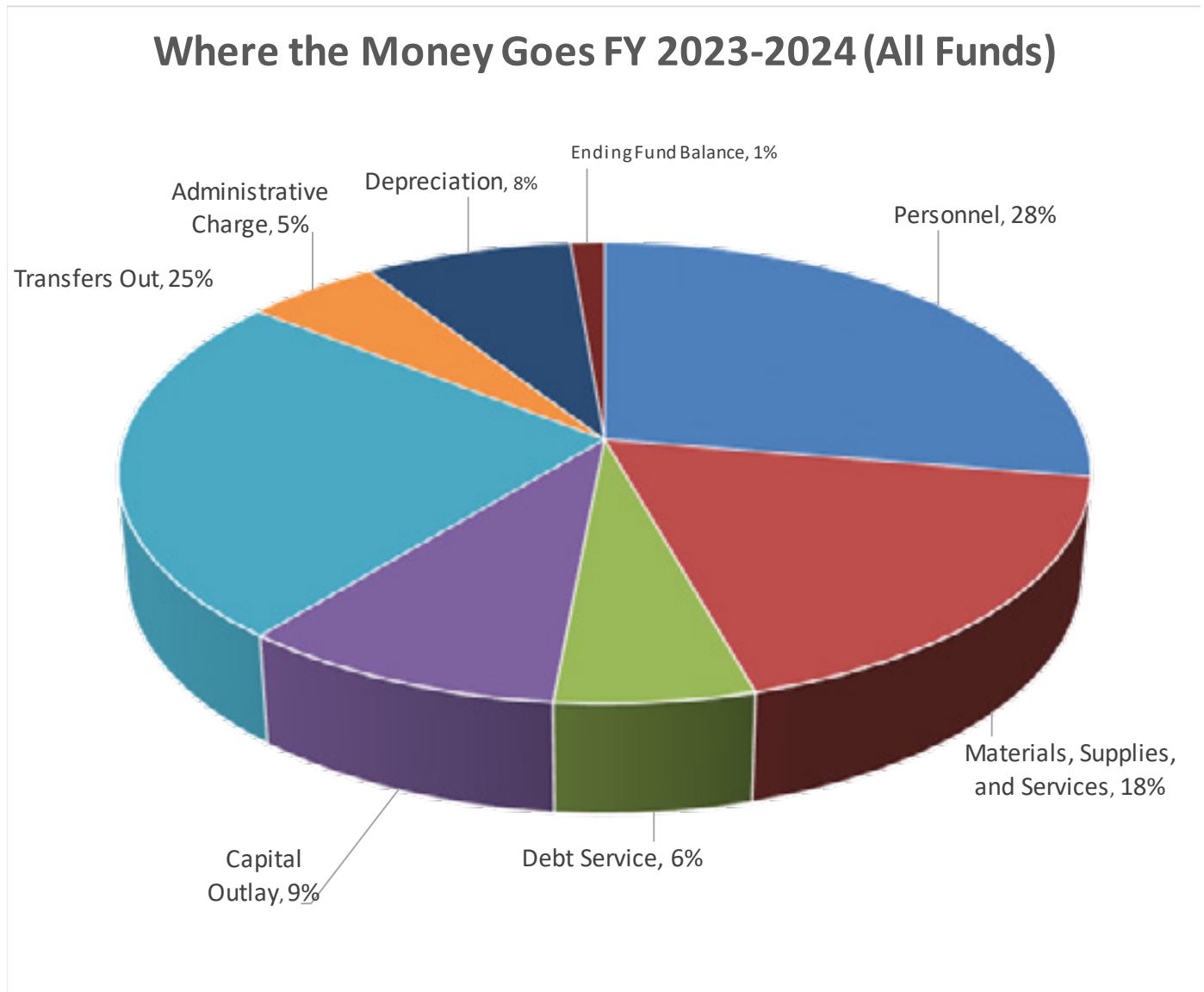
Government Wide Expenditures by Object, by Percentage Change, and as Percentage of Total Expenditures

Expenditures by Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$21,113,350	\$27,843,108	\$27,812,608	\$27,812,608	\$27,812,608	\$27,812,608
% Change from Prior Year	7%	32%	0%	0%	0%	0%
% of Total Exp.	27%	28%	37%	37%	37%	37%
Materials, Supplies, and Services	\$17,688,307	\$18,240,524	\$18,009,669	\$17,986,169	\$17,986,169	\$17,986,169
% Change from Prior Year	-25%	3%	-1%	0%	0%	0%
% of Total Exp.	23%	18%	24%	24%	24%	24%
Debt Service	\$2,603,631	\$5,860,268	\$3,538,272	\$3,538,272	\$3,538,272	\$3,538,272
% Change from Prior Year	1%	125%	-40%	0%	0%	0%
% of Total Exp.	3%	6%	5%	5%	5%	5%
Capital Outlay	\$28,434,303	\$9,584,129	\$7,335,105	\$7,335,105	\$7,335,105	\$7,335,105
% Change from Prior Year	6%	-66%	-23%	0%	0%	0%
% of Total Exp.	37%	9%	10%	10%	10%	10%
Transfer Out	\$2,236,027	\$24,899,910	\$5,599,198	\$5,599,198	\$5,599,198	\$5,599,198
% Change from Prior Year	-80%	1014%	-78%	0%	0%	0%
% of Total Exp.	3%	25%	7%	7%	7%	7%
Administrative Charge	\$5,028,216	\$5,198,359	\$5,198,359	\$5,198,359	\$5,198,359	\$5,198,359
% Change from Prior Year	12%	3%	0%	0%	0%	0%
% of Total Exp.	7%	5%	7%	7%	7%	7%
Depreciation	\$0	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000
% Change from Prior Year	0%	0%	0%	0%	0%	0%
% of Total Exp.	0%	8%	11%	11%	11%	11%

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Expenditures by Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Ending Fund Balance	\$0	\$1,314,240	\$0	\$0	\$0	\$0
% Change from Prior Year	0%	0%	-100%	0%	0%	0%
% of Total Exp.	0%	1%	0%	0%	0%	0%
Total Expenditures	\$77,103,834	\$100,938,938	\$75,493,211	\$75,449,711	\$75,449,711	\$75,449,711

There are several categories of expenditures. The figure below shows the percentage of each type/category of expenditure.



*Transfers Out refers to monies being moved from one fund to another (ex. transferring money from the General Fund to the Garbage Fund)

Debt Service

The City of Saratoga Springs issues debt on a conservative basis to fund capital projects. Under Utah State law, the City's outstanding general obligation debt should not exceed 4 percent of total assessed property value. Resources set aside for the repayment of the principal that are externally restricted may offset the general obligation debt subject to the limitation. Below is a table showing the legal debt limit for the City:

Saratoga Springs Legal Debt Margin					
	2017	2018	2019	2020	2021
Debt Limit	\$63,029,814	\$72,021,658	\$88,267,513	\$108,097,043	\$127,528,890

The City currently has no property tax debt as of FY 2023-24.

Bond Requirements

The City currently has seven bonds for which it is responsible for repayment: a 2011 Sales Tax Revenue bond, a 2014 Water bond (refinance of 2005, 2006, and 2009 Water bonds) a 2012 Special Assessment Bond, a 2016 Water Revenue Bond, a 2017 Sales Tax Revenue Bond and a 2018 Sewer Bond.

Bond Rating

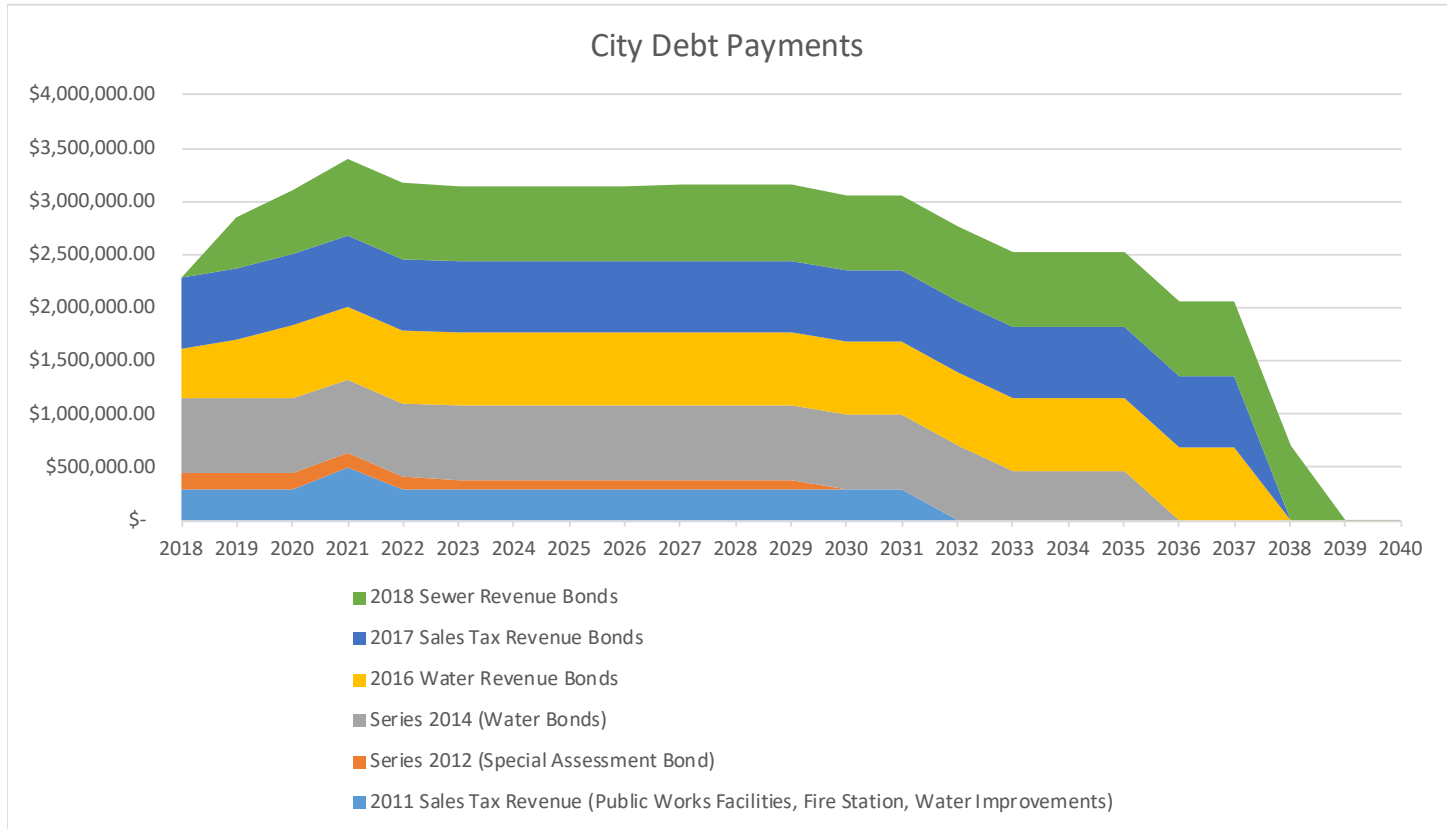
In 2022, the City of Saratoga Springs received an updated bond rating. The City received an AA- rating and a stable outlook from Standard and Poor's ratings agency. An AA- rating from Standard and Poor's indicates that the City has a "very strong capacity to meet its financial commitments." Standard and Poor's identified several factors that lead to this high rating including:

- Growing customer base with participation in the broad and diverse Provo-Orem MSA economy
- Good operational and Financial Management Assessment including long-range financial and capital planning with management's identification of growth needs and system reliability

The stable outlook reflects Standard and Poor's expectation of continued very strong debt service coverage. By receiving the AA rating, it is estimated that the City saved 0.10 % to 0.15 %, which equates to \$50,000 over the life of the bonds compared with an "AA-" rating.

Capital Projects

Overall, the amount of capital investment in this fiscal year has decreased from last year to this year. Many of the projects that are included in this budget will be ongoing for several years and some of the projects from prior years are represented in this budget because the project is not finished. Capital projects will be discussed in their various individual funds.



General Fund Summary

In this section, the General Fund's revenues, expenditures, debt service, capital projects, and the effect of those capital projects on future operating budgets will be discussed.

General Fund Revenues

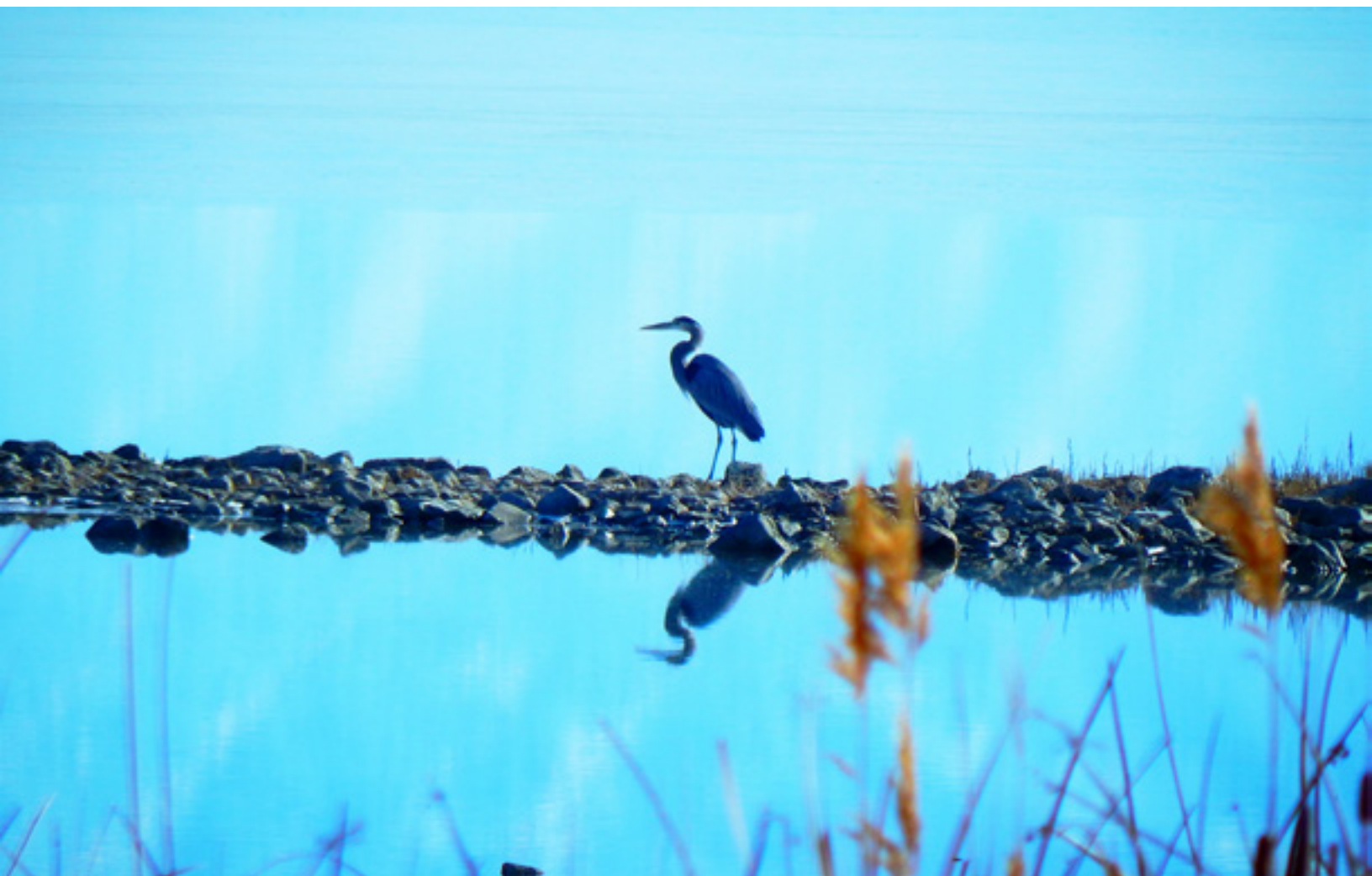
Revenues	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Tax	\$19,417,613	\$21,895,000	\$22,551,850	\$23,228,406	\$23,925,258	\$24,643,015
Licenses & Permits	\$1,898,241	\$1,761,700	\$1,761,700	\$1,814,551	\$1,868,988	\$1,925,057
Intergovernmental	\$1,413,661	\$2,286,000	\$2,286,000	\$2,354,580	\$2,425,217	\$2,497,974
Charges for Service	\$4,317,008	\$4,312,400	\$4,298,500	\$4,427,455	\$4,560,279	\$4,697,087
Other Revenue	\$3,938,372	\$3,580,700	\$3,543,700	\$3,650,011	\$3,759,511	\$3,872,297
Administrative Charges	\$3,393,7676	\$3,882,743	\$3,882,743	\$3,999,225	\$4,119,202	\$2,242,778
Contributions and Transfers	\$0	\$0	\$0	\$0	\$0	\$0
Fund Operating Revenues	\$34,378,663	\$37,718,543	\$38,324,493	\$39,474,228	\$40,658,455	\$41,878,208
% Change from Prior Period	-5%	10%	2%	3%	3%	3%

General Fund Expenditures

Expenditures	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Legislative	\$190,750	\$186,920	\$186,920	\$186,920	\$186,920	\$186,920
Administrative	\$1,639,050	\$2,188,525	\$2,188,525	\$2,188,525	\$2,188,525	\$2,188,525
Utility Billing	\$337,267	\$464,744	\$464,744	\$463,744	\$463,744	\$463,744
Treasure	\$373,501	\$406,954	\$406,954	\$406,954	\$406,954	\$406,954
Recorder	\$206,385	\$293,604	\$293,604	\$293,604	\$293,604	\$293,604
Attorney	\$666,839	\$784,989	\$784,989	\$784,989	\$784,989	\$784,989
Justice Court	\$330,622	\$338,130	\$338,130	\$338,130	\$338,130	\$338,130
Non-Departmental	\$917,697	\$1,053,050	\$1,053,050	\$1,053,050	\$1,053,050	\$1,053,050
General Gov Build-ings & Grounds	\$385,857	\$296,300	\$296,300	\$296,300	\$296,300	\$296,300
Planning & Zoning	\$850,405	\$1,150,807	\$1,150,807	\$1,150,807	\$1,150,807	\$1,150,807
Community Development	\$323,290	\$486,666	\$486,666	\$486,666	\$486,666	\$486,666
Police	\$7,056,970	\$8,206,352	\$8,206,352	\$8,206,352	\$8,206,352	\$8,206,352
Fire	\$4,227,067	\$5,230,502	\$5,230,502	\$5,230,502	\$5,230,502	\$5,230,502
Building	\$1,291,568	\$1,714,584	\$1,564,584	\$1,564,584	\$1,564,584	\$1,564,584
Streets	\$1,040,991	\$1,430,443	\$1,430,443	\$1,430,443	\$1,430,443	\$1,430,443
Engineering	\$867,890	\$913,635	\$878,635	\$878,635	\$878,635	\$878,635

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Expenditures	2023 Actuals	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
IT Services	\$480,064	\$635,817	\$635,817	\$635,817	\$635,817	\$635,817
Public Improvements	\$544,192	\$761,803	\$761,803	\$761,803	\$761,803	\$761,803
Public Works	\$544,192	\$915,741	\$915,741	\$915,741	\$915,741	\$915,741
Parks	\$1,709,354	\$2,325,103	\$2,325,103	\$2,325,103	\$2,325,103	\$2,325,103
Recreation	\$910,898	\$1,050,615	\$1,050,615	\$1,050,615	\$1,050,615	\$1,050,615
Library Services	\$680,016	\$920,231	\$920,231	\$920,231	\$920,231	\$920,231
Public Relations and Community Out-reach	\$297,016	\$366,144	\$366,144	\$366,144	\$366,144	\$366,144
Misc. Expenses	\$6,789	\$92,500	\$92,500	\$92,500	\$92,500	\$92,500
Total Fund Operating Expenditures	\$26,208,013	\$32,175,890	\$31,970,890	\$31,927,390	\$31,927,390	\$31,927,390
Transfer and Other Uses	\$2,236,027	\$5,542,654	\$5,542,654	\$5,542,654	\$5,542,654	\$5,542,654
Total Fund Expenditures	\$28,444,040	\$37,718,543	\$37,513,543	\$37,470,043	\$37,470,043	\$37,470,043
% Change from Prior Period	-21%	33%	-1%	0%	0%	0%



General Fund Revenues

There are several sources of revenue for general funds:

- Property Tax – tax on property owned in the municipality
- Sales, Franchise, and Energy Tax – taxes on purchases, telecommunications, and utilities
- Charges for services – fees charged to users for goods or services
- Intergovernmental Revenue – revenue received from other government entities such as state or federal governments.
- Licenses and Permits – fees for building permits, business licenses, and liquor licenses
- Other Revenue – Interest earned, late fees and penalties, law enforcement fines and citations, miscellaneous receipts, Police contract with Bluffdale City.

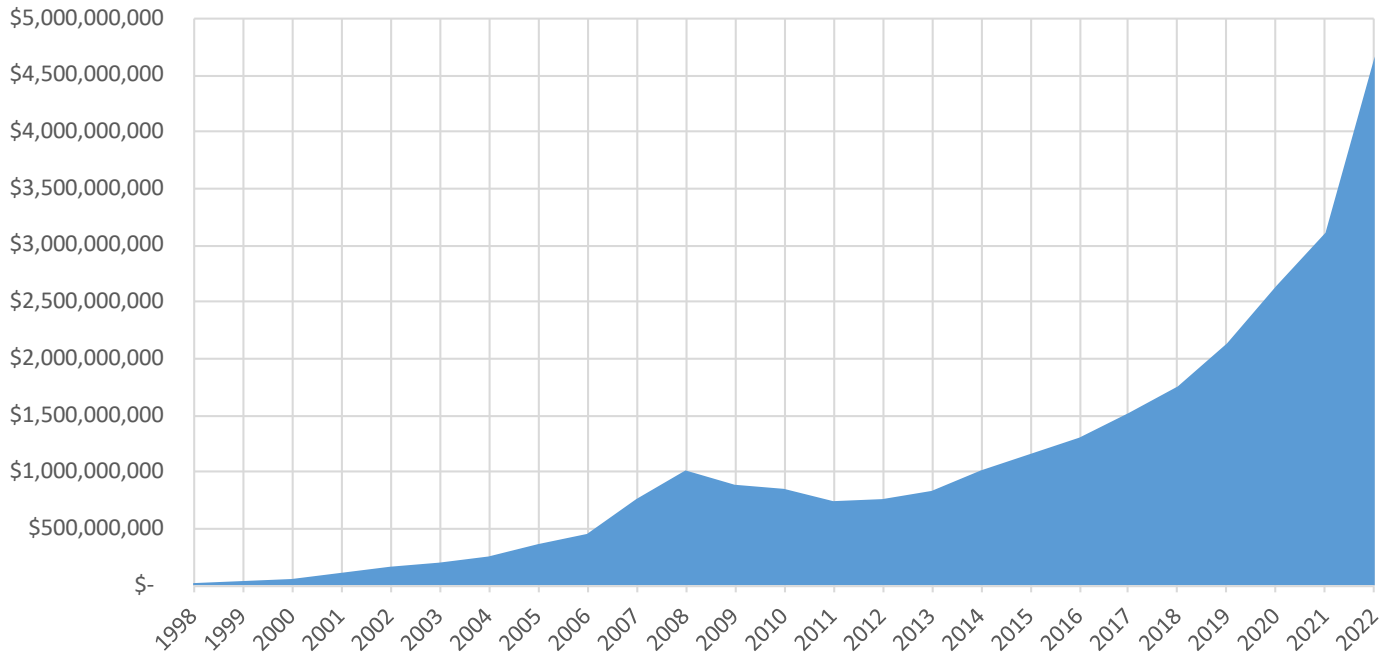
Property Tax

Saratoga Springs Property Tax			
Type	2023 Actual	2024 Budget	2025 Projected
Property Taxes	\$4,790,940	\$5,000,000	\$5,150,000
Property Tax Redemptions	\$184,923	\$270,000	\$278,100
Total	\$4,975,863	\$5,270,000	\$5,428,100

The Property Tax Act, Title 59, Chapter 2, Utah Code Annotated 1953, as amended, provides that all taxable property must be assessed and taxed at a uniform and equal rate based on its “fair market value” by January 1 of each year. “Fair market value” is defined as “the amount at which property would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or sell and both having reasonable knowledge of the relevant facts.” Commencing January 1, 1991, “fair market value” considers the current zoning laws for each property. Section 2 of Article XIII of the Utah Constitution provides that the Utah State Legislature may exempt from taxation up to 45 % of the fair market value of primary residential property as shown in the table below.

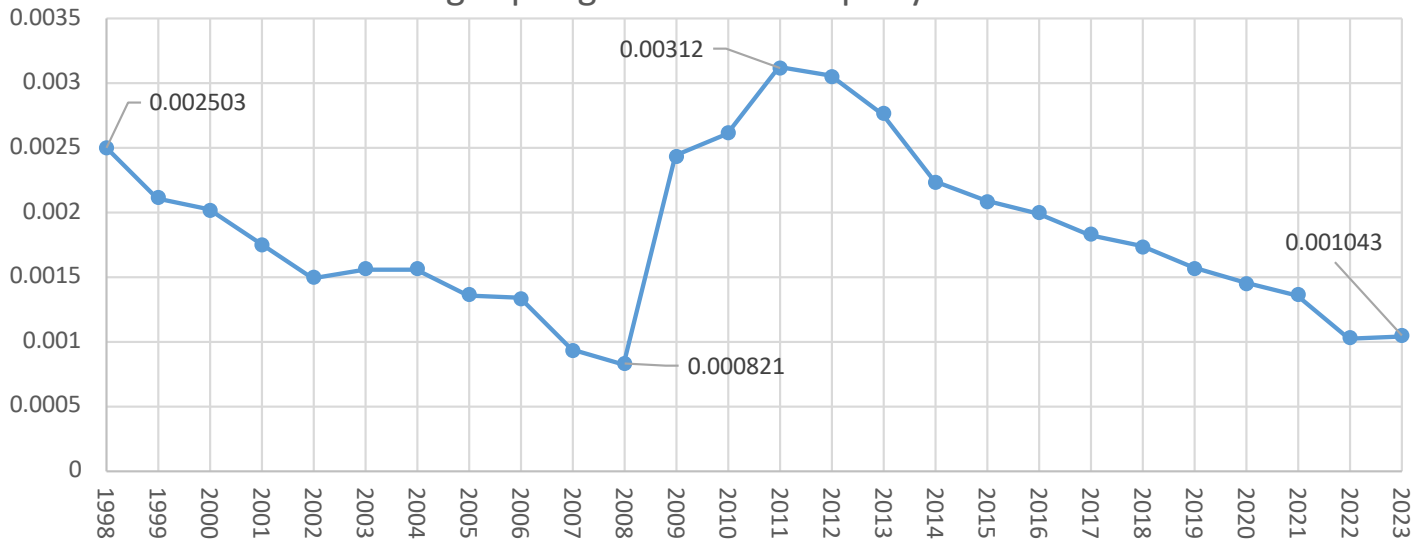
During the 1995 legislative session, the exemption for primary residential property was increased from 32 % to the constitutional maximum of 45 %. The local effect of this action was to shift the burden of supporting education, public safety, and general government from primary residents to other classes of property, principally commercial property and vacation or second homes. The Utah Supreme Court held this practice to be constitutional in subsequent tests.

Total Taxable Value

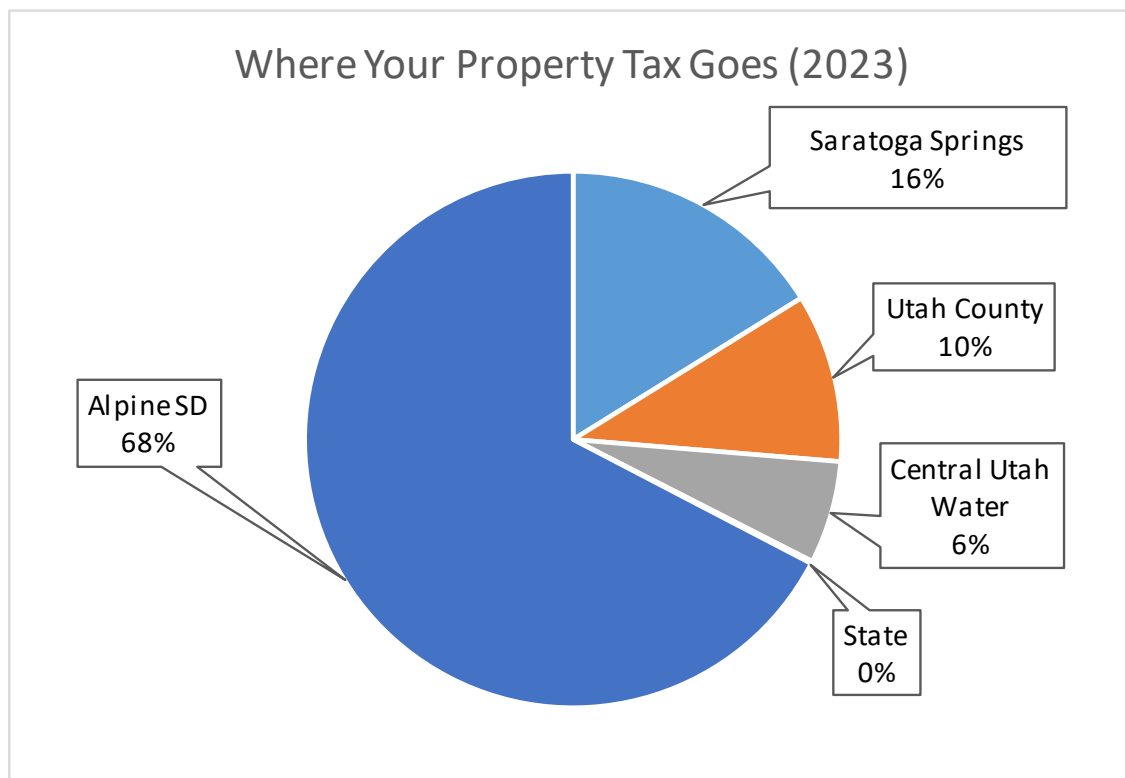
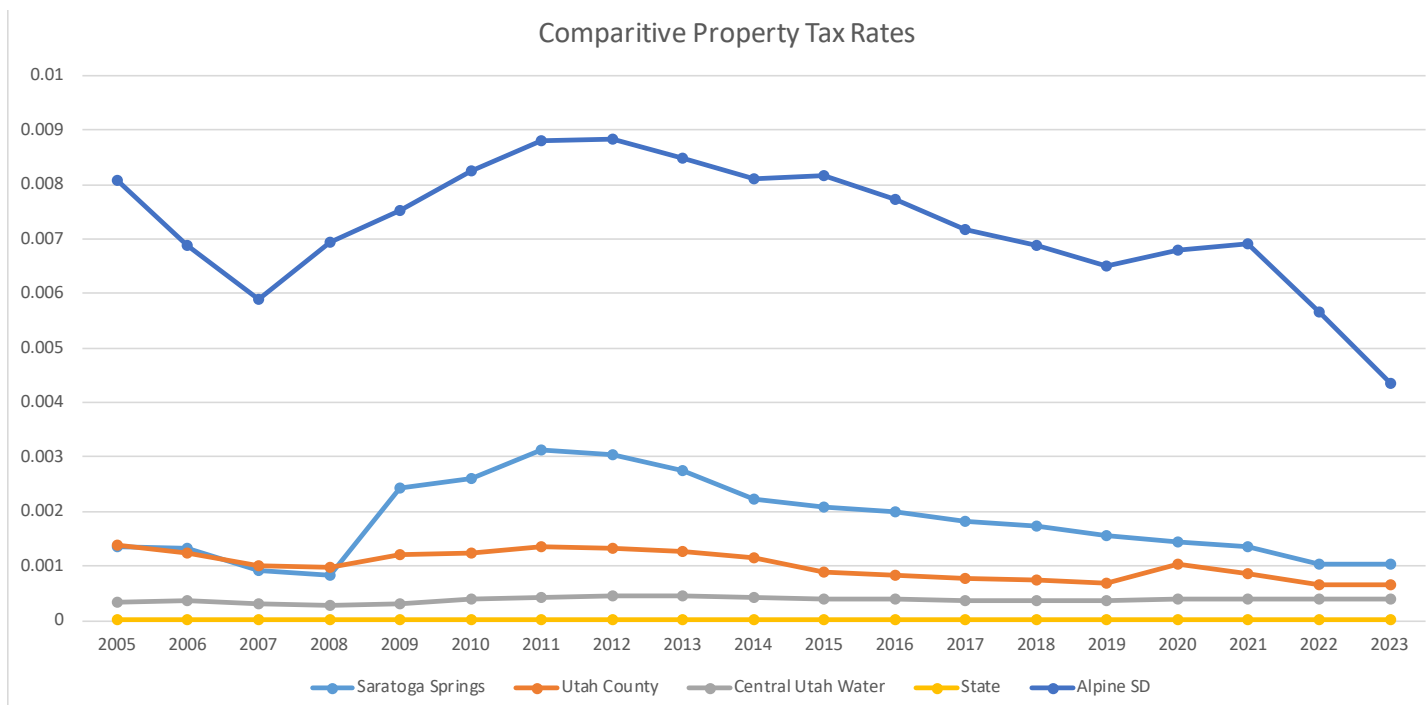


The City continues to see strong growth in the total taxable value of property within City limits. The City expects the total taxable value to continue to grow as more of the City is developed.

Saratoga Springs Historical Property Tax Rates

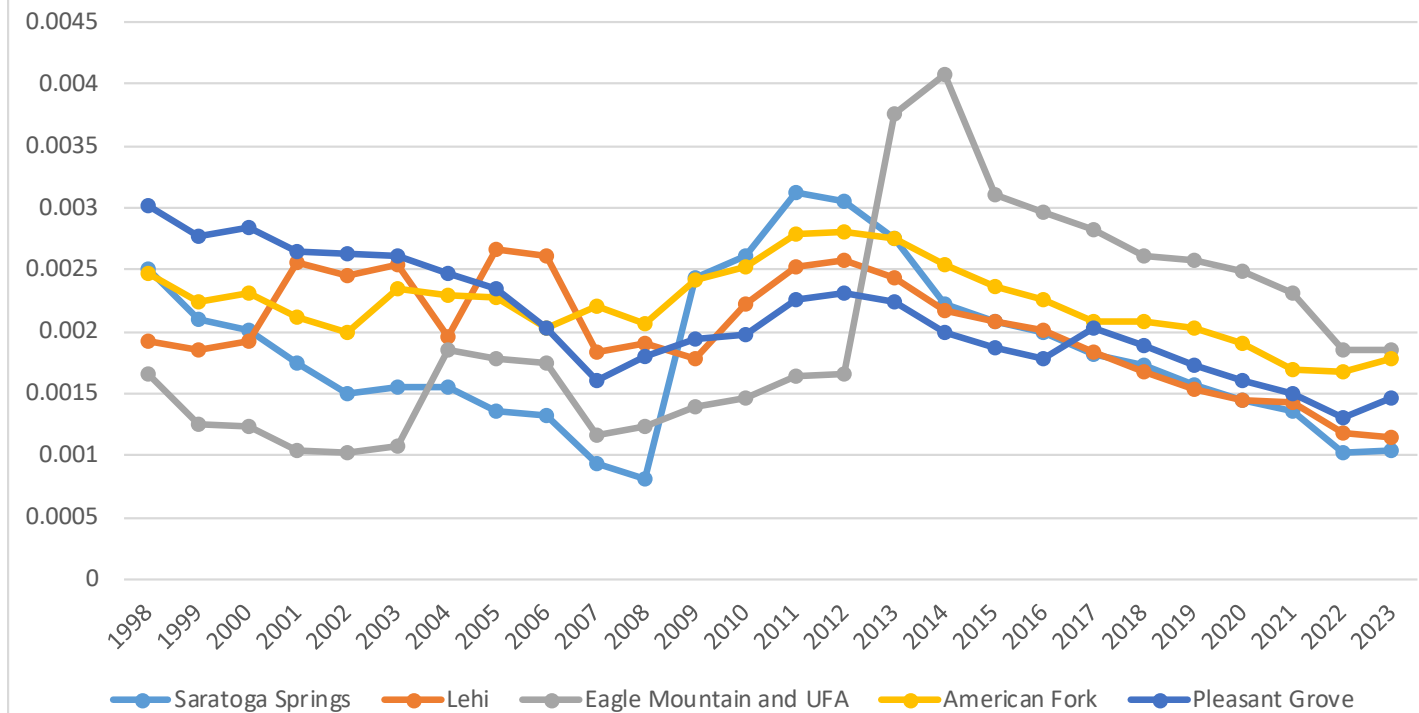


This year, the City's certified tax rate has changed to 0.001043. The change is due to declining property valuation, and will not result in existing properties paying more property taxes. The city expects to see growing property tax revenues due to the continual growth of the City. The City expects the property tax rate to continue to decline into the future since the City is not looking at holding Truth-and-Taxation hearings this year to adjust the rate.



As shown above, Saratoga Springs residents pay property taxes to; Saratoga Springs City, Utah County, Central Utah Water, the State, and Alpine school District. As can be seen in the above pie chart, Alpine School district collects the largest proportion of residents property tax bill, followed by the City. Utah County is expected to decrease their Property Tax rate for the upcoming year. No other changes are expected.

Comparative Property Tax Rates



As shown above, Saratoga Springs City's property tax rate is comparable to neighboring cities.

Property Tax Levies and Collections: Utah County levies, collects, and distributes property taxes for the City of Saratoga Springs and all other taxing entities within the County. Utah law prescribes how taxes are levied and collected. Generally, the law provides as follows: the County Assessor determines property values as of January 1 of each year and is required to have the assessment roll completed by May 15. The County Auditor mails notice of valuations and tax changes by July 22.

State statutes require that each year a certified tax rate be calculated. The certified tax rate is the rate that will provide the same amount of property tax revenue as was charged in the previous year, excluding the revenue generated by new growth. If market values decrease across the board, then property tax rates will be adjusted to enable the City to receive the same amount of revenue. The City's rate may in fact rise so that the City will not see a dip in revenues from property taxes due to the depressed market value of homes. The same is true if market values increase. The rate would decrease so that the City still receives the same amount of revenue. Any new growth in the City for that year will increase the total amount of property tax collected compared with the previous year. If a taxing entity determines that it needs greater revenues than what the certified tax rate will generate, State statutes require that the entity must go through a process referred to as Truth-in-Taxation. The Truth-in-Taxation process is a series of steps that include notification and advertisement of the proposed tax increase and holding a public hearing to receive public input before the final rate is adopted.

Tax notices are mailed November 1 and are due November 30. Delinquent taxes are subject to a penalty of 2 % of the amount of such taxes due or a \$10 minimum penalty, this penalty is assessed by Utah County. The delinquent taxes and penalties are charged interest at the federal discount rate plus 6 % from the first day of January until paid. If after four and one-half years (May of the fifth year) delinquent taxes have not been paid, the County advertises and sells the property at a tax sale.

The maximum rate of levy applicable to the City for general fund operations authorized by State law is 0.007000 per dollar of taxable value per taxable property within the City. The City may levy an unlimited tax levy to pay the principal of and interest on legally issued General Obligation Bonds.

Sales, Franchise, and Energy Use Tax

Saratoga Springs Sales, Franchise and Energy Tax			
Type	2023 Actual	2024 Budget	2025 Projected
Sales and Use Tax	\$11,070,081	\$13,500,000	\$13,905,000
Franchise Tax	\$154,786	\$172,000	\$177,160
Energy Tax	\$2,909,425	\$2,600,000	\$2,678,000
Fee in Lieu of Taxes	\$304,328	\$340,000	\$350,200
Penalties & Interest - Taxes	\$3,129	\$13,000	\$13,390
Total	\$14,441,750	\$16,625,000	\$17,123,750

The combined sales and use tax rates includes: state, local option, mass transit, mass transit fixed guideway, county airport, highway, public transit, and county option taxes. Other tax rates and fees in addition to the combined rate include transient room taxes, tourism short-term leasing taxes, tourism restaurant tax, E911 emergency telephone fee, telecommunications fees, and the municipal energy tax.

Current Sales Tax Rates	
State Sales & Use Tax	4.85%
Local Sales & Use Tax	1.00%
Mass Transit Tax	0.25%
Mass Transit Fixed Guideway	0.30%
County Airport, Highway, Public Transit	0.25%
Transportation Infrastructure	0.25%
County Option Sales Tax	0.25%
Total Sales Tax	7.15%

Sales tax rates remained unchanged at 6.00% from January 1, 2000, through April 1, 2007, when the rate increased to 6.25% when the city opted to participate in with UTA and implement the Mass Transit Tax. Various other state tax rate changes were introduced in subsequent years.

Franchise Tax receipts for cable services are collected at 3% of gross sales and telecommunications taxes are collected at 3.5% of gross sales.

Energy Taxes for power and gas services are collected at 6%.

Charges for Services

Fees charged to users for goods or services are expected to have an increase in FY 2024. Between 2022 and 2023, charges for services are expected to increase at an average annual rate of 2% as the city expects an increase in construction, recreation programming fees, and ambulance fees.

Charges for Service	2023 Actual	2024 Budget	2025 Projected
Zoning & Development Fees	\$287,021	\$110,000	\$110,000
Concept Review Fees	\$35,000	\$15,000	\$15,000
Preliminary Review Fees	\$69,925	\$110,000	\$110,000
Final Review Fees	\$160,780	\$135,000	\$135,000
Public Noticing Fees	\$2,360	\$1,500	\$1,500
IADU Application Fees	\$350	\$200	\$0
IADU Map Amendments	\$250	\$0	\$0
Plan Checking Fees	\$1,118,257	\$1,020,000	\$1,020,000
Recorder's Fees-Copies, Maps	\$454	\$200	\$200
Attorney's Fees	\$2,405	\$500	\$500
Engineer's Inspection Fees	\$553,226	\$742,000	\$742,000
Protective Inspection Fees	\$276,037	\$252,000	\$252,000
1% State Surcharge	\$18,838	\$13,000	\$13,000
Credit Card Convenience Fee	\$37,310	\$60,000	\$60,000
Marina Launch Fees	\$7,129	\$43,000	\$43,000
Park Reservation Fees	\$4,500	\$5,000	\$5,000
Donations-Fire Department	\$2,680	\$0	\$0
Recreation Program Fees	\$28,955	\$0	\$0
Basketball	\$147,365	\$164,400	\$164,400
Soccer	\$282,473	\$333,100	\$333,100
Volleyball	\$71,333	\$45,700	\$45,700
Baseball	\$131,226	\$147,400	\$147,400
Track & Field	\$12,781	\$17,500	\$17,500
Urban Fishing	\$1,057	\$1,700	\$1,700
Flag Football	\$22,760	\$27,400	\$27,400
Camps/Clinics/Tournaments	\$56,287	\$81,500	\$81,500
Tennis	\$12,381	\$13,400	\$13,400
Pickleball	\$10,006	\$13,700	\$13,700
Recreation Field Rental	\$34,377	\$20,000	\$20,000
Deposit Field Rental	\$26	\$0	\$0
Civic Events Revenue	\$67,246	\$27,000	\$27,000
Fire Dept Incident Revenue	\$1,973	\$200	\$200
Ambulance Service Revenue	\$805,676	\$760,000	\$760,000
Wildland Revenue	\$54,564	\$152,000	\$152,000
Total Charges for Services	\$4,317,008	\$4,312,400	\$4,298,500

Intergovernmental Revenue

Intergovernmental Revenue includes Class 'C' Road Funds, which are disbursed by the State as a means of providing assistance to municipalities for the improvement of roads and streets. The State legislature assigns a formula appropriating Class 'C' monies as follows: 50% based on population and 50% based on weighted road miles. The City has reported 89.6 miles of eligible paved road. Class 'C' road monies are collected in the General Fund and are restricted for road related improvements and maintenance. Intergovernmental revenue also includes grant revenue.

Saratoga Springs Intergovernmental Revenues			
Type	2023 Actual	2024 Budget	2025 Projected
Grants	\$1,185,853	\$450,000	\$450,000
Class "C" Road Fund Allotment	\$1,865,840	\$1,715,000	\$1,715,000
State Liquor Fund Allotment	\$44,036	\$37,000	\$37,000
Cares Act Revenues	\$0	\$0	\$0
Police DUI Program Revenue	\$341	\$4,000	\$4,000
Overtime Reimbursement - Police	\$183,431	\$80,000	\$80,000
Total		\$2,286,000	\$2,286,000

Licenses and Permits

Saratoga Springs Licenses and Permits			
Type	2023 Actual	2024 Budget	2025 Projected
Business License	\$56,255	\$59,000	\$59,000
Liquor License	\$2,100	\$2,700	\$2,700
Building License	\$1,839,886	\$1,700,000	\$1,700,000
Total	\$1,898,241	\$1,761,700	\$1,761,700

Licenses and permits are collected in accordance with the City's fee schedule established by the local legislative body. Licenses and permits include building permits, business licenses, and liquor licenses.

Other Revenue

Saratoga Springs Other Revenue			
Type	2023 Actual	2024 Budget	2025 Projected
Interest Earnings	\$916,311	\$500,000	\$500,000
Sale of Assets	\$265	\$46,000	\$46,000
Other Financing Sources	\$0	\$0	\$0
Rental Revenue	\$8,879	\$8,000	\$8,000
Law Enforcement Fines/Citations	\$427,857	\$377,000	\$377,000
Traffic School Revenue	\$1,788	\$2,000	\$2,000
State Justice Court Fees Paid	\$26,856	\$22,000	\$22,000
Ace Court Citations/Fees	\$14,840	\$22,000	\$22,000
Special Police Services	\$31,134	\$90,000	\$90,000
Special Police Services - Bluffdale	\$830	\$700	\$700
Police Services Contract - Bluffdale	\$2,316,959	\$2,352,000	\$2,352,000
Alarm Monitoring Service	\$800	\$1,500	\$1,500
Passport Revenue	\$90,510	\$81,000	\$81,000
Passport Photo	\$31,080	\$27,000	\$27,000
Concessions	\$9,493	\$7,000	\$7,000
Passport Postage	\$4,601	\$3,000	\$3,000
Donations-Library	\$1,641	\$1,700	\$1,700
Donations-Cert Program	\$0	\$0	\$0
Misc. Sales-Library	\$2,051	\$1,800	\$1,800
Fines-Library	\$14,729	\$8,000	\$8,000
Miscellaneous Revenue	\$37,748	\$30,000	\$30,000
Total Other Revenue	\$3,938,372	\$3,580,700	\$3,580,700

Other revenue includes, but is not limited to, interest earned, late fees and penalties, law enforcement fines and citations, the Police contract with Bluffdale City, and other miscellaneous receipts.

Expenditures

There are several transfers out from the general fund to the debt service fund. These transfers cover the costs of the interest and principal for the sales tax bond. The expenditures for the various departments in the general fund will be explained in the departmental sections. In general, the expenditures include personnel, materials, supplies, services, and capital outlay.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

Various capital projects whose funds come from other enterprise or impact fee funds will have an effect on the General fund operations and expenditures.

General Fund (Fund 10)



Mayor and City Council

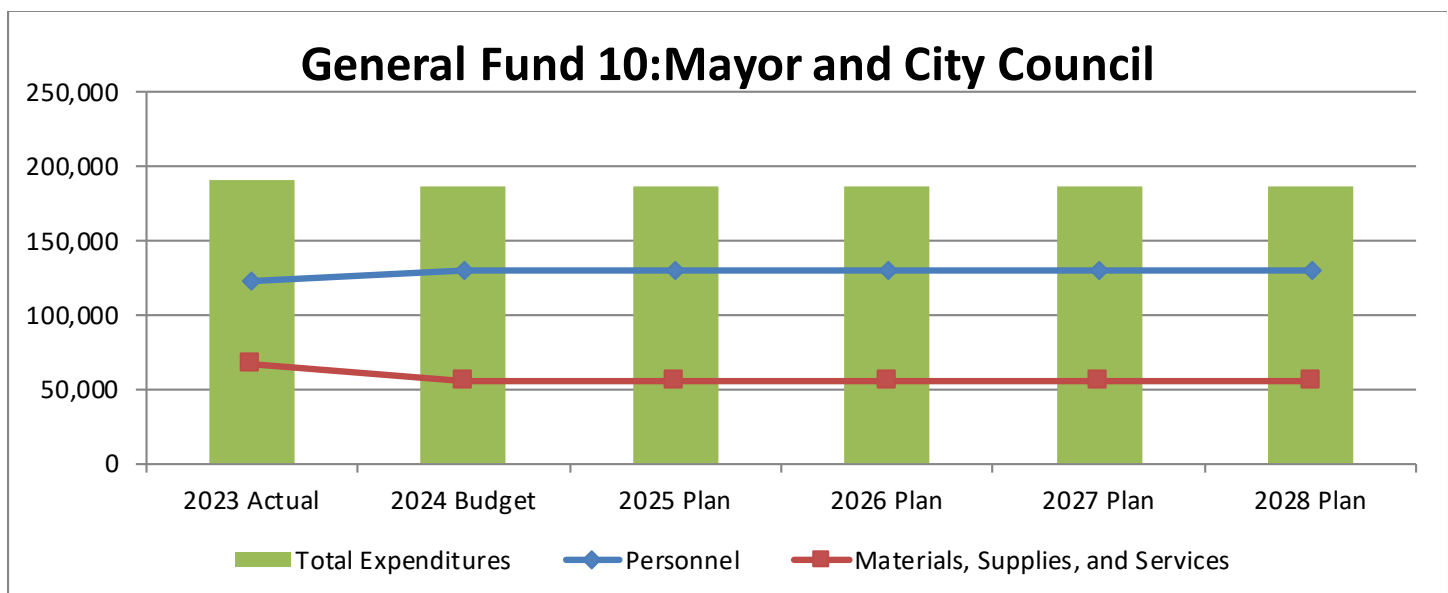
The Mayor and City Council are responsible for the Legislative duties of the City. They are the governing board of the City. The Mayor and City Council are elected by the citizens of Saratoga Springs in elections held every two years. The Mayor and Council Members are elected to 4 year terms.

Legislative Department Org Chart



Legislative Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$123,514	\$130,720	\$130,720	\$130,720	\$130,720	\$130,720
Materials, Supplies, and Services	\$67,236	\$56,200	\$56,200	\$56,200	\$56,200	\$56,200
Total Expenditures	\$190,750	\$186,920	\$186,920	\$186,920	\$186,920	\$186,920
% Change From Prior Period	18%	-2%	0%	0%	0%	0%

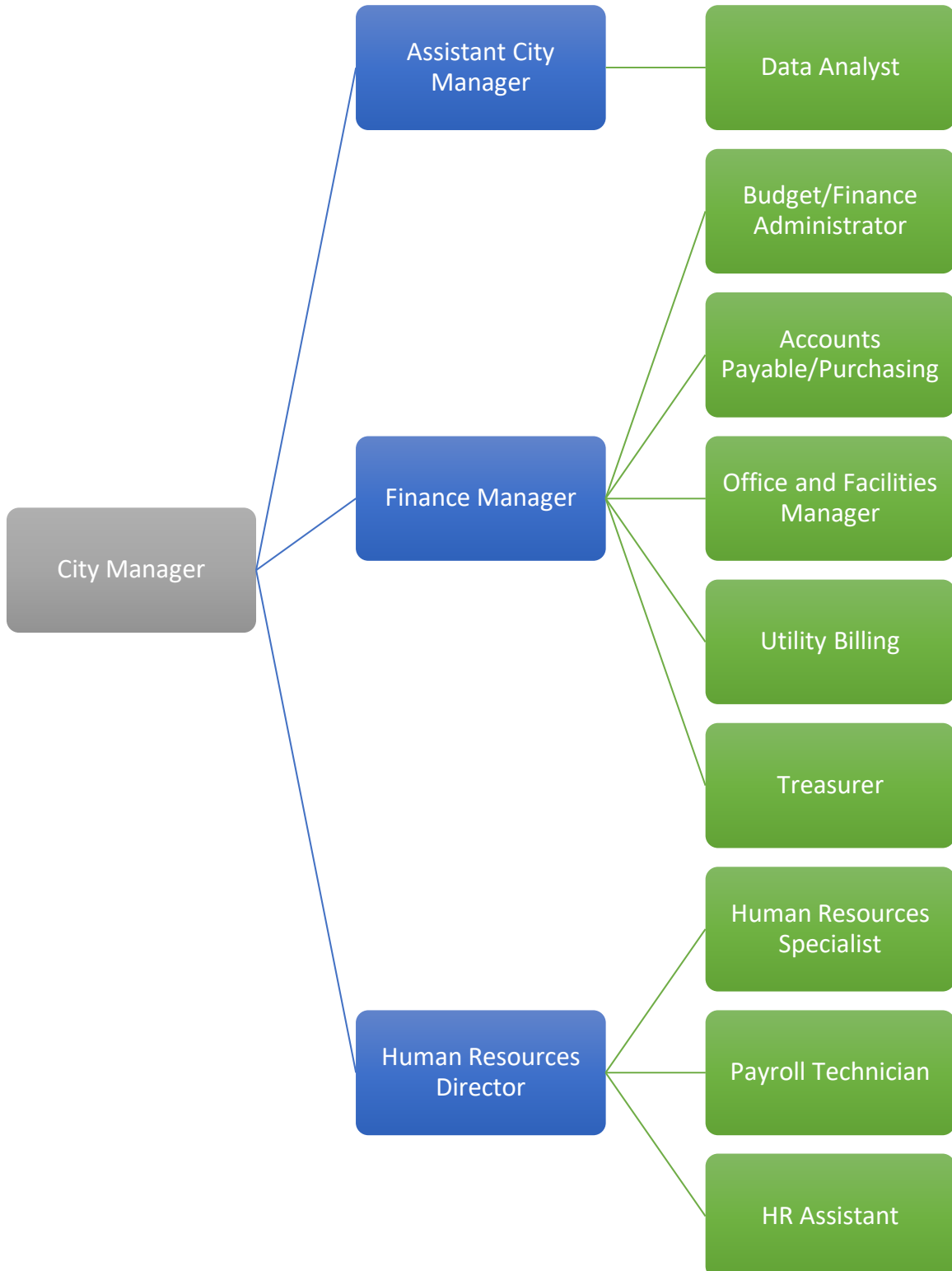


Department expenditures are projected to stay flat, with no expected increases in staffing.

Administration

The administrative department encompasses both administrative and financial functions. The city manager administers the day-to-day functions of the city and makes executive-level decisions regarding operations. The finance staff is responsible for preparing financial reports, analyzing performance, financial, and economic data, and maintaining vital organizational processes such as purchasing. Human Resources is responsible for payroll, updating personnel policies, updating the pay plan, salary studies, and hiring.

Administration Department Org Chart



Administration Department Highlights

- Earned GFOA Distinguished Budget Award
- Earned GFOA Excellence in Financial Reporting Award

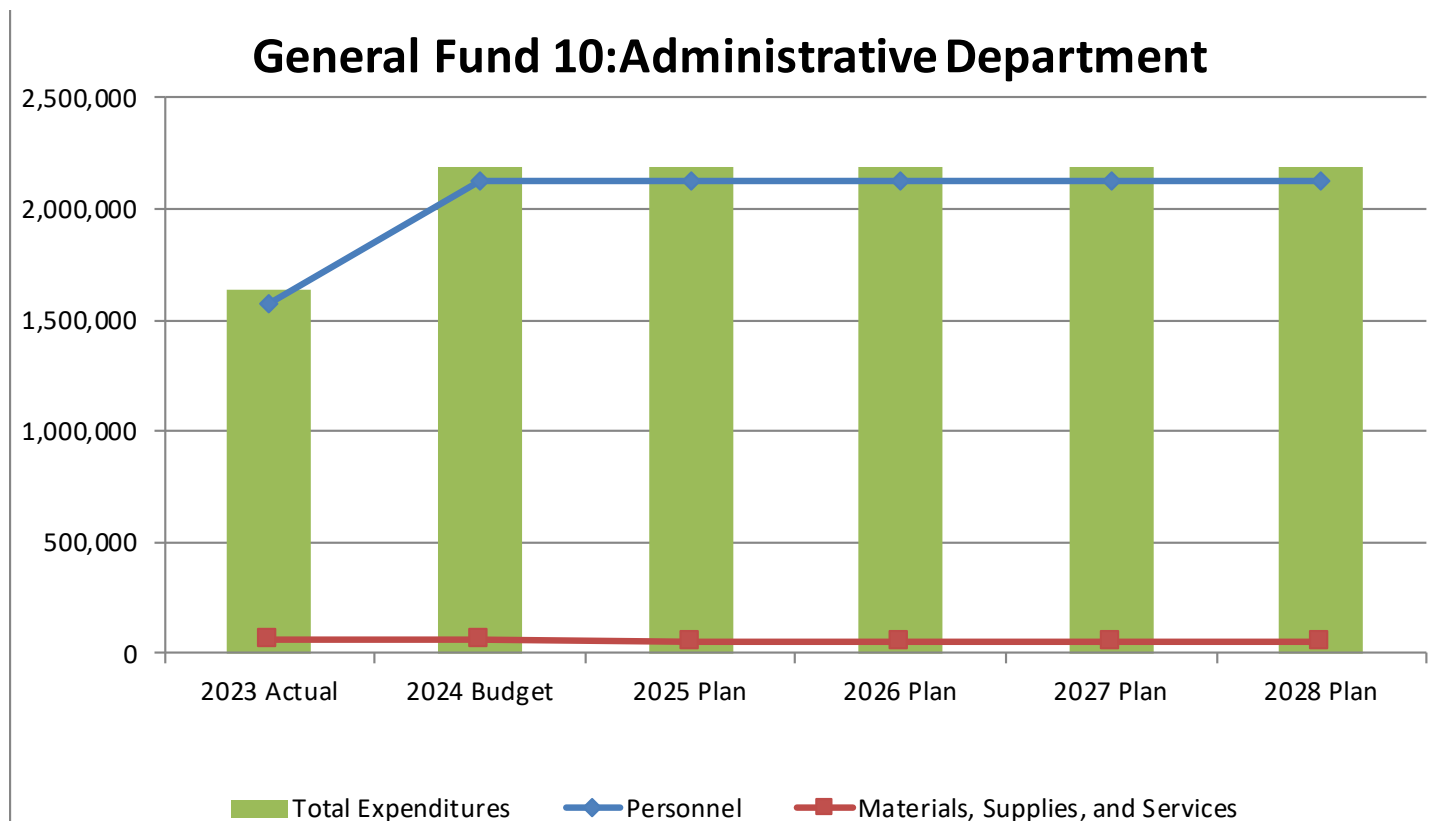
Administration Department Goals and Performance Measures

Administration Department Goals			
Earn GFOA Distinguished Budget Award			
Earn GFOA Excellence in Financial Reporting Award			

Administration Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
# of months month-end report completed by the 15th	12	12	12
# of months financial reports presented to council by the 10th of the month	12	12	12

Administration Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$1,576,464	\$2,128,925	\$2,128,925	\$2,128,925	\$2,128,925	\$2,128,925
Materials, Supplies and Services	\$62,586	\$59,600	\$59,600	\$59,600	\$59,600	\$59,600
Total Expenditures	\$1,639,050	\$2,188,525	\$2,188,525	\$2,188,525	\$2,188,525	\$2,188,525
% Change from Prior Period	5%	34%	0%	0%	0%	0%



The increase in costs is due to:

- Changes in staffing: new financial analyst, and changes in custodian staffing
- Changes in the payplan

Administration Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
City Manager	1	1	1
Assistant City Manager	1	1	1
Finance Manager	1	1	1
Budget/Finance Administrator	1	1	1
Data Analyst	1	1	1
Financial Analyst	0	0	1
Office and Facilitates Manager	1	1	1
Human Resource Director	1	1	1
Human Resources Specialist	1	1	2
Payroll Coordinator	1	1	1
HR Assistant	.75	.75	.75
Administrative Assistant	1	1	1
AP Clerk	.75	.75	1
Lead Custodian	1	1	0
Custodian	1.5	1.5	0
Facilities Technician	0	0	4.078
ACE Court Clerk	0	0	.375
Total	14	14	18.2

Utility Billing

The utility billing department is responsible for all utility payments (e.g., water, sewer, and trash bills), utility maintenance management, and front desk reception and customer service.

Utility Billing Department Org Chart



Utility Billing Department Highlights

- Updated the Cash Handling Policy to include all departments
- Changed the Hydrant Meter process so the Deposit stays with the meters through exchanges

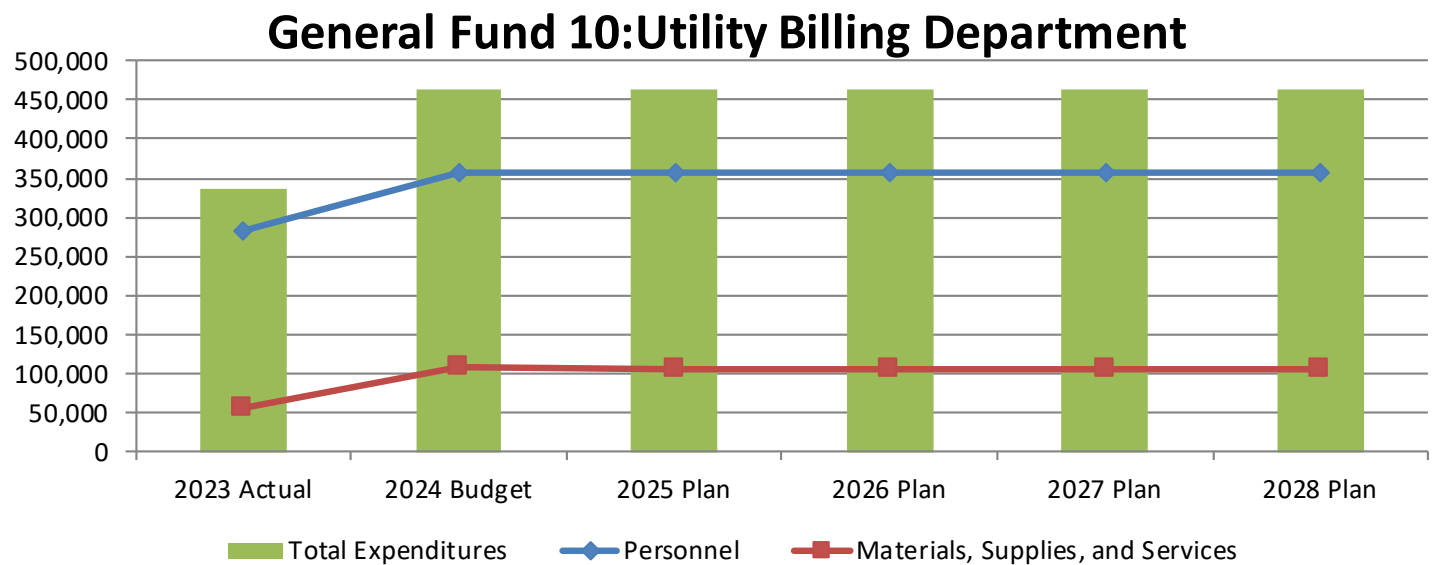
Utility Billing Department Goals and Performance Measures

Utility Billing Department Goals
Change the Park Reservations so there is more online involvement with the Customers.(so they can see the calendar and what is actually available before the fill out the application)
Change the Garbage/Recycling Process so the customer retains their can/cans for a year or they pay \$100.00 fee
Keep encouraging the Customers to go paperless on the billings to decrease the billing cost and encourage the residents to use Xpressbillpay to pay their bill.

Utility Billing Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
% of billing concerns resolved with 24 hours	94%	95%	95%
% of utility payments taken by receptionist	68%	60%	60%

Utility Billing Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$281,866	\$356,744	\$356,744	\$356,744	\$356,744	\$356,744
Materials, Supplies and Services	\$55,402	\$108,000	\$108,000	\$108,000	\$108,000	\$108,000
Total Expenditures	\$337,267	\$464,744	\$464,744	\$464,744	\$464,744	\$464,744
% Change from Prior Period	5%	38%	0%	0%	0%	0%



The increase in costs is due to:

- Changes in the payplan

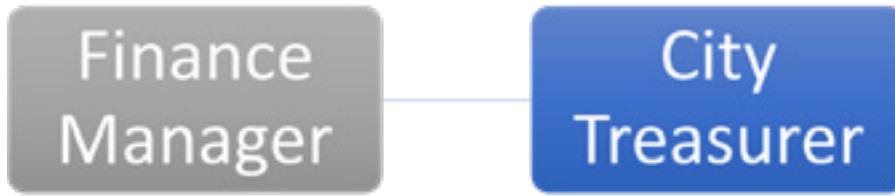
Utility Billing Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Utility Billing Supervisor	1	1	1
Utility Billing Clerk/Receptionist	3.25	4.25	4.25
Total	4.25	5.25	5.25

Treasurer

The treasurer department is responsible for maintaining the City's funds including day-to-day accounting functions, investments, and all receivables.

Department Org Chart



Department Highlights

- Received Low Risk rating from the State on the Cities Fraud Risk Assessment

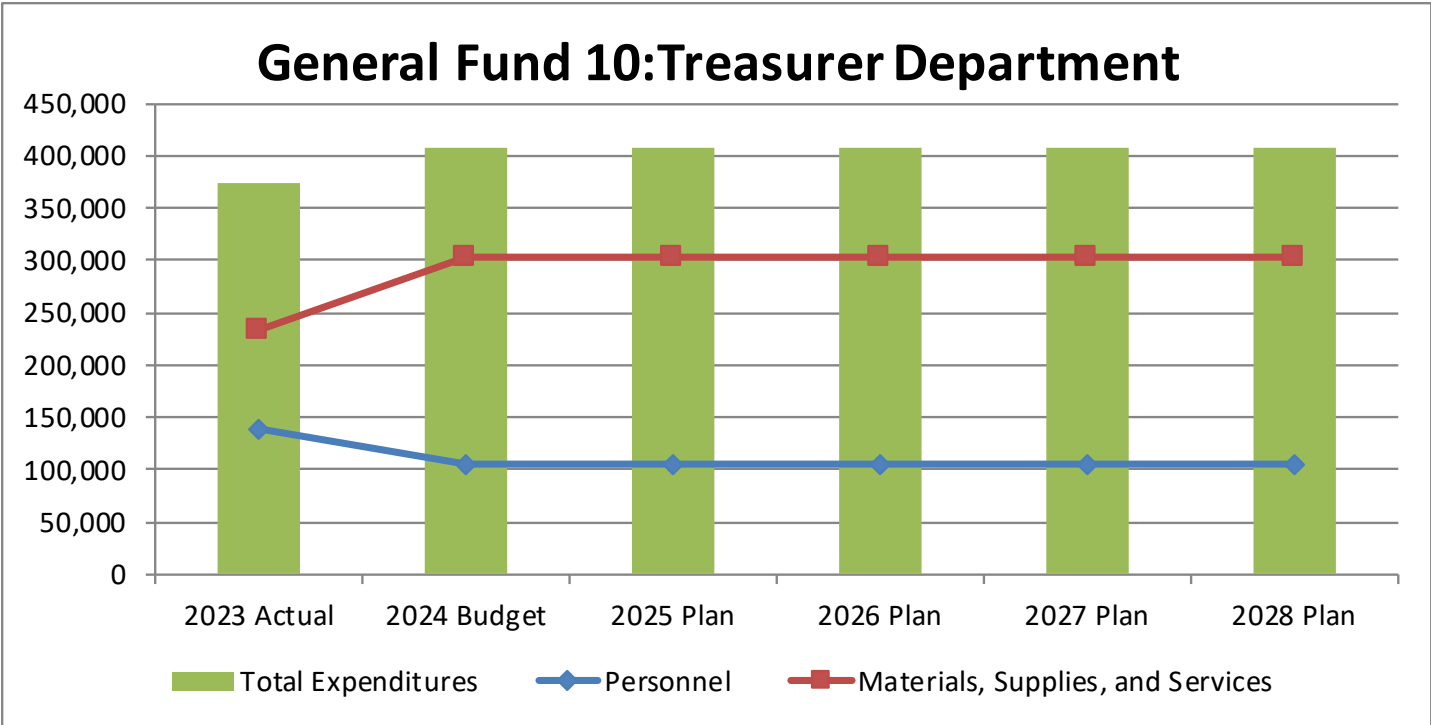
Department Goals and Performance Measures

Treasurer Department Goals	
Reduce collection fees – lower rate from collection agency	
Increase interest payments on investments to 2.35%	
Have staff complete CPA certification	

Treasurer Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Investment Return (%)	2.28%	2.35%	2.35%

Treasurer Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$139,646	\$104,604	\$104,604	\$104,604	\$104,604	\$104,604
Materials, Supplies and Services	\$233,856	\$302,350	\$302,350	\$302,350	\$302,350	\$302,350
Total Expenditures	\$373,501	\$406,954	\$406,954	\$406,954	\$406,954	\$406,954
% Change from Prior Period	-18%	9%	0%	0%	0%	0%



Changes in costs are due to:

- Changes in the payplan

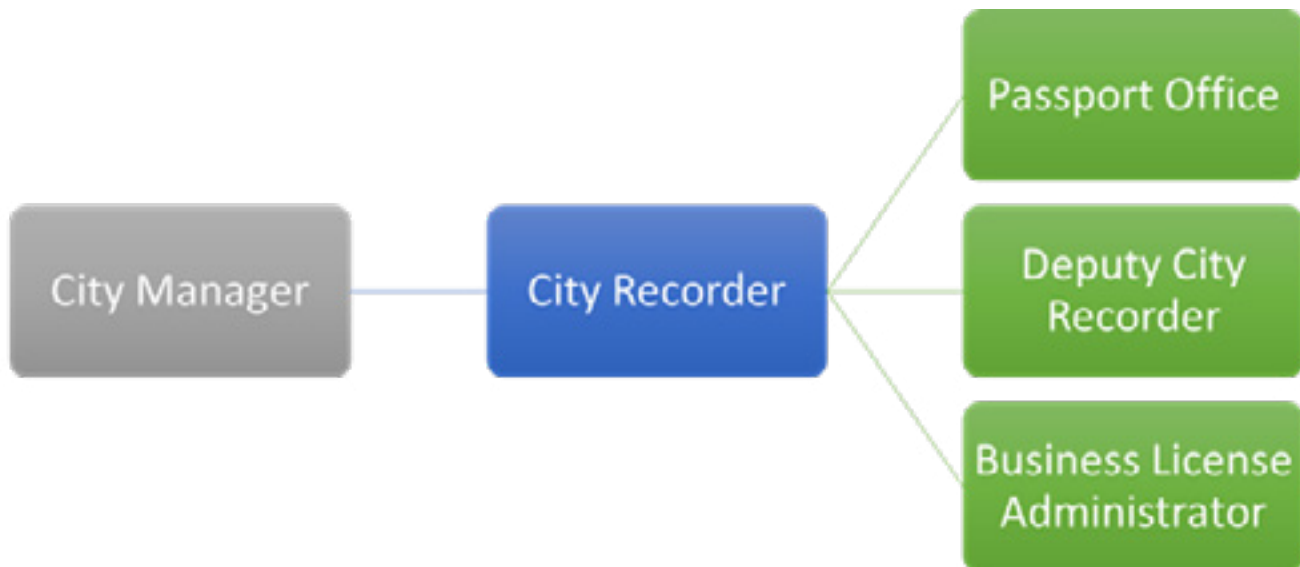
Treasurer Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
City Treasurer	1	1	1
Total	1	1	1

Recorder

The City Recorder is responsible for maintaining and preserving the official records of the City of Saratoga Springs and proceedings of the Saratoga Springs City Council and other Commissions and Boards. The Recorder's Office maintains all Ordinances and Resolutions adopted by the City Council, contracts and agreements, property records, bonds, and other official documents of the City. The City Recorder serves as the Election Official responsible for coordinating and conducting municipal elections for Saratoga Springs. The functions of the Recorder's office include administration of the business license program, records management/GRAMA (Government Records Access and Management Act), publication of official notices, codification of ordinances into the municipal code, subdivision plat recordation requirements and fees, annexations/boundary adjustment process and requirements, counter signature and seal for official City documents, and supervision of the City's passport office.

Recorder Department Org Chart



Recorder Department Highlights

- Deputy Recorder moved to full-time
- Staff recieved UMCA state certification

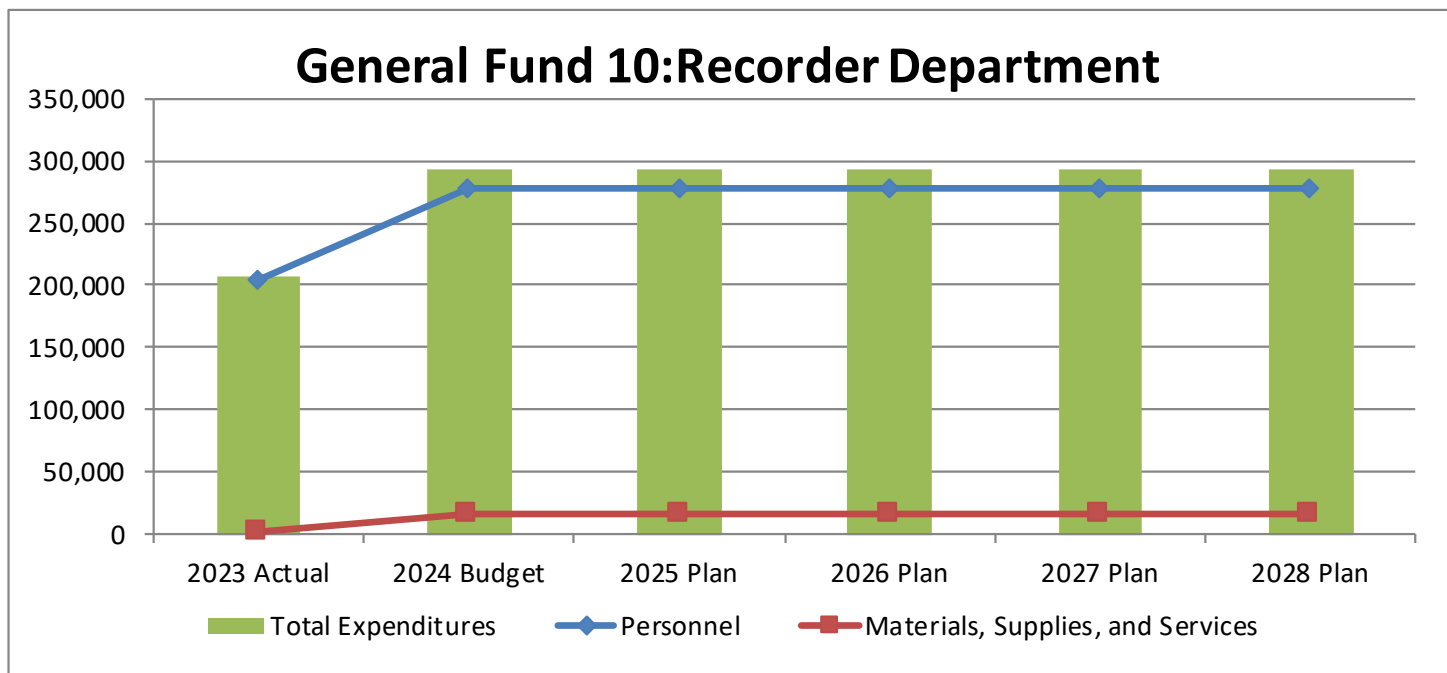
Recorder Department Goals and Performance Measures

Recorder Department Goals
Administer the 2023 Municipal General Elections
Records Management – Review and implement where appropriate Utah State Archives RIM

Recorder Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Council agendas posted 24 hours prior to meetings	100%	100%	100%
Council minutes completed for consideration of approval by the next regular meeting	100%	100%	100%

Recorder Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$203,690	\$277,304	\$277,304	\$277,304	\$277,304	\$277,304
Materials, Supplies and Services	\$2,695	\$16,300	\$16,300	\$16,300	\$16,300	\$16,300
Total Expenditures	\$206,385	\$293,604	\$293,604	\$293,604	\$293,604	\$293,604
% Change from Prior Period	10%	42%	0%	0%	0%	0%



The increase in costs is due to:

- Changes in the payplan

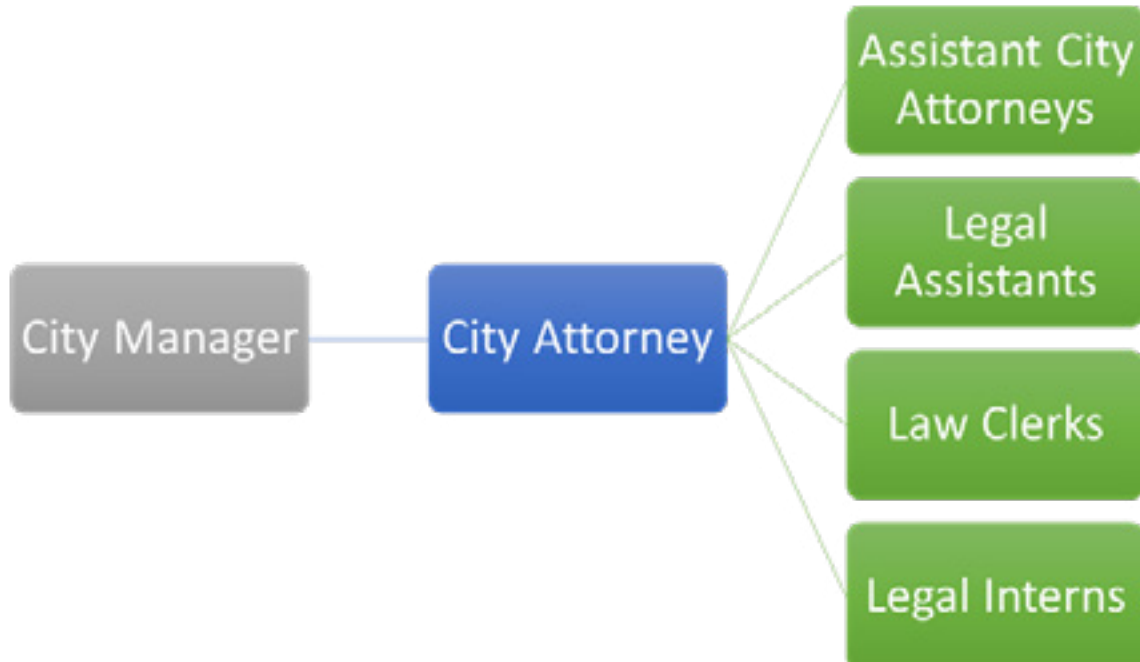
Recorder Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
City Recorder	1	1	1
Deputy City Recorder	1.25	1.75	1.75
Total	2.25	2.75	2.75

Legal

The mission of the Saratoga Springs City Attorney's Office is to provide timely and accurate legal advice to the City and its elected officials, officers, and employees, vigorously and effectively defend the City's legal rights, operations, and interests, and vigorously, justly, and effectively prosecute those who violate public policy, trust, or criminal law.

Legal Department Org Charts



Legal Department Highlights

- On a quarterly basis, the Legal Department established a goal based upon the mission statement of the legal department: "Provide timely and accurate legal advice to the City and its elected officials, officers, and employees, vigorously and effectively defend the City's legal rights, operations, and interests, and vigorously, justly, and effectively prosecute those who violate public policy, trust, or criminal law." Staff monitored the goal each month during staff meeting and evaluated our progress at the end of each quarterly period.
 - * The first quarter of the 2022-2023 fiscal year, the department focused on familiarizing ourselves with the mission statement language. The Department designed signs with the statement language that were placed throughout the office to serve as a reminder.
 - * Every month of the second quarter, each attorney in the City Attorney's office sent an attorney-client privileged memo or email on a relevant legal issue to two assigned public bodies or city departments. Each memo or email contained a statement of facts, a discussion on the applicable laws with citations, and a legal recommendation.
 - * During the third quarter, the Department worked on maintaining accurate case files through eProsecutor consistency and run monthly reports, to aid in effectively prosecuting those who violate public policy, trust, or criminal law.
- Inquiries
 - * Civil Advice and Inquiries. 95% of the time, staff responded to civil-related legal questions posed by city employees or officials within 2 business days or informed the employee or official that more time was needed. Responses to legal questions were based on analysis of existing statutory, administrative, and case law. Responses included options as well as recommended options. Legal support staff provided assistance and ensured that responses were given within the stated time periods.

- * Criminal Inquiries and Plea Offers. 95% of the time, Staff responded to requests for criminal plea offers and criminal-case related questions by attorneys or pro se litigants within 2 business days after receiving the request. All plea offers extended by the office balanced fairness to the defendant and justice for the victim. Legal support staff provided assistance and ensured that responses were given within the stated time period.
- On a quarterly basis, staff submitted short articles to be published in the City of Saratoga Springs Newsletter that provided information to city residents about various issues relating to Utah's criminal, civil, and traffic code. The articles we published were on the subjects of impeding traffic, use of city trails by ATVs and motorized vehicles, speeding FAQs, water wise landscaping, and running red lights. To avoid any perception staff were giving legal advice, staff published the articles with the help of the police department and code enforcement officers.
- During the second week of each month, each member of the Department set aside one hour to shred/delete files that were past the legal department's retention policy period. The Department also reorganized the Legal folders to provide better organization, less clutter, and removal of duplicated folders.

Legal Department Goals and Performance Measures

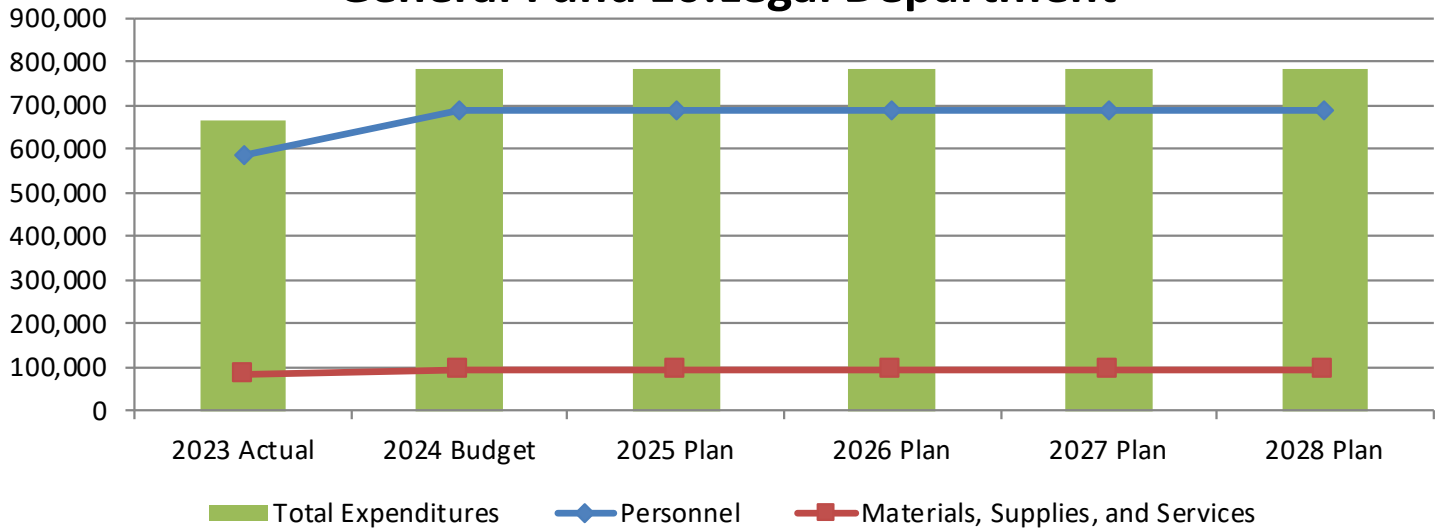
Legal Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Percent of calls/emails handled within 48 hours	95%	100%	100%

Legal Department Goals
Each quarter attorneys and legal assistants will meet with their assigned departments in an effort to continue open communication, improve working relationships, and coordinate work responsibilities.
Each quarter the Legal Department will review BCI policies and assigned sections from the City of Saratoga Springs Personnel Manual in an effort to better comply with said policies.
Each week the Legal Department will discuss examples of leadership. These discussions will be short in nature and will focus on an particular individual's life or quotes that reflect broad Arbinger principles.
Every quarter the Department will participate in or host a community outreach event.

Legal Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$583,362	\$690,389	\$690,389	\$690,389	\$690,389	\$690,389
Materials, Supplies and Services	\$83,476	\$94,600	\$94,600	\$94,600	\$94,600	\$94,600
Total Expenditures	\$666,839	\$784,989	\$784,989	\$784,989	\$784,989	\$784,989
% Change from Prior Period	4%	18%	0%	0%	0%	0%

General Fund 10:Legal Department



The increase in costs is due to:

- Changes in the payplan

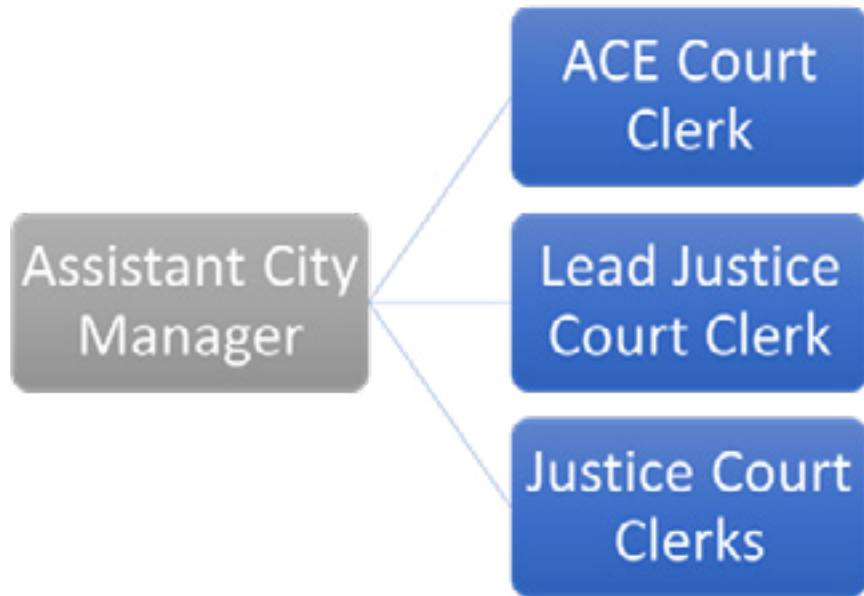
Legal Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
City Attorney	1	1	1
Attorney	3	3	3
Law Clerk	1	1	1
Legal Assistant	1.625	2	2
Total	6.625	7	7

Justice Court

The Justice Court is responsible for the administration of Class B and C misdemeanors, violations of ordinances—also known as ACE Court—,small claims, and infractions committed within the jurisdictional territory of Saratoga Springs City.

Justice Court Department Org Chart



Highlights

- Lead Clerk was invited to be on the State Justice Court Education Committee.
- The court has streamlined and instituted a more consistent calendar and keeps the website updated to reflect that consistency for patrons.
- Jury trials are being resolved more quickly

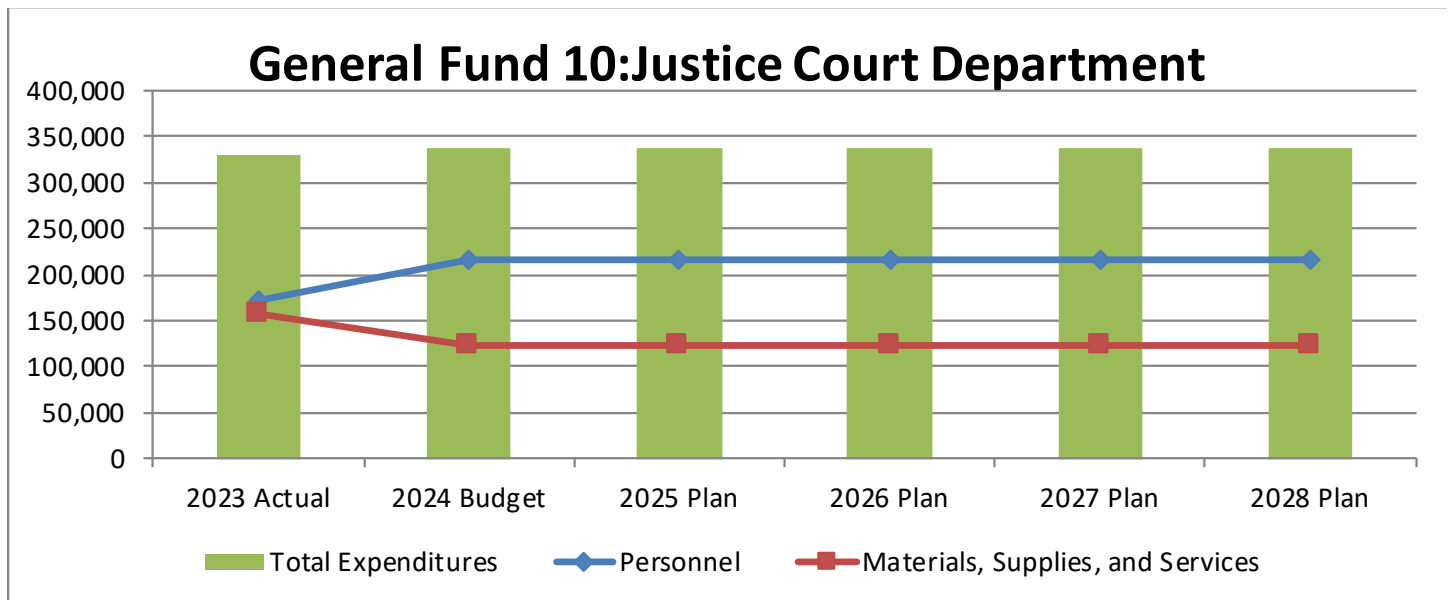
Justice Court Department Goals and Performance Measures

Justice Court Department Goals
Work with the PD to review and minimize outstanding warrants.
Minimize cases pending that are over 365 days old.
Continue scheduling hearings twice weekly and keeping website up to date.

Justice Court Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Number of weeks delinquent notices mailed	52	52	52
Number of months warrants on citations issued	12	12	12
Percentage of time bench warrants on criminal FTA issued within one week of court date	100%	100%	100%
Number of months case summary report submitted to State by the 10th of each month	12	12	12
Average Annual Percent Criminal Cases Within Time Goal (0-180 days)	76%	95%	95%
Average Annual Percent Traffic Cases Within Time Goal (0-90 days)	88%	95%	95%

Justice Court Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$172,842	\$215,130	\$215,130	\$215,130	\$215,130	\$215,130
Materials, Supplies and Services	\$157,781	\$123,000	\$123,000	\$123,000	\$123,000	\$123,000
Total Expenditures	\$330,622	\$338,130	\$338,130	\$338,130	\$338,130	\$338,130
% Change from Prior Period	15%	2%	0%	0%	0%	0%



The increase in costs is due to:

- Changes in the payplan

Justice Court Department Personnel

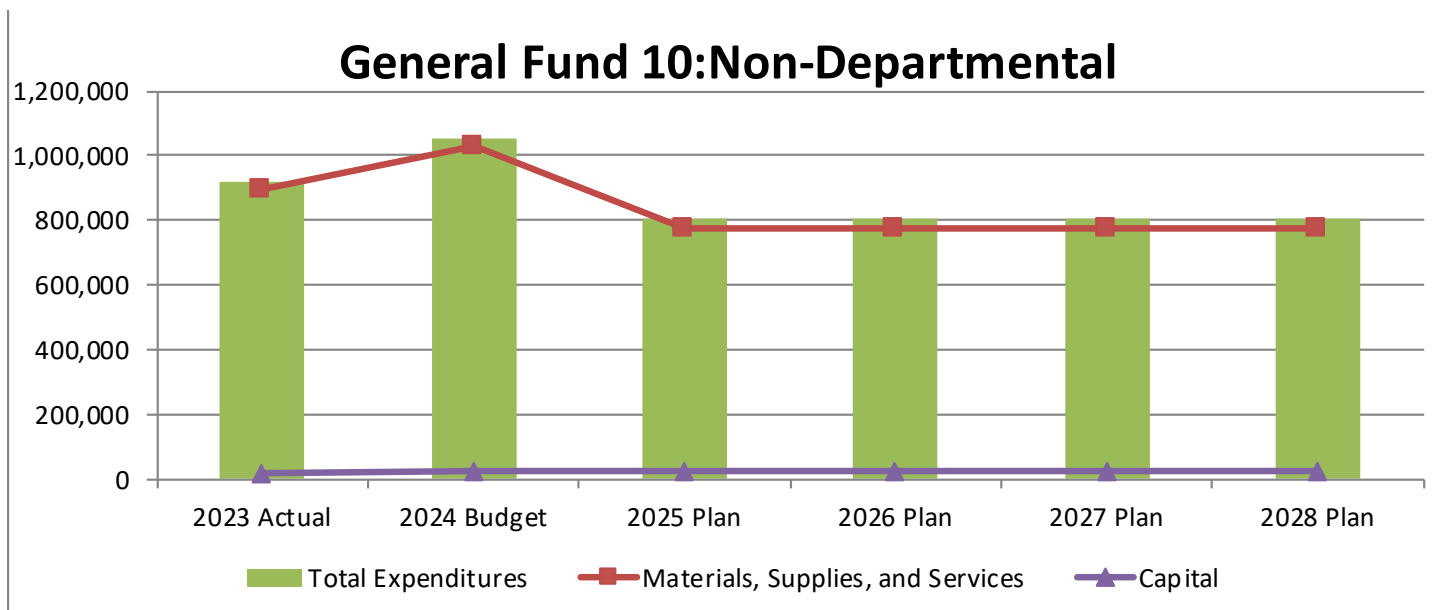
Position	2022 FTE	2023 FTE	2024 FTE
Lead Court Clerk	1	1	1
Court Clerk	1.25	1.25	1.25
Justice Court Judge	.4	.4	.4
ACE Court Clerk	.25	.25	0
Total	2.9	2.9	2.65

Non-Departmental

The Non-Departmental section contains insurance premiums, on-going software maintenance costs, consulting services, and city enhancements.

Non-Departmental Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Materials, Supplies and Services	\$894,757	\$778,050	\$778,050	\$778,050	\$778,050	\$778,050
Capital	\$22,940	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$917,697	\$803,050	\$803,050	\$803,050	\$803,050	\$803,050
% Change from Prior Period	20%	15%	0%	0%	0%	0%



The increase costs is due to:

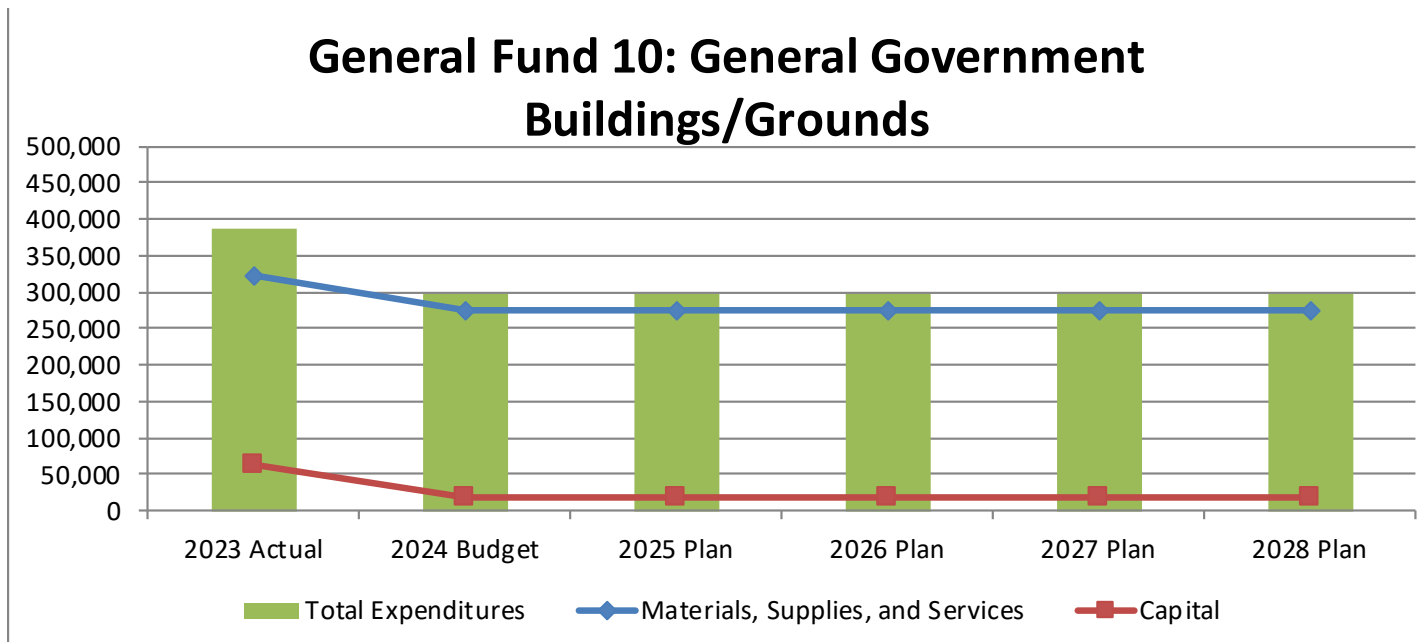
- The creation of a liability and payroll contingency fund

General Government Buildings and Grounds

The General Government Buildings and Grounds section contains expenditures for maintaining current facilities and their grounds including City Hall, the Public Works Building, and the North and South Fire stations.

General Government Buildings and Grounds Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Materials, Supplies and Services	\$323,523	\$276,300	\$276,300	\$276,300	\$276,300	\$276,300
Capital	\$62,333	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Expenditures	\$385,857	\$296,300	\$296,300	\$296,300	\$296,300	\$296,300
% Change from Prior Period	30%	-23%	0%	0%	0%	0%



The increase in costs is due to:

- No noticeable increases in costs

Community Development

The Community Development department (formerly Communications and Economic Development) is responsible for overseeing the Building and Planning departments of Saratoga Springs and for business recruitment, business retention and promotion of the City to the business and development community.

Community Development Org Chart



Highlights

- Several employees have achieved new levels of professional certifications this last year. The City has one the highest certified Building and Planning staffs in the State.
- The updated Saratoga Springs General Plan was approved last fall, and the goals implementation process is ongoing

Community Development Department Goals and Performance Measures

Community Development Goals
Devise strategic plan to respond to HB 406 LUDMA changes
Complete City Code and General Plan Amendments addressing HB 406 requirements
Planning / Engineering Meetings to review of development review process and any changes needed
Hold quarterly training meetings for division leaders and department
Complete Annexation of Lake Mountain properties
Set up online submittals and payments through CityWorks/Express Bill Pay for all applications and permits
Continue holding a Breakfast with Planners semiannually, utilizing key city officials and topics

Community Development Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Meet the standards and goals established by the City Council and City Manager	100%	100%	100%
Return customer inquiries within 24 hrs	95%	100%	100%

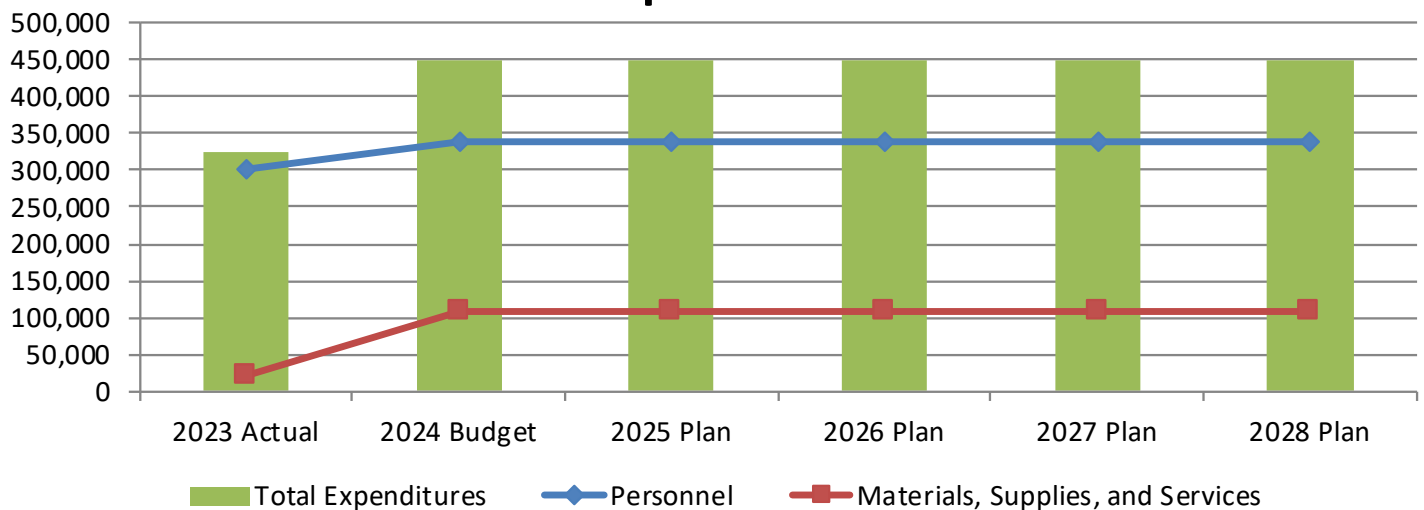
Economic Development Goals
Complete a Downtown Strategic Plan
Prepare new Professional Office Zone for CC Review
Develop goals and strategies for creating a small business incubator

Economic Development Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Meet the standards and goals established by the City Council and City Manager	100%	100%	100%
Return customer inquiries within 24 hrs	95%	100%	100%

Community Development Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$301,192	\$339,466	\$339,466	\$339,466	\$339,466	\$339,466
Materials, Supplies and Services	\$22,098	\$107,700	\$107,700	\$107,700	\$107,700	\$107,700
Total Expenditures	\$323,290	\$447,166	\$447,166	\$447,166	\$447,166	\$447,166
% Change from Prior Period	0%	38%	0%	0%	0%	0%

General Fund 10: Community Development Department



The increase in costs are due to:

- Changes in the payplan

Community Development Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Community Development Director	1	1	1
Economic Development Director	1	1	1
Total	2	2	2

Planning and Zoning Division

The Planning and Zoning Division is responsible for reviewing current development applications against the requirements of Land Development Code, updating the Code and other guiding documents, and preparing long range plans such as the General Plan.

Planning and Zoning Division Org Chart



Planning Division Goals and Performance Measures

Planning Department Goals

- Get Planning fully staffed and well-trained
- Set up General Plan Implementation Committee and perform annual evaluation
- Create Gateway Overlay Design Guidelines

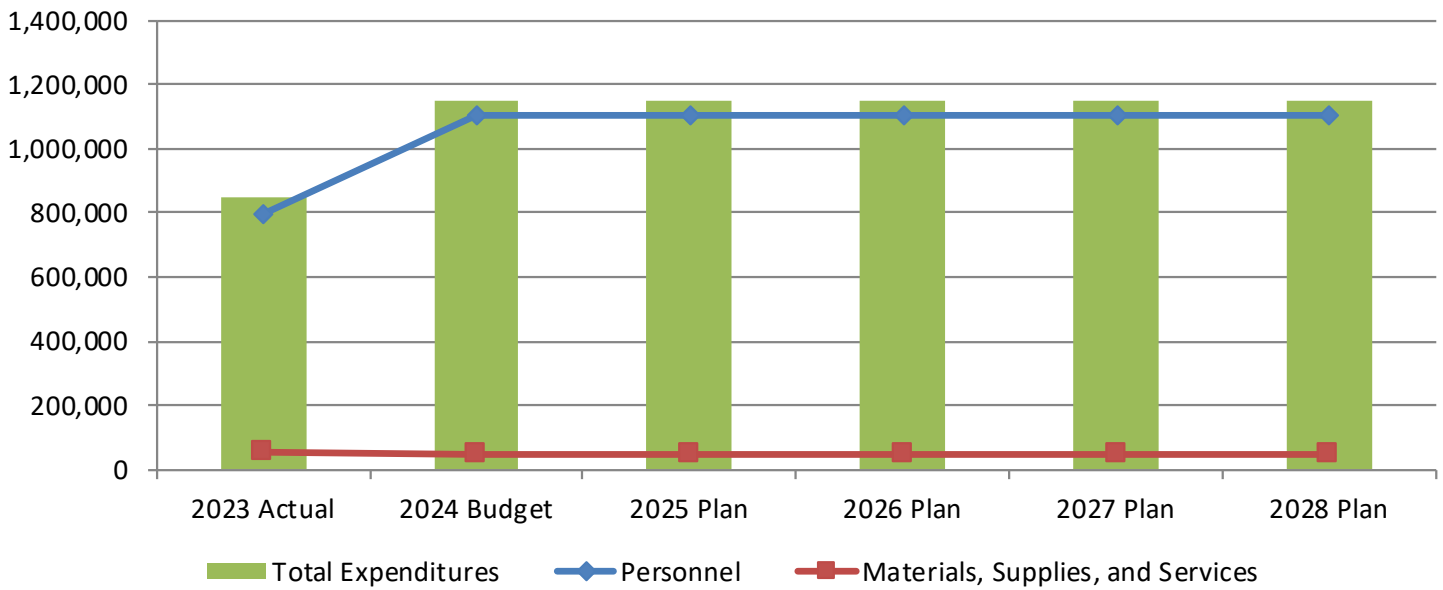
Planning and Zoning Division Performance Measures

Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Quarterly Code Amendments	19	4/year	4/year
Redlines completed within 2 weeks	91%	98%	98%
Initial communication with applicants within 48 hours of assignment on CityWorks	75%	90%	90%

Planning and Zoning Division Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$796,440	\$1,104,207	\$1,104,207	\$1,104,207	\$1,104,207	\$1,104,207
Materials, Supplies and Services	\$53,965	\$46,600	\$46,600	\$46,600	\$46,600	\$46,600
Total Expenditures	\$850,405	\$1,150,807	\$1,150,807	\$1,150,807	\$1,150,807	\$1,150,807
% Change from Prior Period	-3%	35%	0%	0%	0%	0%

General Fund 10: Planning and Zoning Division



The increase in costs are due to:

- Changes in the payplan
- New Planner II

Planning and Zoning Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Planning Director	1	1	1
Senior Planer	3	4	4
Planner II	1	1	2
Planner I	1.75	1	1
Code Compliance Inspector	1	1	1
Administrative Assistant	.33	1.08	1.08
Total	8.08	9.08	10.08

Building Division

The Building Division is responsible for plan reviews, issuing building permits, and completing all required building inspections on commercial buildings, residential projects, additions, remodels, and basement finishes.

Building Division Org Chart



Building Division Goals and Performance Measures

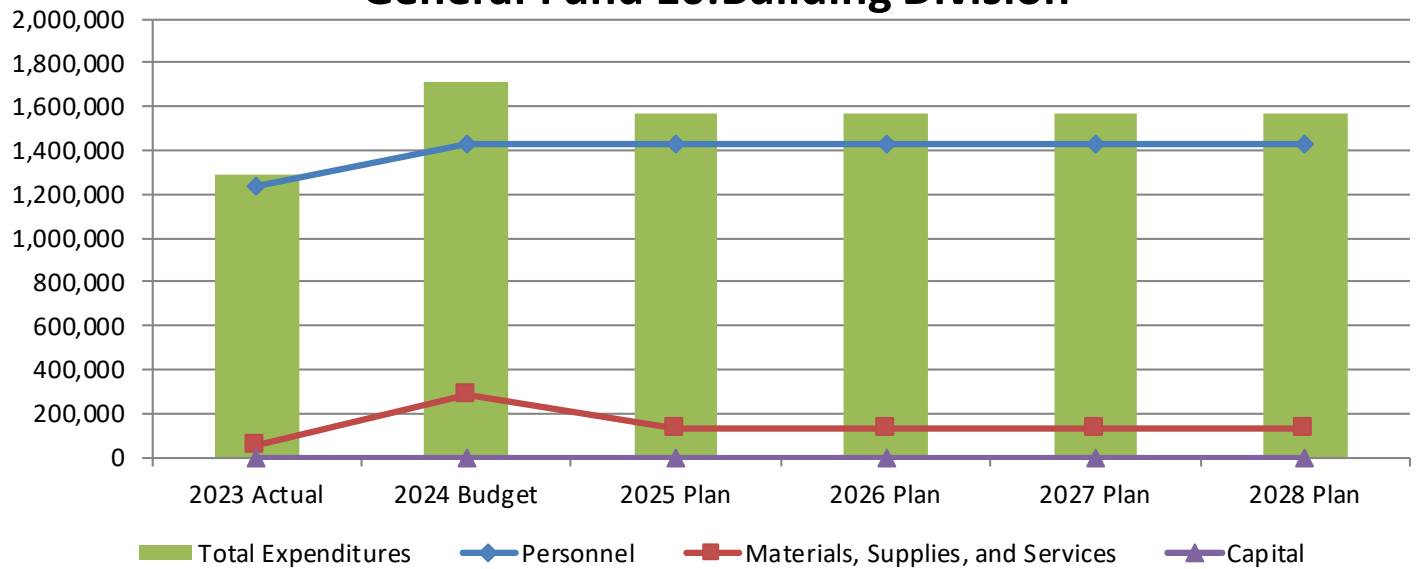
Building Division Goals
Get all inspectors' residential and commercial certifications completed
Hold a Builder's Roundtable event (annually).

Building Division Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Average turnaround time for plan reviews	4.4 working days for residential, 7 days for commercial	5.1 working days for residential, 7.7 for commercial	5.1 working days for residential, 7.7 for commercial
Percent of inspections performed next day if called in before 5 p.m.	100%	100%	100%
Provide a min of 2 SWPPP inspections on all permit that require NOI's	100%	100%	100%

Building Division Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$1,233,360	\$1,432,684	\$1,432,684	\$1,432,684	\$1,432,684	\$1,432,684
Materials, Supplies and Services	\$58,208	\$281,900	\$131,900	\$131,900	\$131,900	\$131,900
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,291,568	\$1,714,584	\$1,564,584	\$1,564,584	\$1,564,584	\$1,564,584
% Change from Prior Period	1%	33%	-9%	0%	0%	0%

General Fund 10:Building Division



The increase in expenditures is due to:

- Changes in the payplan

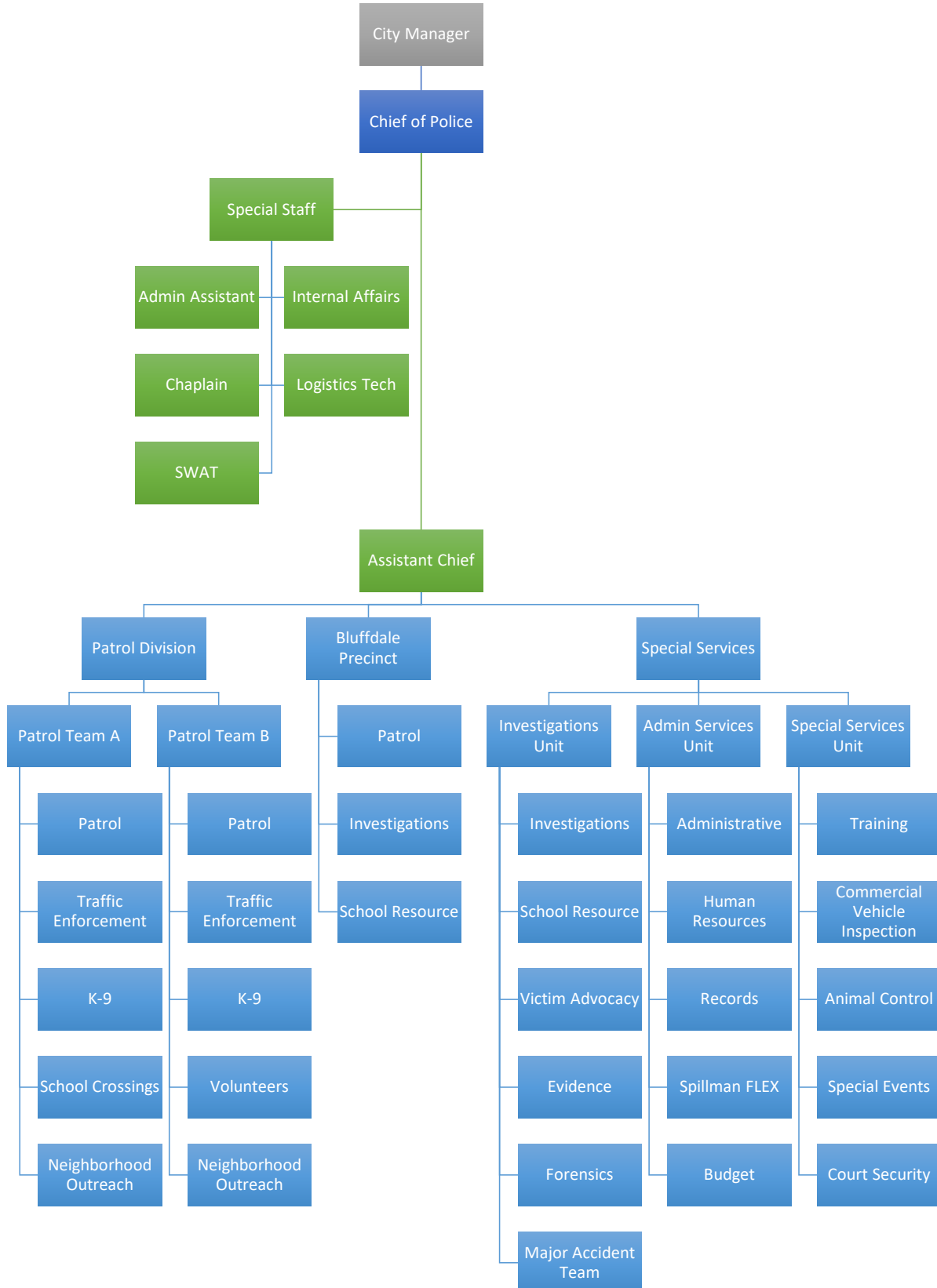
Building Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Building Official	1	1	1
Inspector	7	7	7
Assistant Building Official	2	2	2
Permit Supervisor	0	1	1
Senior Building Permit Technician	0	1	1
Permit Technician	2.125	.125	.125
Administrative Assistant	.33	.33	.33
Total	12.46	12.46	12.46

Police (Including Bluffdale)

The Saratoga Springs Police Department provides law enforcement services for the cities of Saratoga Springs and Bluffdale in order to protect life and property, support the highest level of public safety, and to help maintain the quality of life.

Police Department Org Chart



Saratoga Springs Police Department – Operational Highlights

- The police department achieved formal accreditation by the Utah Chiefs of Police Association and will continue to maintain this accreditation as it moves forward.
- The police department conducts patrol operations 7 days a week, 24 hours per day in Saratoga Springs and Bluffdale, and animal control patrol six days per week in Saratoga Springs. This includes 24/7 supervision of patrol operations. School crossing guard services at the city's public elementary schools are provided each weekday.
- The police department maintained a high quality of investigations to include using state of the art investigative equipment such as cell phone data analysis systems, modern surveillance camera systems, interview recording equipment, and two computerized total station systems, one of which is a FARO total station surveying system. These systems can be used to enhance an investigation at major traffic accidents or crime scenes. The department utilizes a SAFRAN electronic fingerprint system that interfaces directly with Utah BCI. The Investigations Unit maintains one School Resource Officer (SRO) full time at Westlake High School and an SRO at 20 hours per week at both Vista Heights and Lake Mountain Middle Schools in Saratoga Springs. The Victim Services Coordinator provided services to victims requesting assistance and exceeded expectations as set forth in the State of Utah grant that supports victim services. One detective is assigned as a Liaison to the Utah State Information Analysis Center. One detective acts as a Liaison to and participates part time with the Utah County Major Crimes Task Force. One detective is assigned part time with the Metro Gang Unit. Two detectives were certified and participate in the Utah Internet Crimes Against Children Task Force. All detectives attended specialized training and are certified as required by State law. Several drones, one with thermal/infrared capability, are utilized for filming and photographing crime scenes and major accident scenes, and for search purposes.
- The department's Special Weapons and Tactics (SWAT) Team equipment and training continued to improve, with specialized training conducted on a regular basis. The training was conducted at Camp Williams as well as in schools and at other venues. The team meets personnel and equipment standards as set forth by the National Tactical Officers Association (NTOA) for a Tier 2 SWAT team. It also meets NTOA training standards for a tactical response team. For the third year in a row, the department conducted a week long Basic SWAT Tactics Course that was attended by 24 officers from various local and federal agencies including four of our own officers.
- The department provided specialized law enforcement capabilities such as CVSA commercial truck inspections/enforcement, three police service dog/K9 teams, bicycle patrol (when possible), a major accident team, and a Special Weapons and Tactics Team (SWAT). The trail patrol program was also continued that utilized a specialized vehicle/ATV.
- The department improved its capability for use of less lethal tools with additional bean bag launchers, giving the department greater flexibility for response on violent or crisis situations where a less lethal option would be employed. The department also employs other less lethal options such as pepper ball systems.
- The department conducted professionally managed, competitive, and fair recruitment and promotional processes, using similar methods as those employed by large agencies with merit systems.

Saratoga Springs Police Department – Training and Logistics Highlights

- The hands-on and task-focused training program was continued and included use-of-force training, less lethal options, emergency vehicle operations training, defensive driving, specialized firearms training and imaginative skill oriented training. Training topics also include race relations, implicit bias training, autism awareness, crisis intervention training, suicide and mental illness response training, and de-escalation training. This included the use of the state of the art VIRTRA use-of-force and firearms simulation system at the UPD Range and Lehi PD. The Combat Pistol Range at Camp Williams is utilized for a reactive live fire training event twice each year. Several officers attended specialized training events and schools. Police department officers averaged over 80 hours of training.

- The department continued to utilize a body worn camera system whenever possible. The department completed its fifth year using WatchGuard body worn cameras for all sworn personnel. Most of the vehicle's dash cameras interface with this system, and future dash camera systems will be purchased that can interface with this system. Dash mounted camera systems within patrol cars were increased and enhanced. Every officer carries (in his/her vehicle) the new style rescue tourniquet, a first aid kit, a rescue rope, and a personal flotation device. Patrol officers also carry an AED. New K-9 (Police Service Dog) training devices and material were obtained. All K9 dog teams are POST patrol certified and also POST drug detection certified. Two of the handlers are also POST K-9 Instructor certified and two of the handlers are a POST K9 Judge.

Saratoga Springs Police Department – Community Interaction Highlights

- The police department provides a full time School Resource Officer (SRO) at Westlake High School. Additionally, a school program entitled Drug Awareness and Resistance Education (DARE) is programmed to be taught within elementary schools as requested and scheduled. The department also maintained a School Resource Officer for 20 hours per week at both Vista Heights and Lake Mountain Middle Schools in Saratoga Springs, and a full time SRO at Hidden Valley Middle School in Bluffdale.
- The department conducted a citizen's academy with 24 citizens attending. The VIPS (Volunteers In Police Service) provided several hours of volunteer service in Saratoga Springs and Bluffdale, to include volunteer patrols.
- In August 2022, the department conducted the "National Night Out Against Crime" in both Saratoga Springs and Bluffdale. Citizens were able to see displays, observe police cars and equipment, obtain information, and speak with officers.
- The police department's Neighborhood Outreach Coordinator conducted neighborhood watch meetings as requested. She also conducted bicycle safety rodeos and safe car seat workshops with information shared at the events and on social media.
- The department normally supports numerous community based events including the National Guard Governor's Day celebration at Camp Williams, Saratoga Springs "Splash" town days, and the Bluffdale Old West Days and Rodeo. The police department co-sponsored a 5K Fun Run "Run For Hero's" in observance of the 9/11 memorial. It also performs K9 demonstrations for a variety of community organizations and schools.

Police Department Goals and Performance Measures

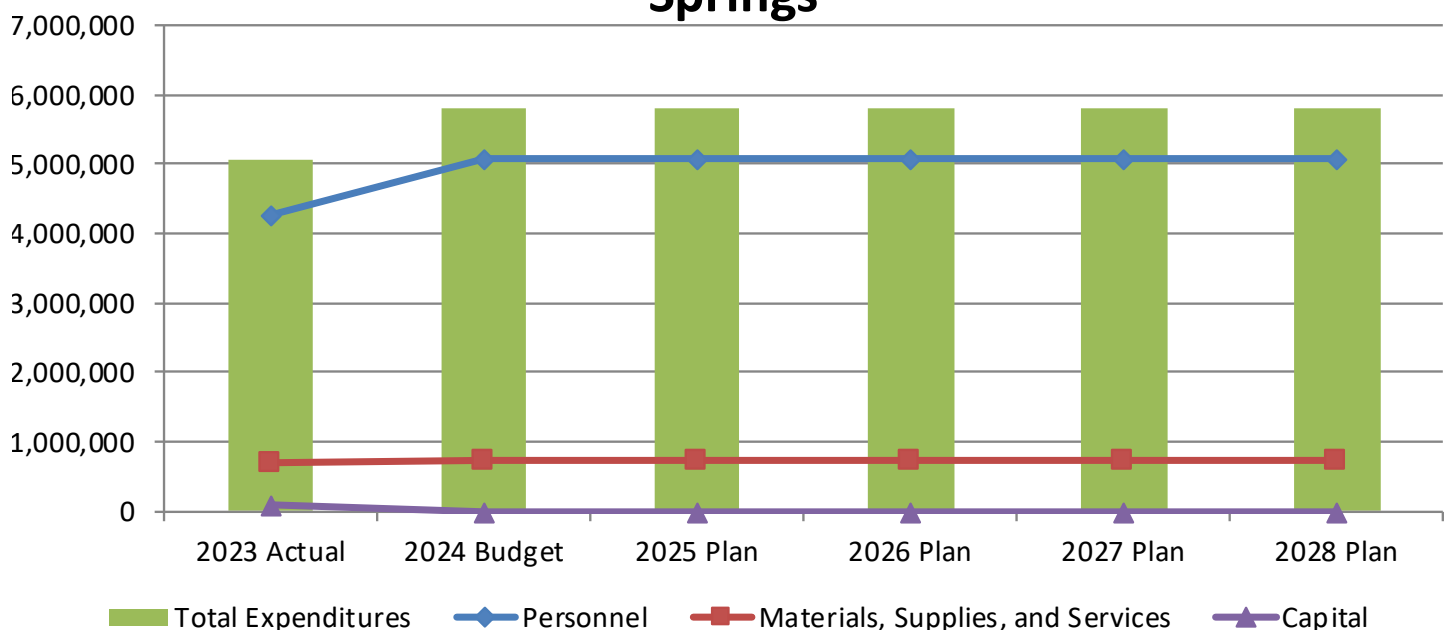
Police Department Goals
Plan for staffing levels consistent with mission and workload.
Maintain quality patrol and investigative functions/services.
Conduct quality budget, grant and logistics management.
Conduct department training to meet POST and community areas of emphasis.
Emphasize safety in all aspects of operations and training
Conduct extra patrols on city trail systems
Use crime-mapping capability and other data analytic systems to improve efficiency.
Maintain community outreach programs including Volunteers In Police Service, Citizens Academy, National Night Out, City events, K-9 demos, bicycle safety rodeos, safety car seat checks, social media, and safe neighborhood watch meetings.
Maintain quality educational and School Resource Officer programs.
Maintain Utah Chiefs of Police Association accreditation.

Police Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Response times for priority calls	9.5 minutes	7 minutes	7 minutes
Elementary students taught in education program	600	600	600
Hours of training per officer per year	85	80	80
% of time with 24/7 supervision	100%	100%	100%
Hours of trail patrol hours	527	250	250
Conduct of Community Outreach	100%	100%	100%

Police Department (Saratoga Springs) Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$4,272,127	\$5,069,285	\$5,069,285	\$5,069,285	\$5,069,285	\$5,069,285
Materials, Supplies and Services	\$697,596	\$729,800	\$729,800	\$729,800	\$729,800	\$729,800
Capital	\$90,402	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$5,060,125	\$5,799,085	\$5,799,085	\$5,799,085	\$5,799,085	\$5,799,085
% Change from Prior Period	9%	15%	0%	0%	0%	0%

General Fund 10:Police Department - Saratoga Springs

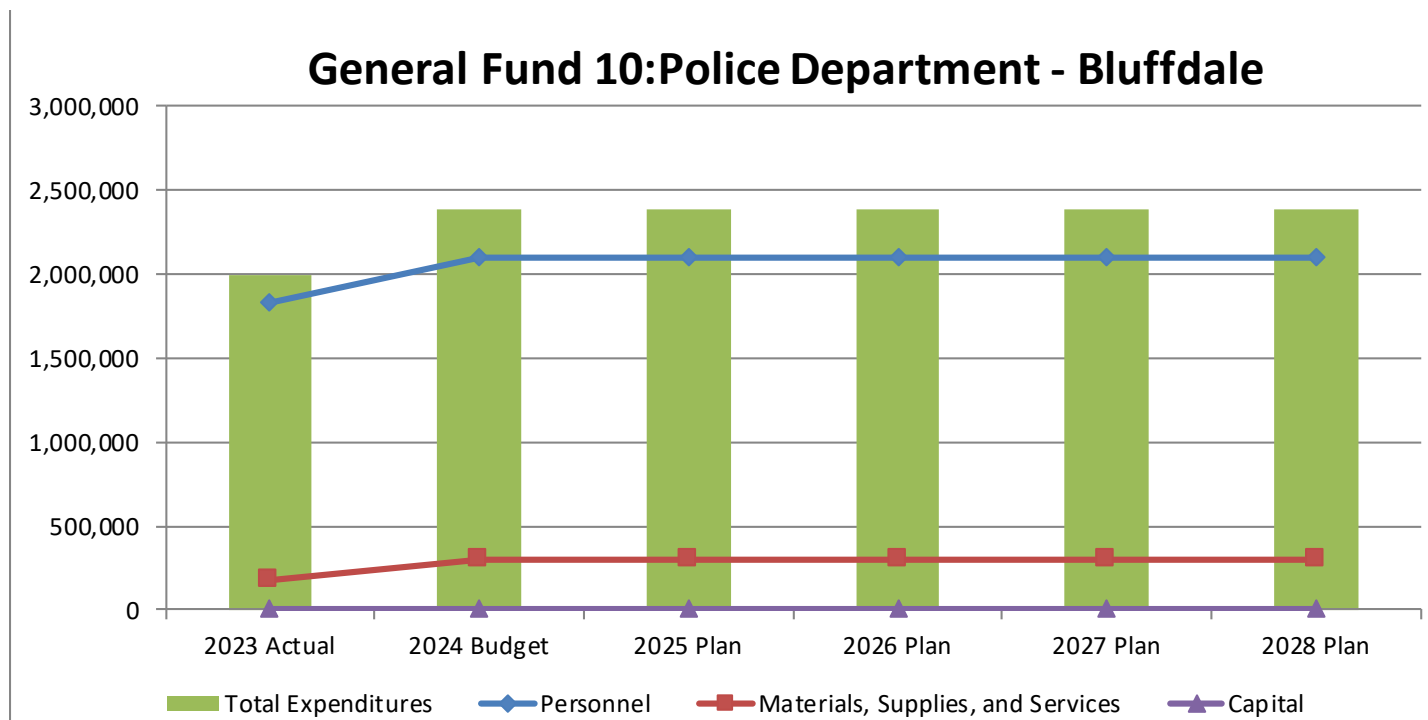


The increase in costs is due to:

- Changes in the payplan
- PT Records Clerk to FT
- Increase to 911 Dispatch

Police Department (Bluffdale) Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$1,824,047	\$2,093,899	\$2,093,899	\$2,093,899	\$2,093,899	\$2,093,899
Materials, Supplies and Services	\$172,798	\$294,118	\$294,118	\$294,118	\$294,118	\$294,118
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,996,845	\$2,388,017	\$2,388,017	\$2,388,017	\$2,388,017	\$2,388,017
% Change from Prior Period	-2%	20%	0%	0%	0%	0%



The increase in costs is due to:

- changes in the payplan

Police Department Personnel

Police Personnel (Saratoga Springs and Bluffdale)			
Position	2022 FTE	2023 FTE	2024 FTE
Police Chief	1	1	1
Assistant Chief	1	1	1
Lieutenant	1	1	1
Sergeant	4	6	6
Corporal	8	6	8
Police Officer	26	27	25
Reserve Officer/Detective	2.75	2.75	2.75
Animal Control Officer	2	2	2
Administrative Assistant	1	1	1
Forensics/Evidence Technician	.625	1	1
Records Clerk/Technicians	4.9	4.99	6.21
Bailiff	.75	0.75	0.75
Crossing Guard Supervisor	.5	0.5	0.5
Crossing Guard	4.5	4.5	4.5
Neighborhood Watch	.5	0.59	0.596
Victim Advocate	1	1	1
Total	60.5	61.09	62.18

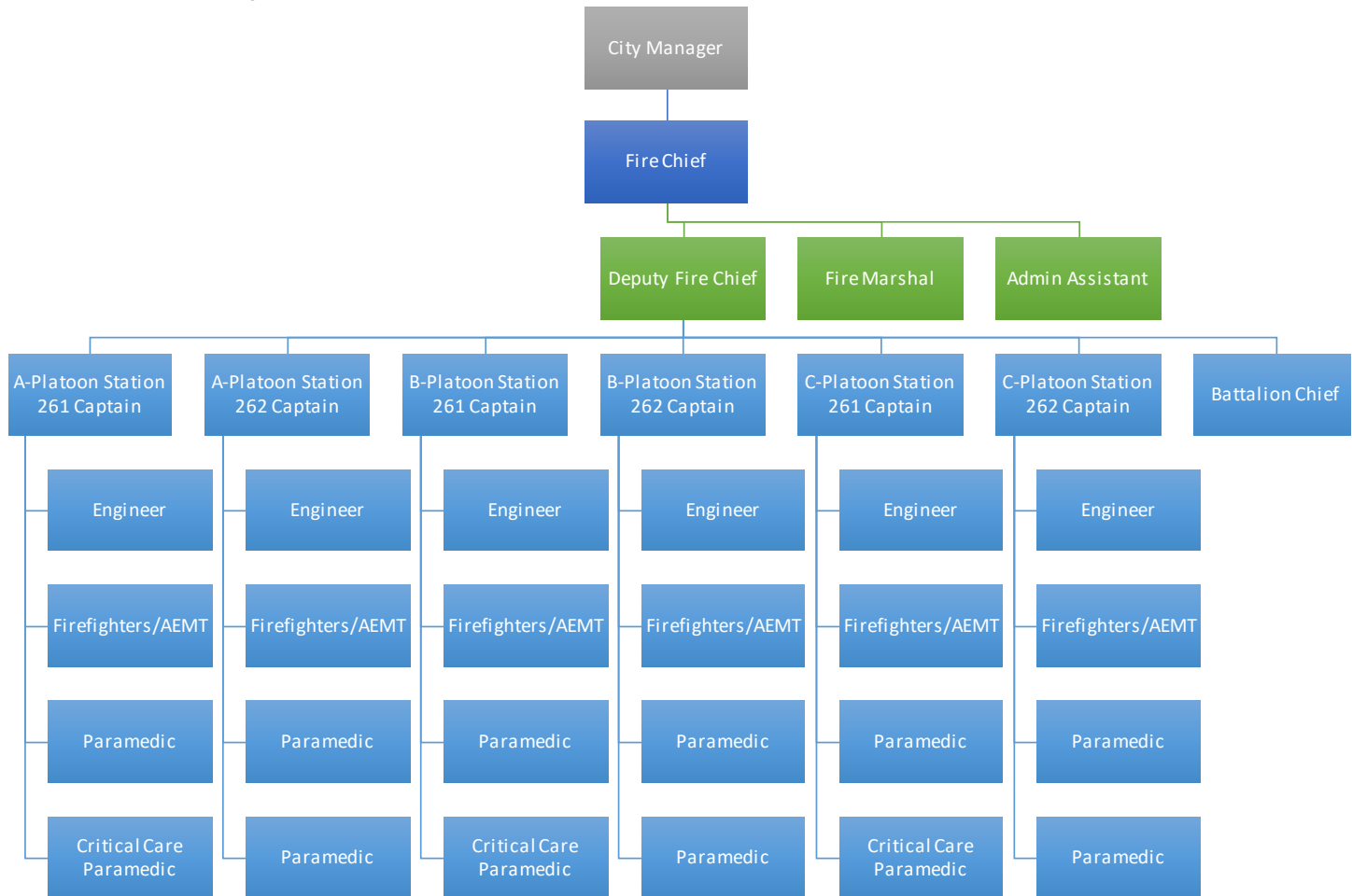
Police Personnel (Saratoga Springs)	
Position	FTE
Police Chief	1
Assistant Chief	1
Lieutenant	1
Sergeant	5
Corporal	5
Police Officer	14
Reserve Officer/Detective	2.375
Animal Control Officer/SFO	2
Administrative Assistant	1
Forensics/Evidence Technicians	1
Records Clerk	5.091
Bailiff	.75
Crossing Guard Supervisor	.5
Crossing Guard	4.5
Neighborhood Watch	.596
Victim Advocate	1
Total	45.81

Police Personnel (Bluffdale)	
Position	FTE
Sergeant	1
Corporal	3
Police Officer	11
Reserve Officer/Detective	.25
Records Clerk	1.125
Total	16.38

Fire Department

Saratoga Springs Fire & Rescue provides structural and wildland firefighting as well as an EMT-Paramedic EMS ambulance service. Saratoga Springs Fire & Rescue is one of the highest trained and specially equipped agencies in the region with respect to water, ice, and backcountry rescues.

Fire Department Org Chart



Fire Department Highlights

- Successfully managed 2,122 emergency runs (+13% from previous FY)
- Department had 2 EMT's graduated paramedic school and have 2 additional EMT's completed a paramedic program I in the fall of 2023.
- Participated with 5 other north county agencies to host a joint recruit camp. The Department had 3 new firefighters attend and graduate camp.
- The Department worked with neighboring agencies to hold joint quarterly multi-agency trainings. These trainings allow for standardized and more efficient training.
- Worked with the police department to coordinate Rescue Task Force training. This training is designed to provide rapid care to this injured in a mass casualty situation.
- Coordinated with Alpine School district to provide "stop the bleed" training to all of the faculty and staff at West Lake High School.
- We hosted 2 babysitter classes training 45 young adults.
- Approximately 800 children & adults visited the north fire station for fire safety tours.

Fire Department Goals and Performance Measures

Fire Department Goals

Work with City administration to finalize the RFP for the south station repairs and addition. Coordinate with the selected builder to complete the project while maintaining effective emergency service in the south end of the City.

Work with stakeholders to develop a long range strategic plan for the City fire and EMS services. This plan will include future facility and staffing needs.

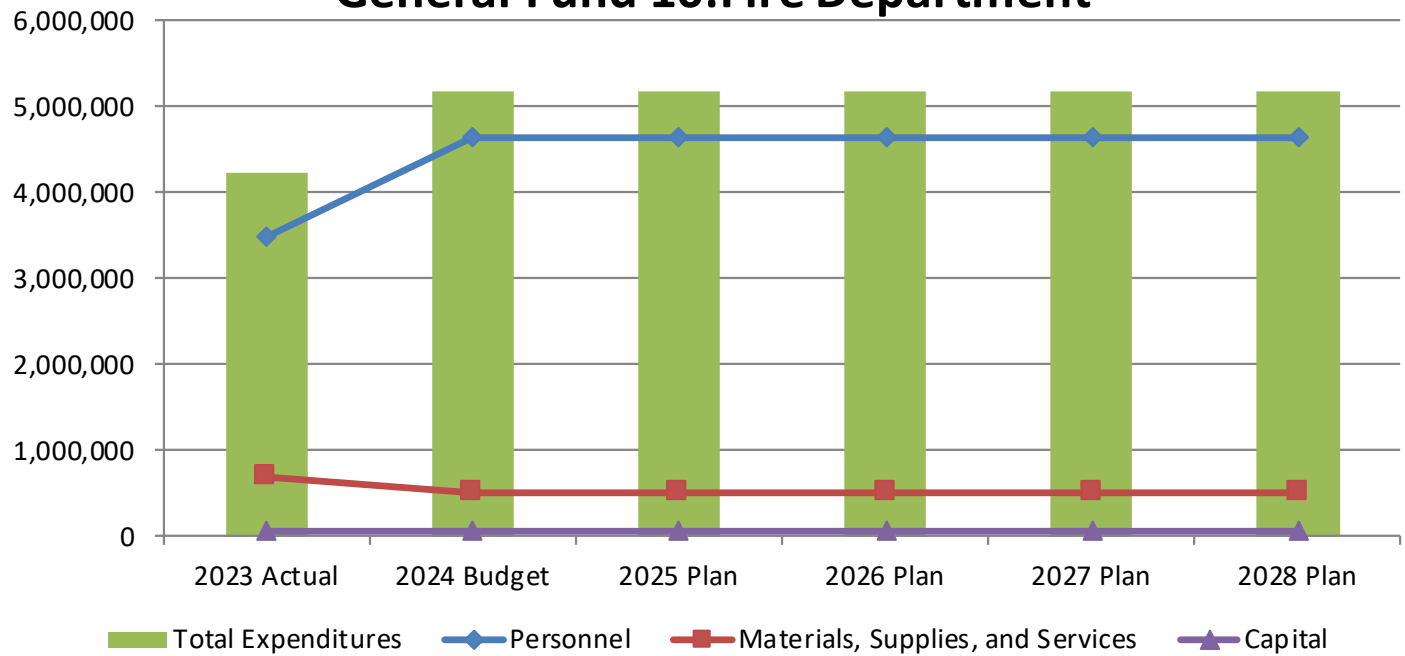
Fire Department Measures

Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
% of required annual business inspections completed	78%	100%	100%
% of annual performance evaluations completed	90%	100%	100%
% of emergency calls for EMS responded to under 7:40	85%	85%	85%
% of emergency fire calls responded to under 8:30	88%	85%	85%
% of requisite training being conducted and maintained	100%	100%	100%
% of vehicles inspected and maintained daily	90%	100%	100%
Develop and implement regional leadership training offering	1	1	1
Develop and implement community outreach programs; i.e. CPR for Senior Students, CERT preparedness, Fire Wise program	2	7	7

Fire Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$3,478,713	\$4,625,602	\$4,625,602	\$4,625,602	\$4,625,602	\$4,625,602
Materials, Supplies and Services	\$683,530	\$294,118	\$294,118	\$294,118	\$294,118	\$294,118
Capital	\$64,823	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$4,227,067	\$5,178,502	\$5,178,502	\$5,178,502	\$5,178,502	\$5,178,502
% Change from Prior Period	6%	23%	0%	0%	0%	0%

General Fund 10:Fire Department



The increase in costs is due to:

- Changes in the payplan
- New Battalion Chief
- Increase in Overtime Pay Budget
- Increase in equipment and supplies budgets

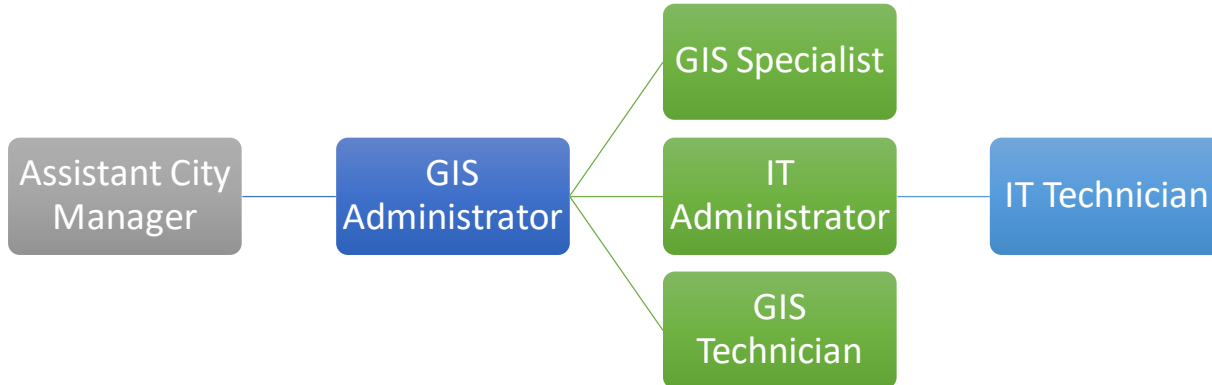
Fire Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Fire Chief	1	1	1
Deputy Fire Chief	1	1	1
Fire Captain	3	3	3
Fire Engineer/Paramedic	6	6	6
Firefighter/Paramedic	12	12	12
Administrative Assistant	1	1	1
PT Firefighters	5.784	5.784	5.784
EMS Battalion Chief	1	1	1
Battalion Chief	0	0	1
Critical Care Paramedics	3	3	3
Total	33.78	33.78	34.78

IT Services Department

The IT Services department is responsible for maintaining the GIS and all other software systems. In addition, the department is responsible for maintaining computer, server, and additional hardware in order to help employees maintain productivity and security.

IT Services Department Org Chart



IT Services Department Highlights

- Installed/implemented the ArcGIS Enterprise Base Deployment including IT infrastructure upgrades increasing security and reliability.
- Hired a GIS Technician
- Upgraded and migrated the GIS database to access new capabilities and stay current, while spreading the storage and administrative demand out
- Implemented Adlumin system-wide to watch attempted hacks and viruses. Updated the GIS server to incorporate a proxy server to better restrict external access.
- Began replacing machines that are not able to upgrade to Windows 10
- Upgraded the new SCADA system to SQL

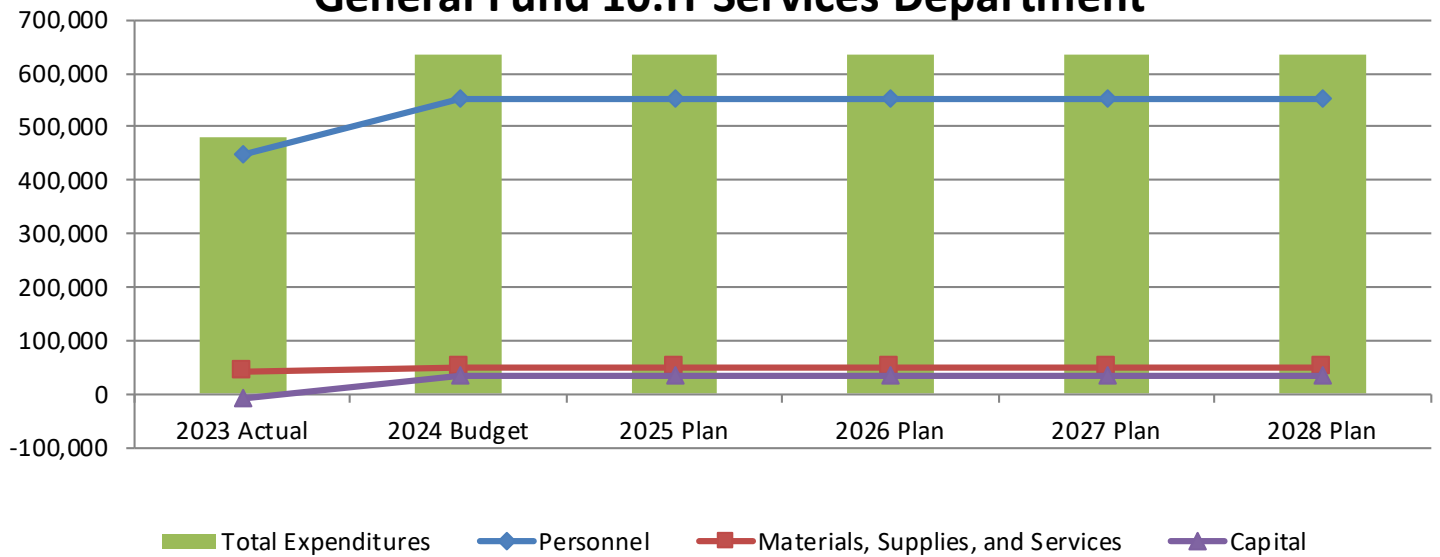
IT Services Department Goals and Performance Measures

IT Department Goals
Install a new backup server and upgrade the Caselle server to Server 2022.
Upgrade all domain controllers to 2022.
Secure Cityworks website login
Finish geodatabase migration with the remaining SSIM.SDE data.

IT Services Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$447,890	\$550,317	\$550,317	\$550,317	\$550,317	\$550,317
Materials, Supplies and Services	\$40,274	\$50,500	\$50,500	\$50,500	\$50,500	\$50,500
Capital	-\$8,100	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Expenditures	\$480,064	\$635,817	\$635,817	\$635,817	\$635,817	\$635,817
% Change from Prior Period	25%	32%	0%	0%	0%	0%

General Fund 10:IT Services Department



Increase in expenditures caused by:

- Changes in the payplan
- New Department Truck
- Various software licenses

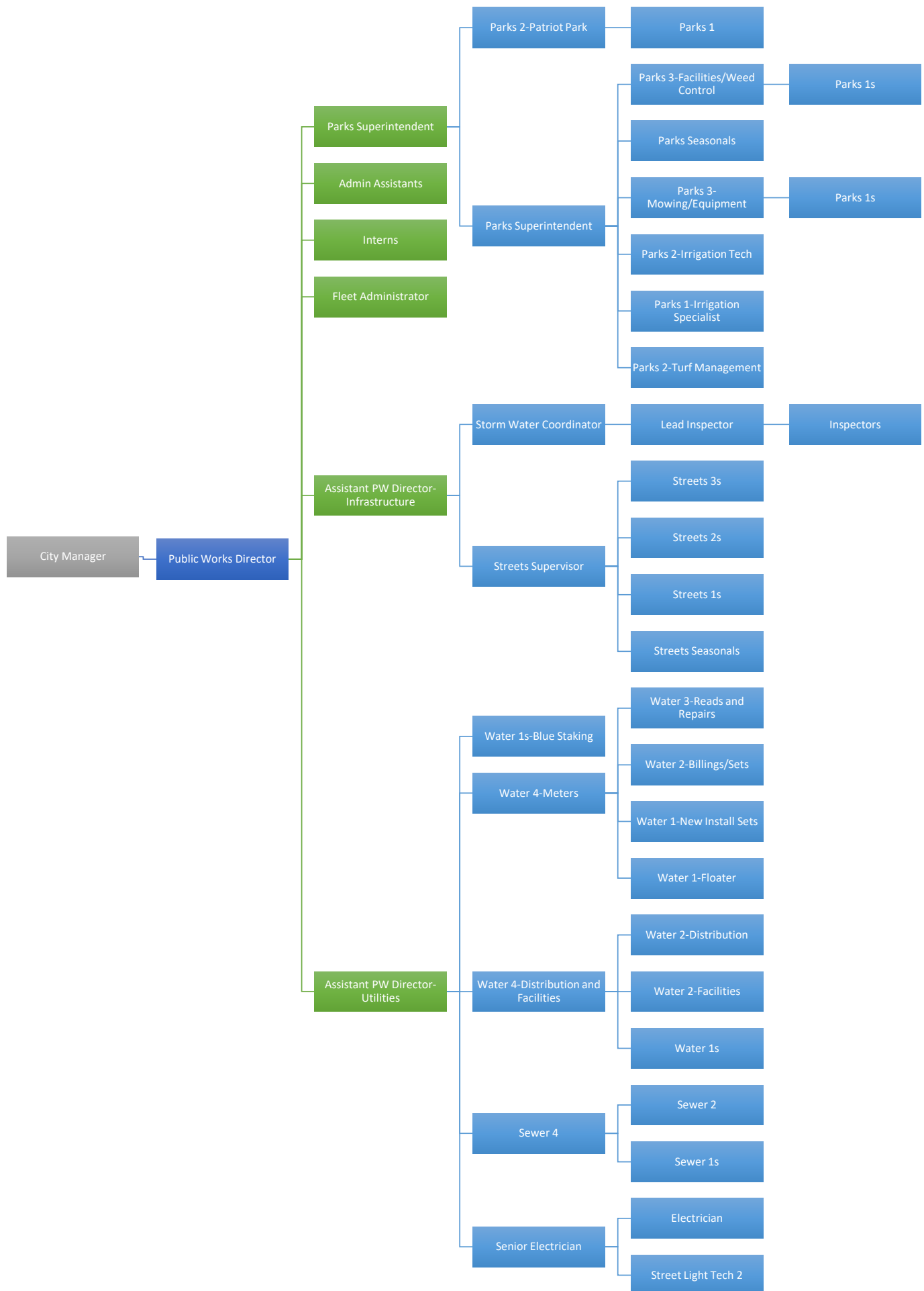
IT Services Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
GIS Administrator	1	1	1
GIS Specialist	1	1	1
GIS Technician	0	1	1
IT Administrator	0	1	1
IT Technician	1	1	1
Total	3	5	5

Public Works Department

The Public Works Department is responsible for the municipal services that provide culinary water supply and distribution, secondary water supply and distribution, engineering, storm water control, street maintenance, collection of sewer effluent, snow removal, and street lighting. In addition, the public improvements division is responsible for reviewing the plans for and inspecting new infrastructure built in the city. Finally, the parks division is responsible for the maintenance of all city-owned parks and open space including playgrounds, trails, and fields.

Public Works Department Org Chart



Public Works Admin

- Obtained more than \$3.5M in Grant Funding for the North Marina Phase 1 Project
- Completed the Hot Springs Feasibility Study
- Completed the Design and Construction of the Pony Express Extension Project
- Completed the Design of the Foothill Boulevard Extension Project and Completed Construction of Schedule A on-time

Public Works Admin/Electrical Goals and Performance Measures

Public Works Admin
Assist all public works divisions in the completion of their goals
Fill all existing vacancies and successfully onboard all new employees
Secure additional Funding for the South and North Marina Projects
Assist in the update of the Engineering Standards and Specifications
Improve tracking of work load and labor hours in Cityworks

Public Works Admin			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Percentage of Employee's Certifications Maintained	90%	100%	100%
Percent City's MS4 Program Requirements Met	29.6%	100%	100%
Capital Projects Completed On Budget	75%	85%	85%
Capital Projects Completed within 10% of Budget	80%	90%	90%

Public Work-Electrical

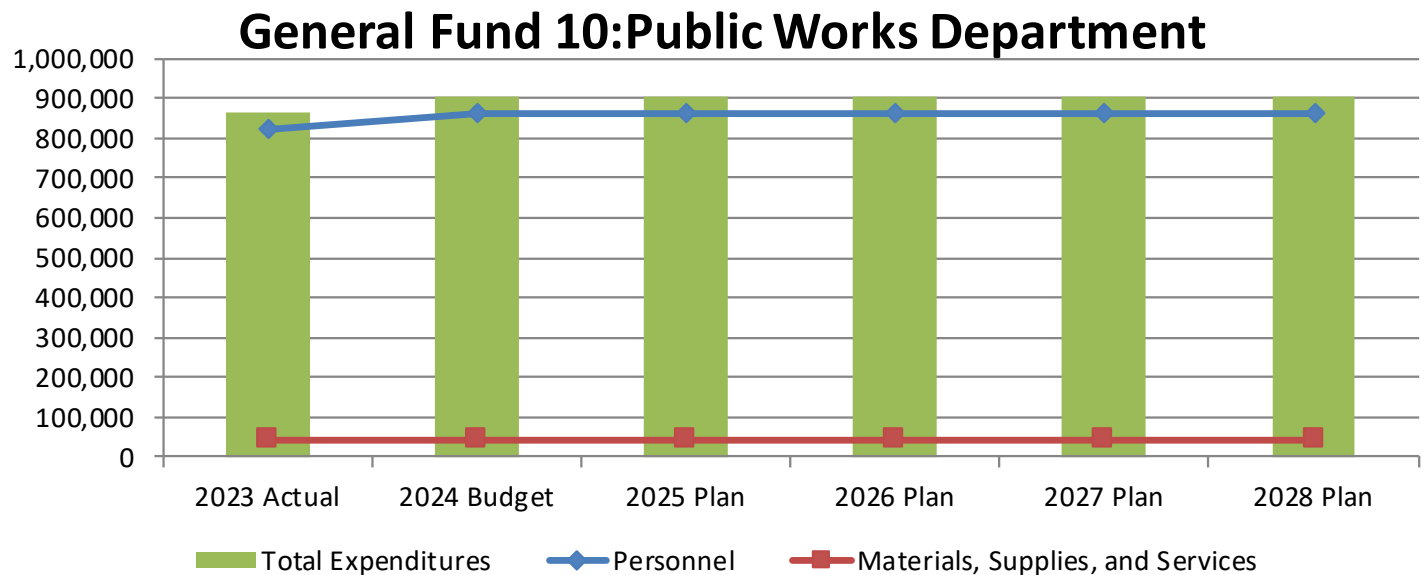
- Replaced SCADA workstations with new server SQL server and provided new web based remote access for PW staff
- Rehabilitated Lift 7 with all new drives and control systems
- Assisted in installation New Recreation trailer including providing power, fiber, and Ethernet services to building
- Installed New electrical service for Tank 5 RTU
- Hired new SCADA technician, implementing onboarding process including training and system familiarization

Public Works Electrical Goals and Performance Measures

Public Works Electrical			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
% of street lights operational	86%	96%	96%
Service Request Resolution Time (days)	5	14	14
Work Order Resolution Time (days)	19	21	21

Public Works Admin/Electrical Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$823,391	\$864,471	\$864,471	\$864,471	\$864,471	\$864,471
Materials, Supplies and Services	\$43,014	\$41,000	\$41,000	\$41,000	\$41,000	\$41,000
Total Expenditures	\$866,405	\$905,471	\$905,471	\$905,471	\$905,471	\$905,471
% Change from Prior Period	-5%	5%	0%	0%	0%	0%



The increase in costs are due to:

- Changes in the payplan
- Increase in vehicle maintenance and gas budgets

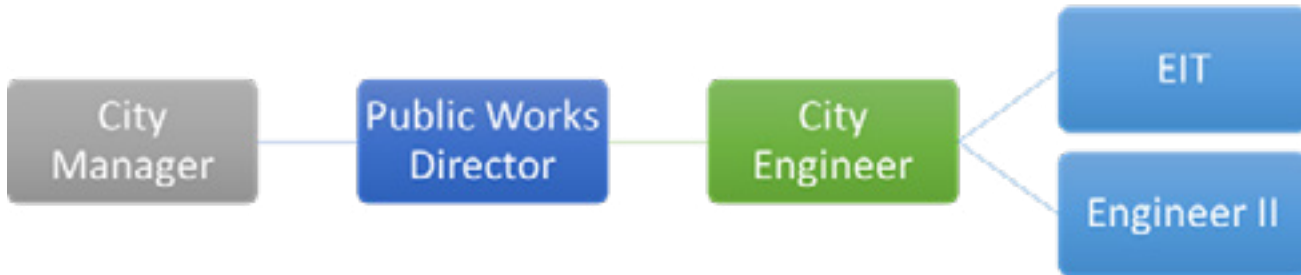
Public Works Admin/Electrical Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Public Works Director	1	1	1
Assistant Public Works Director	1	1	1
Fleet Administrator	1	1	1
Senior Electrician	1	1	1
Electrician	1	1	1
Administrative Assistant	2	2	2
Total	7	7	7

Engineering Division

The Engineering Division coordinates the City's capital improvement projects, traffic systems, construction permits, utility inspections, and assists in development reviews to ensure adherence to appropriate design and construction standards and specifications. In addition, the department is responsible for collecting all utility asset data, maintaining the geographic information system (GIS), and analyzing the GIS data.

Engineering Division Org Chart



Engineering Division Highlights

- Worked with Administration to update Drinking Water and Pressurized Irrigation IFFP's and IFA's
- Worked with Crossing Guards and PW Dept. to create an improved safety design for the school crossing at 400 N / Foothill Blvd intersection
- Reviewed 155 project submittals in the first 4 months of FY2023 including working with Home Depot and their accelerated review time requests
- Identified sewer capacity needs at Posey Lift station and worked with PW Dept. and project stakeholders to identify solutions

Engineering Division Goals and Performance Measures

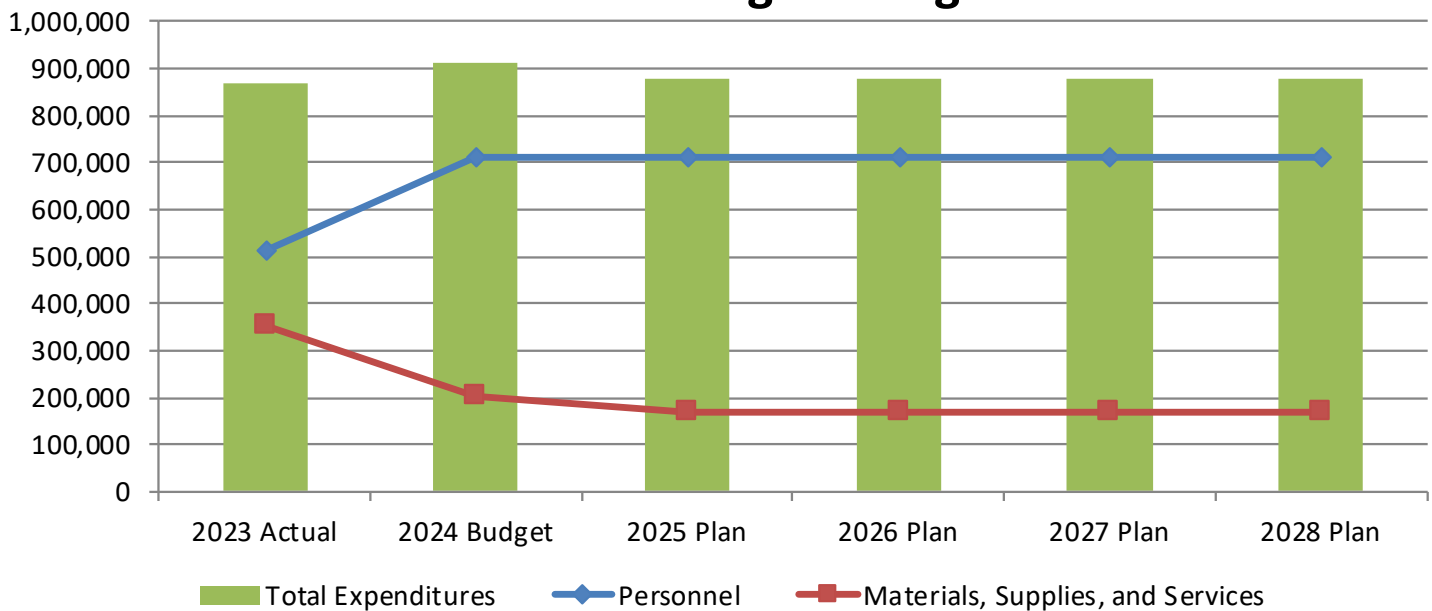
Engineering Division Goals
Update the Engineering Standards and Specifications
Improve roadway signing throughout the City including school crossing zones and mid-block trail crossings
Improve the percent of reviews completed within 2 weeks
Oversee roadway design and construction on the Saratoga Rd and 145 N roadway widening MAG funded project

Engineering Division Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Percent of reviews completed within 2 weeks	54%	90%	90%
Average Review Time (Days)	15.5	14	14
Traffic Studies Completed	14	10	10
% of Employees with PE License	80%	100%	100%

Engineering Division Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$515,074	\$711,235	\$711,235	\$711,235	\$711,235	\$711,235
Materials, Supplies and Services	\$352,816	\$202,400	\$167,400	\$167,400	\$167,400	\$167,400
Total Expenditures	\$867,890	\$913,635	\$878,635	\$878,635	\$878,635	\$878,635
% Change from Prior Period	18%	5%	-4%	0%	0%	0%

General Fund 10:Engineering Division



Changes in costs are due to:

- Changes in the payplan
- New Engineer II
- New Department Truck

Engineering Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
City Engineer	1	1	1
Engineer I	2	2	3
EIT	1	1	1
Administrative Assistant	.33	.33	.33
Total	4.33	4.33	5.33

Public Works-Water Division

Public Works-Water Division Highlights

- Successfully completed project to connect well 1 to the irrigation system
- Successfully managed significant water shortages and drought conditions to maintain proper pressurized irrigation level of services to customers all season
- Completed emergency repairs on Jacobs Ranch well
- Resolved all work orders in a timely manner despite staff shortages and supply chain issues
- Achieved a perfect score with dam safety annual inspection of City Facilities
- Successfully placed the welby jacob booster station, Ponds 9 and 10, and irrigation booster 9 into service this year.

Public Works-Water Division Goals and Performance Measures

Water Division Goals
Hire and train 3 new employees
Install perimeter fencing at wells 6 and 2
Install new drive for Drinking water well 2
Get all well repairs documented in city works
Install Flow meter in booster 1

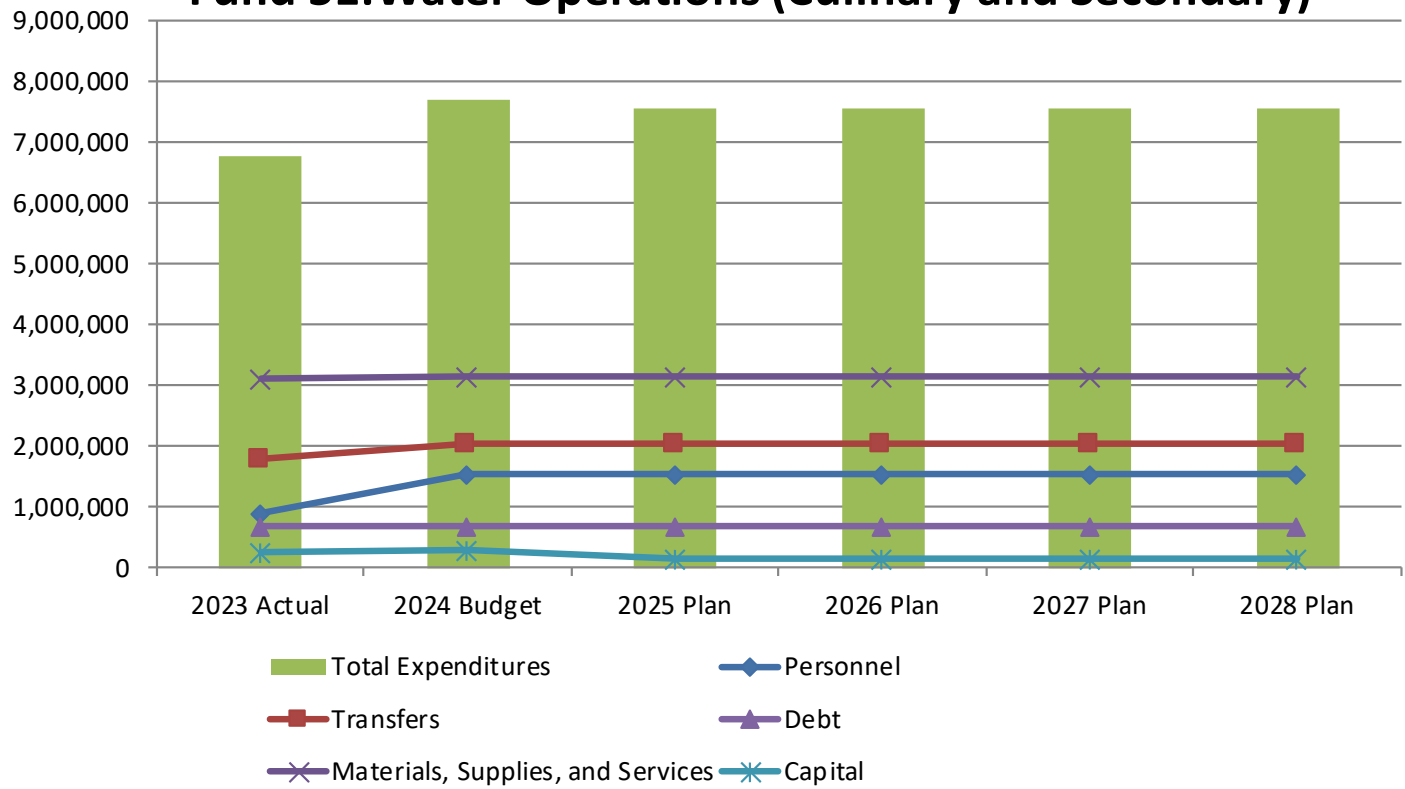
Water Division Performance Measures			
Measures	FY 2023 Actuals	FY 2024 Target	FY 2025 Target
Avg Service Request Resolution Time (Culinary/Secondary)	27/201	14/7	14/7
Percentage of employees w/water system certification	30%	100%	100%
Percentage of hydrants in operation	84%	100%	100%
Fix Network Read within last 24 hours	92.27%	95%	95%

Public Works-Water Division Expenditures*

*Most Water Division expenditures are found in the Water Utility Fund (Fund 51).

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$903,576	\$1,524,972	\$1,524,972	\$1,524,972	\$1,524,972	\$1,524,972
Transfers	\$1,803,829	\$2,028,921	\$2,028,921	\$2,028,921	\$2,028,921	\$2,028,921
Debt	\$694,343	\$698,400	\$698,400	\$698,400	\$698,400	\$698,400
Materials, Supplies and Services	\$3,100,166	\$3,146,600	\$3,146,600	\$3,146,600	\$3,146,600	\$3,146,600
Capital	\$275,209	\$286,624	\$286,624	\$286,624	\$286,624	\$286,624
Total Expenditures	\$6,777,123	\$7,685,518	\$7,685,518	\$7,685,518	\$7,685,518	\$7,685,518
% Change from Prior Period	13%	13%	0%	0%	0%	0%

Fund 51:Water Operations (Culinary and Secondary)



Changes in Water Division expenditures are caused by:

- Changes in the payplan
- Changes in various materials, supplies, and equipment budgets
- New Mini Excavator

Public Works-Water Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Water Supervisor	1	1	1
Maintenance IV	1	1	1
Maintenance III	2	2	2
Maintenance II	1	3.417	3.47
Maintenance I	5	5	5
SCADA Tech	.5	.5	.5
Seasonal Employees	.75	.75	.75
Total	11.25	13.67	13.67

Public Work-Sewer Division

Public Works-Sewer Division Highlights

- Rehabilitated all the drives at lift station #7
- New air conditioner unit installed at lift #7
- Hired and trained 2 new employees
- Completed all routine maintenance all lift stations

Public Works-Sewer Division Goals and Performance Measures

Sewer Division Goals
Install new air conditioner at lift #2
Install Air scrubbers at lifts 1 and 2
Hire new sewer supervisor for Department
Order and maintain sufficient stock of hard to get inventory
Inspect and Clean all city maintained oil water separators

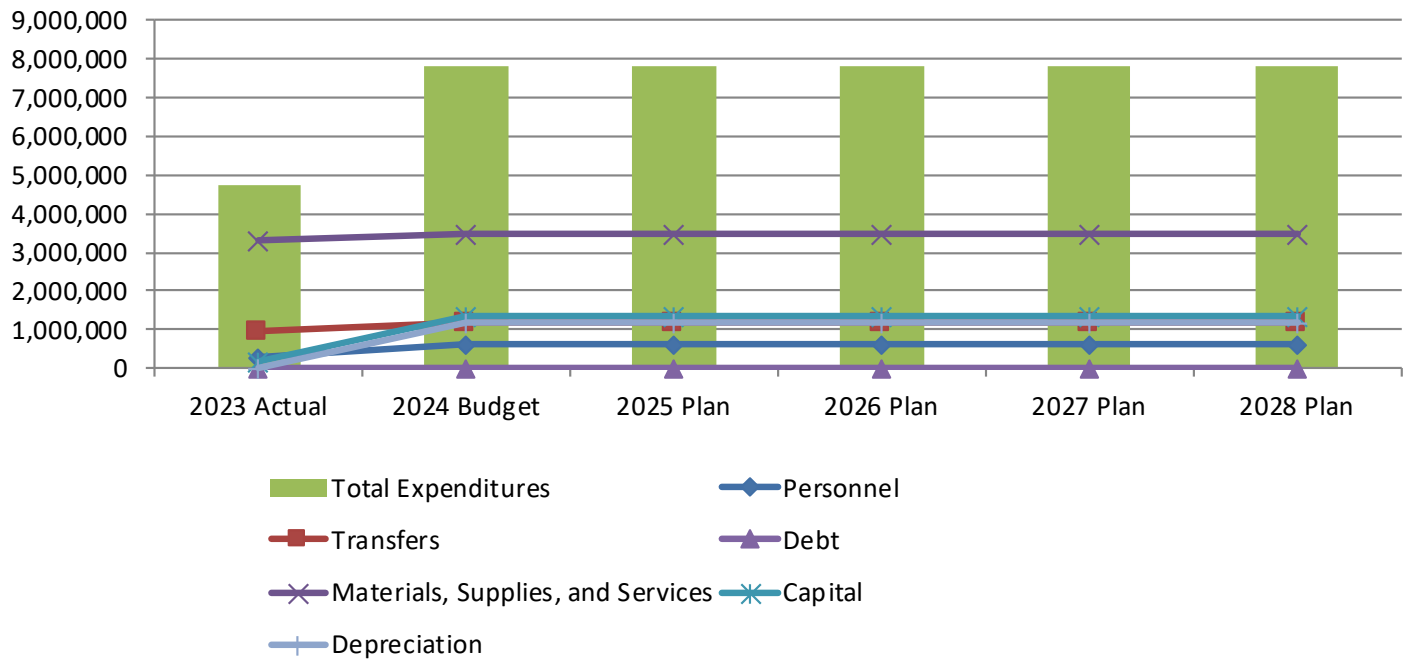
Sewer Division Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
% of Lift Stations Cleaned Quarterly	100%	100%	100%
Work Order Resolution Time	3	2	2
% of employees w/sewer system certification	40%	100%	100%
Number of sewer back-ups	5	0	0
% of City Stormwater Cleaning Devices Inspected and Maintained	80%	100%	100%

Public Works-Sewer Division Expenditures*

*Many Sewer Division expenditures are found in the Sewer Fund (Fund 52).

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$259,477	\$602,352	\$602,352	\$602,352	\$602,352	\$602,352
Transfers	\$979,829	\$1,180,528	\$1,180,528	\$1,180,528	\$1,180,528	\$1,180,528
Debt	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Materials, Supplies and Services	\$3,319,918	\$3,489,200	\$3,489,200	\$3,489,200	\$3,489,200	\$3,489,200
Capital	\$163,296	\$1,325,661	\$1,325,661	\$1,325,661	\$1,325,661	\$1,325,661
Depreciation	\$0	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Total Expenditures	\$4,722,521	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742
% Change from Prior Period	21%	65%	0%	0%	0%	0%

Fund 52: Sewer Operations



Change in Sewer Division expenditures is caused by:

- Changes in the payplan
- Reclassing a Maintenance 2 to a 3, and reclassing a Maintenance 3 to a 4
- Changes in various materials, supplies, and equipment budgets

Public Works-Sewer Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Sewer Supervisor	1	1	1
Sewer Maintenance IV	0	0	1
Sewer Maintenance III	1	1	1
Sewer Maintenance II	2	3	2
Sewer Maintenance I	0	0	0
Seasonal Employees	0	0	0
SCADA Tech	.5	.5	0.5
Total	4.5	5.5	5.5

Public Works-Streets and Storm Drain

Division

Public Works-Streets and Storm Drain Division Highlights

- Successful completion of 2023 Streets Pavement Maintenance Projects.
- Completed mastic seal maintenance for entire northern half of City's Parks and Trails system.
- Installation of multiple Rectangular Rapid Flashing Beacons throughout the City.
- Completed in-house deforestation of Well 6 property for final grade and fencing improvements
- Completed in-house removal and replacement Manhole Collar project.
- Completed all Engineering-requested sign installation modifications with 5 business days.

Public Works-Streets and Storm Drain Division Goals and Performance Measures

Streets and Storm Drain Division Goals
Prepare, bid, and complete City-wide Roadway Striping Project.
Develop Manhole Collar Replacement Program, and complete phase 1 of the replacement program.
Complete Asphalt Pavement Maintenance for all City-owned parking and trail facilities (Water/Parks/Admin/Fire/Police).
Identify opportunities for Storm Drain Outfall Improvements and begin implementation.
Audit and complete necessary striping and signage modification/improvements for all City School Zones.

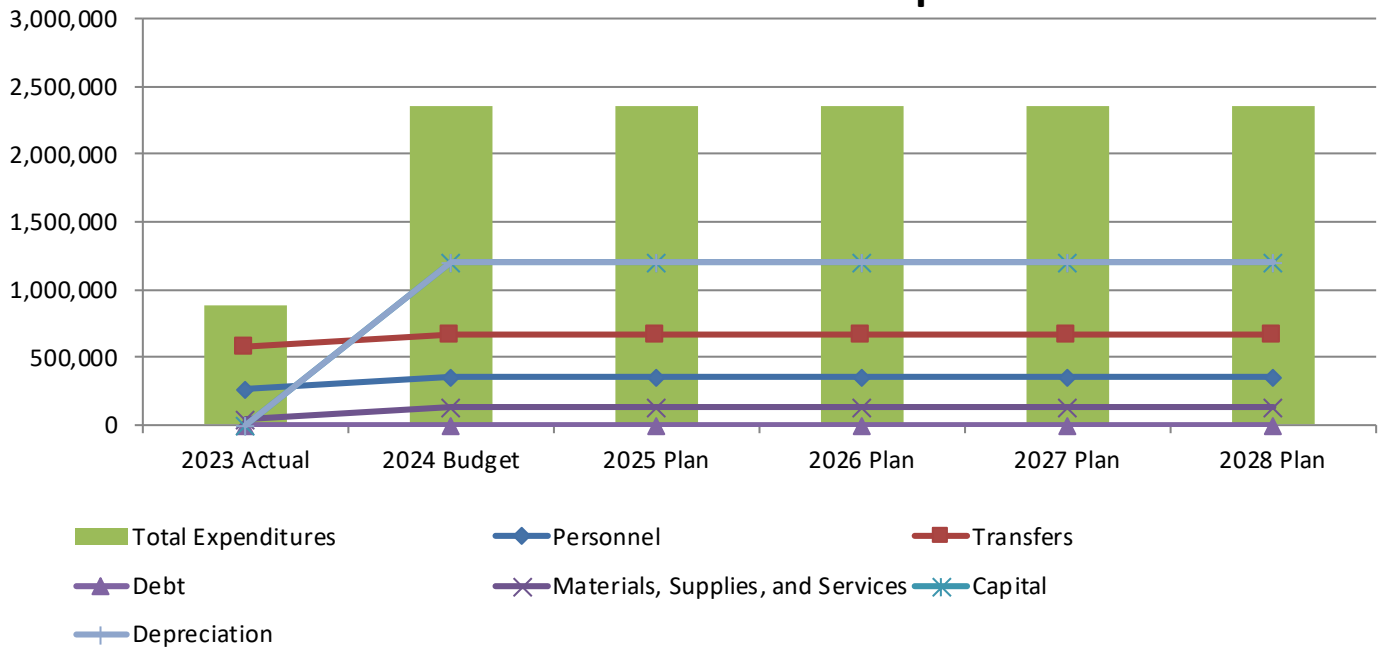
Streets and Storm Drain Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FT 2025 Target
Streets Work order resolution times (average in days)	5	3	3
Time (hours) to replace damaged regulatory sign after complaint. Work day/after hours (average in days)	1 day	<24 hrs	<24hrs
Percentage of Employee/s certifications maintained (target of 100%)	100%	100%	100%
Reported Property Damage Claims due to snow plow activities	2	<10	<10
Reported Property Damage Claims due to storm drain system obstructions	0	<1	<1
Percentage of Certifications maintained for Stormwater Division Staff	100%	100%	100%
Percentage of streets swept twice per year (target of 100%)	200%	100%	100%
Average Spill Response Time after notification	1 hour	<24 hours	<24 hours
Maintenance Completion Time for Detention Basins/Structures	9 months	<6 months	<6 months
Detention Basins/Structures inspected yearly	85%	100%	100%

Public Works-Streets and Storm Drain Division Expenditures*

*Many Streets and Storm Drain Division expenditures are found in the Storm Drain Enterprise Fund (Fund 54).

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$261,901	\$356,484	\$356,484	\$356,484	\$356,484	\$356,484
Transfers	\$575,458	\$675,071	\$675,071	\$675,071	\$675,071	\$675,071
Materials, Supplies and Services	\$37,189	\$128,200	\$128,200	\$128,200	\$128,200	\$128,200
Capital	\$1,595	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Total Expenditures	\$884,142	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755
% Change from Prior Period	33%	167%	0%	0%	0%	0%

General Fund 10:Storm Drain Operations



Changes in Streets and Storm Drain Division expenditures are caused by:

- Changes in the payplan

Public Works-Streets and Storm Drain Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Storm Water Engineer	1	1	1
Storm Water Inspector	1	2	2
Maintenance Worker IV	1	1	1
Maintenance Worker III	1	3	3
Maintenance Worker II	2	1	1
Maintenance Worker I	2	2	2
Seasonal-Streets	3	3	3
Total	11	13	13

Public Works-Parks Division

Public Works-Parks Division Highlights

- Maintain turf during drought and irrigation cut backs. Implemented a 40% reduction, achieved a 50% overall reduction
- Implemented tree replacement program in September 2023, 41 trees replaced
- Install xeriscaping and shrub bed improvements at City Hall by removing and replacing dead plants, clean up planting beds, and adding mulch.
- Automatic filter and drain system installed at Shay Park
- Received Tree City USA award
- Installed WeatherTRAK smart irrigation system at Jacobs Ranch Israel Canyon Trailhead park
- Irrigation system winterized, all staff was involved to complete it in half the time, and to have it done before any hard freezes.

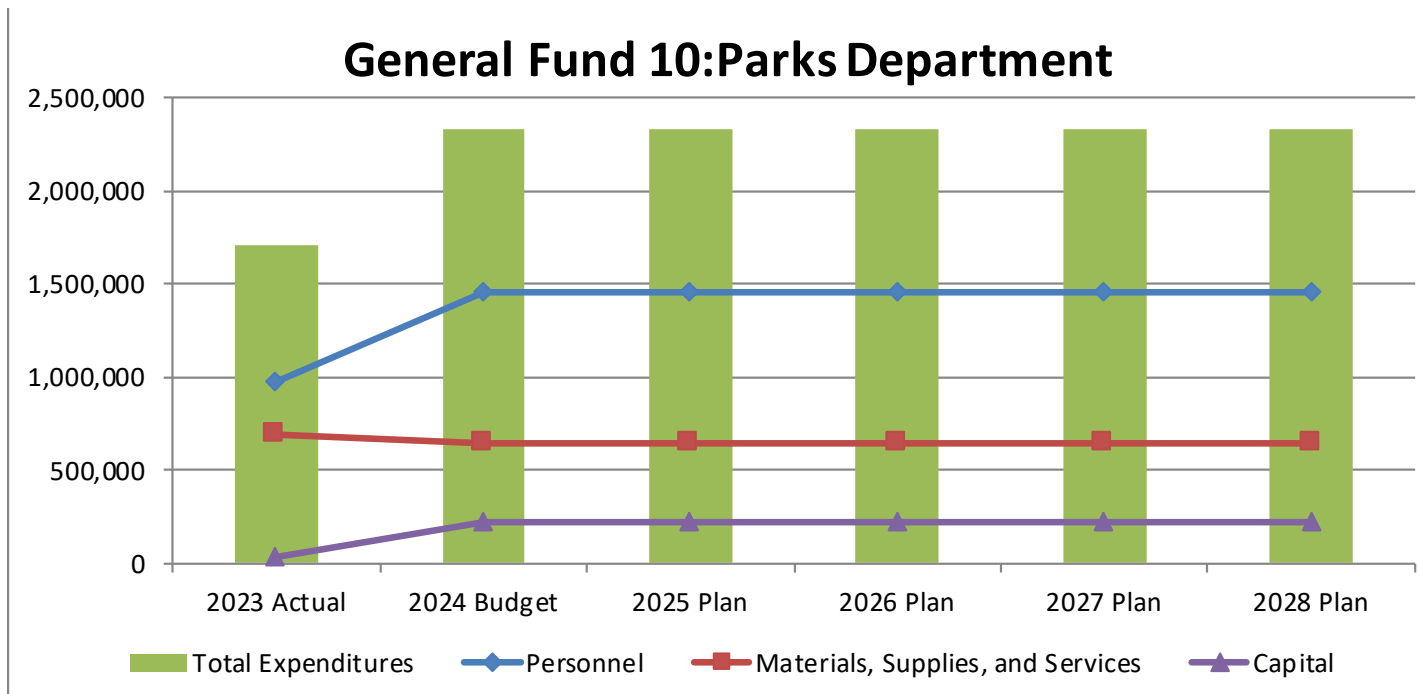
Public Works-Parks Division Goals and Guidelines

Parks Division Goals
Install WeatherTRAK at Talus Parks and other sites.
Install Conex canopy and organize - stock irrigation storage
Install water hose connections on each infield for spot watering for quick access and maintenance of infields at Patriot Park
Install automatic filter cleaning system at Harvest Park
Install hydrometer at Neptune and Triton Park.
Start maintenance for Mount Saratoga/Dog Park, and new section of the Marina, Golden Hills Park, Canton Ridge Park.

Parks Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Mainline irrigation repairs within public spaces repaired within 48 hrs	98%	100%	100%
Percentage of park equipment in-service (safe) and operational	98%	100%	100%
Percentage of Park Maintenance Equipment Operational	98%	100%	100%
Labor Hours	20,657	32,280	32,280
Acres/Turf/Trail per Full-Time Employee	35/11/3.2	33/14/2	33/14/2
Work Order Resolution Time	36	30	30

Public Works-Parks Division Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$979,662	\$1,455,003	\$1,455,003	\$1,455,003	\$1,455,003	\$1,455,003
Materials, Supplies and Services	\$688,826	\$646,100	\$646,100	\$646,100	\$646,100	\$646,100
Capital	\$40,687	\$224,000	\$224,000	\$224,000	\$224,000	\$224,000
Total Expenditures	\$1,709,354	\$2,325,103	\$2,325,103	\$2,325,103	\$2,325,103	\$2,325,103
% Change from Prior Period	8%	36%	0%	0%	0%	0%



Changes in Division expenditures are caused by:

- Changes in the payplan
- New Maintenance I, Reclass a Maintenance 1 to a 2
- Changes in various materials, supplies, and equipment budgets

Public Works-Parks Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Parks Superintendent	1	1	1
Maintenance Supervisor	2	2	2
Maintenance Worker IV	1	1	2
Maintenance Worker III	1	3	2
Maintenance Worker II	1	1	3
Maintenance Worker I	3.42	2	1
Parks Seasonal	9.17	9.17	9.17
Total	18.49	19.17	20.17

Public Works-Public Improvements Division

Public Works-Public Improvement Division Highlights

- Successful implementation of the new online Right of Way Encroachment permit process.
- Completion and opening of the New Pony Express Extension Project between Redwood Rd and Saratoga Rd.
- Completion of Secondary Pond 20 and the Debris Basin on Lake Mountain.
- Construction of the first Secondary Pond, Culinary Tank, and Dual Booster Station for Zone 4.
- Completion and commissioning of Sanitary Sewer Lift Station 9.

Public Works-Public Improvement Division Goals and Performance Measures

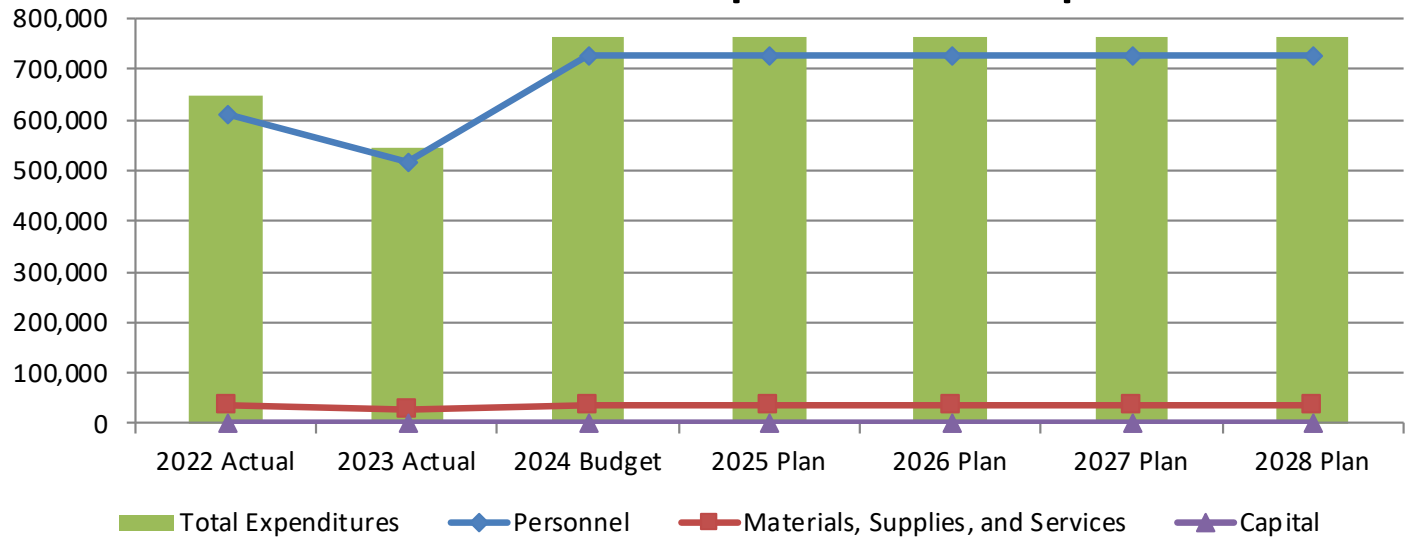
Public Improvements Department Goals			
Successful construction management of Capital Improvement Projects for the coming year.			
Complete the City Works Project Status Dashboad that auto-tracks all stages of the development process.			
Successfully hire, train, and implement of new Public Improvements team members.			
Coordinate and update bonding, punchlist, and warranty status with Dashboards to deliver formal punchlist 60 days to expiration.			
Oversee and coordinate construction of the Foothill Boulevard Extension Project.			

Public Improvements Performance Measures			
Measures	FY 2023 Actuals	FY 2024 Target	FY 2025 Target
Provide daily project notes/work reports within Cityworks	25%	100%	100%
Percentage of Employee's certifications Maintained	100%	100%	100%
Percentage of utilities collected by Inspectors for GIS data base	94%	100%	100%
Enforce Compliance to City Standards and Specifications – Contractual Terms	100%	100%	100%
Customer Complaints from Capital Project Activities	0	<20	<20
Customer Complaints from Approved Traffic Control Plans	1	<10	<10

Public Works-Public Improvement Division Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$514,554	\$726,203	\$726,203	\$726,203	\$726,203	\$726,203
Materials, Supplies and Services	\$29,638	\$35,600	\$35,600	\$35,600	\$35,600	\$35,600
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$544,192	\$761,803	\$761,803	\$761,803	\$761,803	\$761,803
% Change from Prior Period	-16%	40%	0%	0%	0%	0%

General Fund 10:Public Improvements Department



Changes in Expenditures are caused by:

- Changes in the payplan
- Reclass an Inspector 1 to a 2
- Changes in various materials, supplies, and equipment budgets

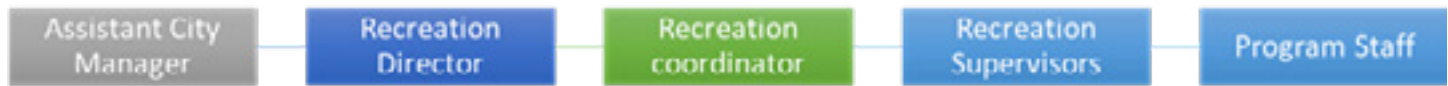
Public Works-Public Improvement Division Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Assistant Public Works Director	1	1	1
Public Improvements Lead Inspector	1	1	0
Public Improvements Inspector	4	4	0
Public Improvements Inspection Supervisor	0	0	1
Public Improvements Inspector III	0	0	1
Public Improvements Inspector II	0	0	2
Public Improvements Inspector I	0	0	1
Total	6	6	6

Recreation Department

The Recreation department is responsible for providing recreational opportunities including youth and adult sports, programs, classes, and other recreational pursuits.

Recreation Department Org Chart



Recreation Department Highlights

- The Recreation Department was able to move into the new recreation offices
- The Recreation Department was able to serve hot foods for the first time at Patriot Park
- Splash Days Pickleball Tournament ran for the first time with all age groups
- Ran a youth pickleball league for the first time

Recreation Department Goals and Performance Measures

Recreation Department Goals

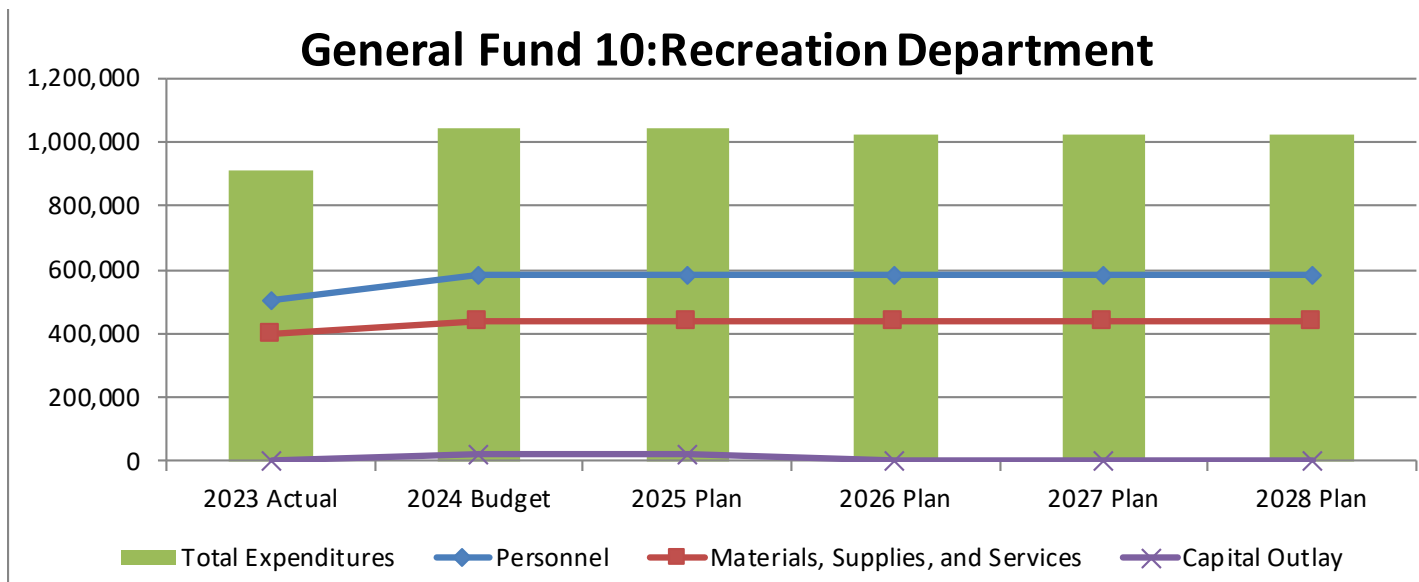
Work with local businesses to increase quality of programs through sponsorships and/or obtain items for participants such as coupons etc.

Recreation Department Performance Measures

Measures	FY 2023 Actuals	FY 2024 Target	FY 2025 Target
% of programs that get surveyed after the season is complete	100%	100%	100%
% of Satisfied Participants	85%	90%	90%
Recreation Revenue Covers Recreation Expenses	100%	100%	100%
Program Participation Increase	-4%	10%	10%

Recreation Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$505,600	\$582,915	\$582,915	\$582,915	\$582,915	\$582,915
Materials, Supplies and Services	\$401,970	\$437,700	\$437,700	\$437,700	\$437,700	\$437,700
Capital	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total Expenditures	\$907,569	\$1,040,615	\$1,040,615	\$1,040,615	\$1,040,615	\$1,040,615
% Change from Prior Period	0%	15%	0%	0%	0%	0%



Changes in expenditures are caused by:

- Changes in the payplan
- Increased Sports and Adult Sports Officials hours
- Increase in program budgets for; basketball, camps, and track and field
- Purchase of timers for Patriot Park Scoreboards

Recreation Department Personnel

Position	2022 FTE	2023 FTE	2024 FTE
Recreation Director	1	1	1
Recreation Coordinator	.625	1	1
Assistant Recreation Coordinator	.5	.5	1.125
Sites Supervisors	1.156	1.88	1.88
Sports Official	2.853	3.737	4.031
Adult Sport Official	.12	.282	.331
Total	6.254	8.39	9.376

Public Relations and Community Outreach Department

The Saratoga Springs Public Relations and Community Outreach Department strives to provide educational and recreational activities that unite citizens and families. The Communities that Care organization provides classes for drug avoidance and parenting.

Public Relations and Community Outreach Department Org Chart



Public Relations and Community Outreach Department Highlights

- Successfully implemented a water reduction plan for a portion of the 2022 irrigation season as a response to the continued drought.
- Completed the 25 year celebration with a fireworks show at the Christmas Tree Lighting.
- Introduced a new Splash Days event for teens that was successful.
- Brought back the Splash Bash water party for kids up to 12 years of age.

Public Relations and Community Outreach Department Goals and Performance Measures

Public Relations and Community Outreach Department Goals
Maintain proactive interaction with residents via email and social media.
Ensure the City website has up-to-date and pertinent information.
Continue to plan events that meet the needs of the residents at large.
Recruit and train new key leaders and board members as necessary.

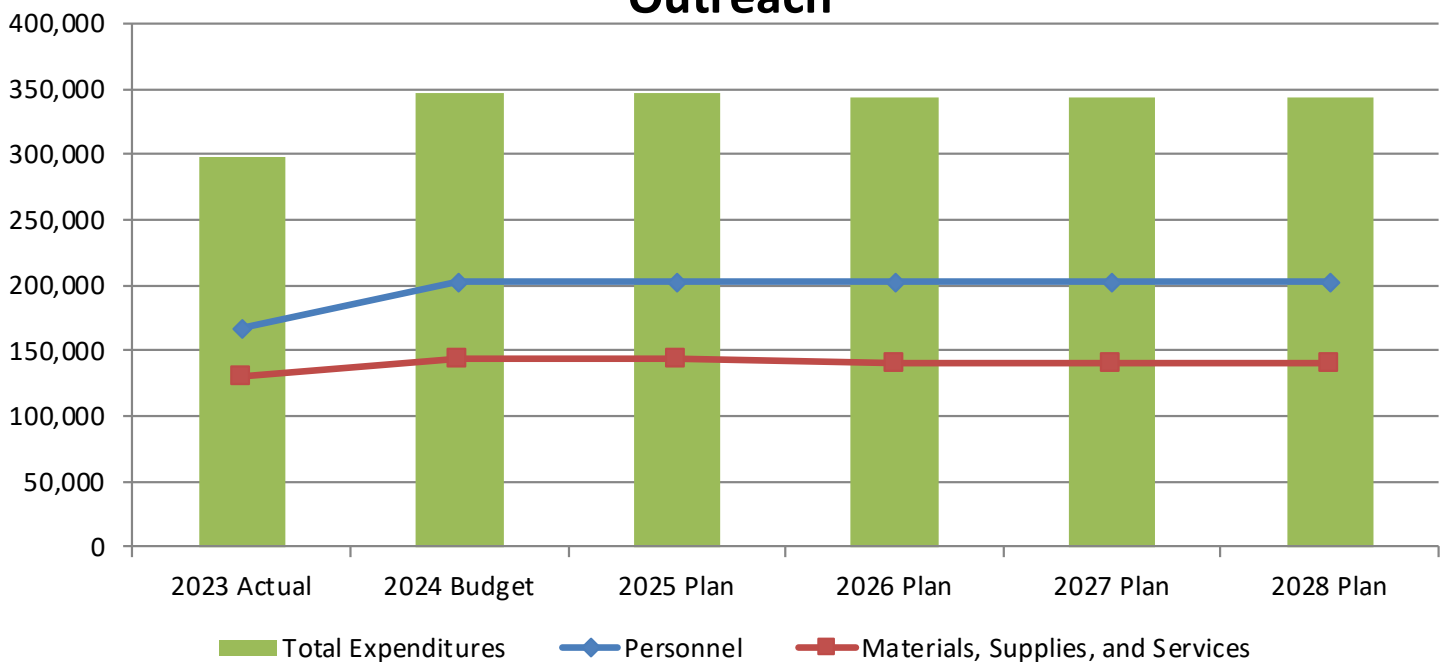
Public Relations and Community Outreach Department Goals Performance Measures			
Measures	FY 2023 Actuals	FY 2024 Target	FY 2025 Target
Attend Event training/conferences	100%	100%	100%
Respond to resident phone calls/emails within 24 hours	100%	100%	100%

Public Relations and Community Outreach Department Performance Measures			
Measures	FY 2023 Actuals	FY 2024 Target	FY 2025 Target
Attend prevention training/conference			

Public Relations and Community Outreach Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$167,752	\$202,544	\$202,544	\$202,544	\$202,544	\$202,544
Materials, Supplies and Services	\$129,686	\$143,600	\$143,600	\$143,600	\$143,600	\$143,600
Total Expenditures	\$297,438	\$346,144	\$346,144	\$346,144	\$346,144	\$346,144
% Change from Prior Period	-9%	16%	0%	0%	0%	0%

General Fund 10: Public Relations and Community Outreach



Changes in Expenditures are caused by:

- Changes in the payplan
- Increased City Float and City Celebrations Budgets

Public Relations and Community Outreach Department Personnel

Positions	2022 FTE	2023 FTE	2024 FTE
Public Relations Specialist & Events Coordinator	1	1	1
Civic Events Coordinator	0	.75	.75
Assistant Civic Events Coordinator	.558	.5	.5
Communities that Care Coordinator	.5	.5	.5
Total	2.058	2.75	2.75

Library Department

The Saratoga Springs Library provides vital services to the citizens of the community. In addition to providing materials for check out, we also provide literacy center services, computers for public use and a Wi-Fi connection. Our open hours are Monday-Thursday from 9:00 AM to 8:00 PM and Friday-Saturday from 10:00 AM-4:00 PM.

Library Department Org Chart



Library Department Highlights

- The Library received over \$7,000 in grant funding for collections in 2022-2023. This allowed the Library to add to the collection of Switch games, to replace worn copies of older items, and to refresh a lot of the collection. As the library has focused on popular materials having this additional funding to purchase those popular titles with holds has been a wonderful asset.

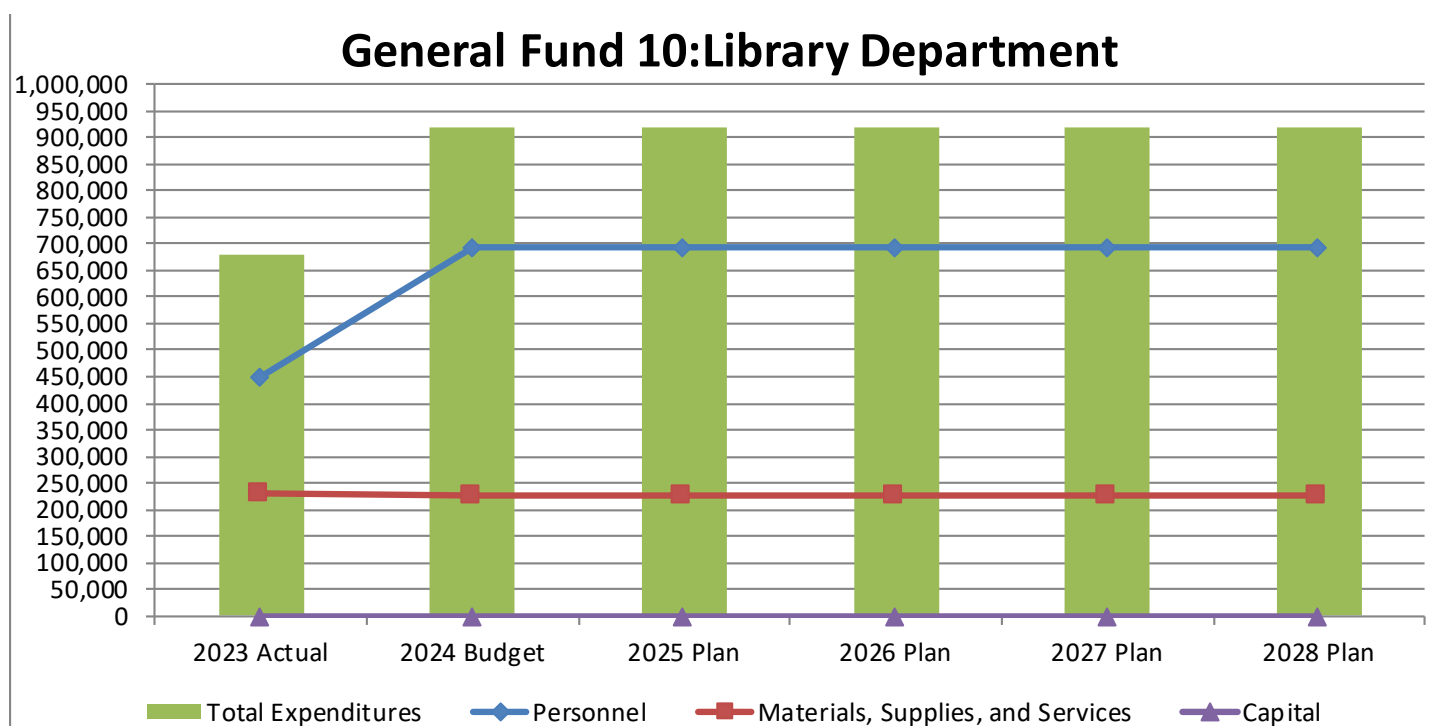
Library Department Goals and Performance Measures

Library Department Goals
Implement educational opportunities for the Library Board by focusing on one program, need, or policy at each meeting.
Begin working with City Management on planning for a new Library Facility including staffing, layout and additional budget needs.
Continue to improve the accuracy of data collection related to reference questions
To better assist our customers, work toward front desk staff having a better knowledge of readers advisory and reference services.
Utilize the inventory want to complete inventory of the entire collection twice a month to verify that items are being circulated properly
Continue to provide programming opportunities for the public with limitations based on staff ability.

Library Department Performance Measures			
Measures	FY 2023 Actual	FY 2024 Target	FY 2025 Target
Visitors	78,912	99,250	99,250
Items Circulated	271,234	265,000	265,000
Internet Terminals	33	30	30
Internet Users	1,091	1,250	1,250
Wi-Fi Users	1,872	4,000	4,000
Number of Programs	444	400	400
Program Attendees	5,380	5,500	5,500
Number of Registered Users	8,874	8,800	8,800
Proctored Exams	1	10	10
Reference Transaction	5,660	10,000	10,000

Library Department Expenditures

Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$449,973	\$693,731	\$693,731	\$693,731	\$693,731	\$693,731
Materials, Supplies and Services	\$230,043	\$226,500	\$226,500	\$226,500	\$226,500	\$226,500
Capital	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$680,016	\$920,231	\$920,231	\$920,231	\$920,231	\$920,231
% Change from Prior Period	15%	35%	0%	0%	0%	0%



Changes in Expenditures are caused by:

- Changes in the payplan
- New Librarian
- Changes in various materials, supplies, and equipment budgets

Library Department Personnel

Position	2022 FTE	2023 FTE	2023 FTE
Library Director	1	1	1
Librarian	0	0	1
Library Assistant	2.725	2.725	3
Library Clerks	5.399	5.399	5.399
Total	9.124	9.124	10.4

Enterprise Funds



Street Lighting Fund (Fund 50)

The Street Lighting Fund accounts for the street lighting system of the City for its residents.

Street Lighting Fund Revenues and Expenditures

Street Lighting Fund 50: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$583,216	\$554,000	\$554,000	\$554,000	\$554,000	\$554,000
Other Revenue	\$28,063	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Beginning Fund Balance	\$0	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Total Revenues	\$611,279	\$654,000	\$654,000	\$654,000	\$654,000	\$654,000
% Change from Prior Period	19%	7%	0%	0%	0%	0%

Street Lighting Fund 50: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$80,210	\$142,778	\$142,778	\$142,778	\$142,778	\$142,778
Materials, Supplies and Services	\$131,366	\$223,850	\$223,850	\$223,850	\$223,850	\$223,850
Capital Outlay	\$119,841	\$129,825	\$129,825	\$129,825	\$129,825	\$129,825
Administrative Charge	\$53,236	\$58,717	\$58,717	\$58,717	\$58,717	\$58,717
Transfers Out	\$0	\$98,830	\$8,830	\$8,830	\$8,830	\$8,830
Total Expenditures	\$304,442	\$654,000	\$519,000	\$519,000	\$519,000	\$519,000
% Change from Prior Period	-12%	115%	-21%	0%	0%	0%

Revenues

The majority of the revenues for this fund come from charges for services on monthly utility bills sent to residents and business owners in the city.

Expenditures

Changes in Expenditures:

- Changes in various materials, supplies, and equipment budgets

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Water Fund (Fund 51)

The Water Utility Fund accounts for the water distribution system of the City for its residents.

Water Fund Revenues and Expenditures

Water Fund 51: Revenue						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$8,597,787	\$7,765,000	\$7,765,000	\$7,765,000	\$7,765,000	\$7,765,000
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Contributions	\$0	\$0	\$0	\$0	\$0	\$0
Bond Revenue	\$0	\$2,537,783	\$2,537,783	\$2,537,783	\$2,537,783	\$2,537,783
Other Revenue	\$375,067	\$182,735	\$60,000	\$60,000	\$60,000	\$60,000
Grant Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$8,972,853	\$10,485,518	\$10,362,783	\$10,362,783	\$10,362,783	\$10,362,783
% Change from Prior Period	14%	45%	-1%	0%	0%	0%

Water Fund 51: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$903,576	\$1,529,572	\$1,524,972	\$1,524,972	\$1,524,972	\$1,524,972
Materials, Supplies and Services	\$4,090,347	\$4,265,181	\$4,265,181	\$4,265,181	\$4,265,181	\$4,265,181
Capital Outlay	\$127,663	\$127,624	\$0	\$0	\$0	\$0
Debt Service	\$812,902	\$812,559	\$812,559	\$812,559	\$812,559	\$812,559
Depreciation	\$0	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Charge	\$842,635	\$955,181	\$955,181	\$955,181	\$955,181	\$955,181
Total Expenditures	\$6,777,123	\$10,485,518	\$10,357,894	\$10,357,894	\$10,357,894	\$10,357,894
% Change from Prior Period	35%	55%	-1%	0%	0%	0%

Revenues

The majority of the revenues in this fund come from utility payments to the residents for both culinary and secondary water usage. Another source of revenue is transfers in from the Culinary Water Impact Fee Fund (56) and the Secondary Water Impact Fee Fund (57). These transfers are to help pay for the 2014 water revenue bonds issued to consolidate three bonds originally paid from the aforementioned funds. The remaining revenues are from service installations or miscellaneous charges.

Expenditures

Changes in Expenditures:

- Changes in various materials, supplies, and equipment budgets
- Payplan Adjustments
- New Mini Excavator

Debt Service

2014 Water Revenue Bonds

On October 22, 2014 the City issued \$9,995,000 in Series 2014 Water Revenue Bonds with a maturity date of December 1, 2033 with an average coupon rate of 3.051%. The bonds were issued to (1) finance the costs associated with acquiring, constructing, and equipping portions of the City's culinary water system, (2) refund the Series 2005, 2006, and 2009 Water Revenue Bonds, and (3) finance the cost of issuance of the Series 2014 Bonds. Each principal payment is subject to prepayment and redemption at any time, in whole or in part, in inverse order, at the election of the City. The redemption price is equal to 100% of the principal amount to be prepaid or redeemed, plus accrued interest, if any, to the date of redemption. The City has pledged all water utility net revenues to pay the debt service costs through maturity in 2034.

2014 Water Revenue Bonds

Year Ending June 30	Principal	Interest	Total Debt Service
2023	\$485,000	\$214,124	\$699,124
2024	\$495,000	\$202,000	\$697,000
2025	\$510,000	\$189,626	\$699,626
2026	\$525,000	\$174,326	\$699,326
2027	\$540,000	\$158,576	\$698,576
2028-2032	\$2,980,000	\$535,704	\$3,515,704
2033-2035	\$1,335,000	\$70,526	\$1,405,526
Total	\$6,870,000	\$1,544,882	\$8,414,882

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Sewer Utility Fund (Fund 52)

The Sewer Utility Fund accounts for the sewage collection systems of the City for its residents

Sewer Utility Fund Revenues and Expenditures

Sewer Utility Fund 52: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$7,023,592	\$6,247,000	\$6,247,000	\$6,247,000	\$6,247,000	\$6,247,000
Beginning Fund Balance	\$0	\$1,551,742	\$1,551,742	\$1,551,742	\$1,551,742	\$1,551,742
Total Revenues	\$7,023,592	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742
% Change from Prior Period	14%	11%	0%	0%	0%	0%

Sewer Utility Fund 52: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$259,477	\$602,352	\$602,352	\$602,352	\$602,352	\$602,352
Materials, Supplies and Services	\$3,319,918	\$3,495,200	\$3,495,200	\$3,495,200	\$3,495,200	\$3,495,200
Capital Outlay	\$163,296	\$1,320,661	\$1,320,661	\$1,320,661	\$1,320,661	\$1,320,661
Depreciation	\$0	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Administrative Charge	\$979,829	\$1,180,528	\$1,180,528	\$1,180,528	\$1,180,528	\$1,180,528
Total Expenditures	\$4,722,521	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742	\$7,798,742
% Change from Prior Period	21%	65%	0%	0%	0%	0%

Revenues

Most of the projected revenues come from charges for service. All utility customers pay a sewer fee for usage, and this is the main source of revenue for this fund. Any increase is due to an increase in the number of utility customers as the city grows.

Expenditures

Changes in Expenditures

- Changes in various materials, supplies, and equipment budgets
- Payplan Adjustments
- Reclass a Maintenance 2 to a 3, reclass a Maintenance 3 to a 4
- New Air Scrubbers for Lift Stations 1 and 2

Debt Service

In May of 2018 the city issued \$9,970,000 in sewer revenue bonds. The bonds were issue to finance the construction and acquisition of improvements to the municipal sewer system. The average coupon for this issue is 3.271% with a maturity date of June 1, 2038.

2018 Sewer Revenue Bonds

Year Ending June 30,	Principal	Interest	Total
2023	\$430,000	\$278,962	\$708,962
2024	\$440,000	\$266,062	\$706,062
2025	\$455,000	\$252,862	\$707,862
2026	\$470,000	\$239,212	\$709,212
2027	\$485,000	\$225,112	\$710,112
2028-2032	\$2,645,000	\$898,760	\$3,543,760
2033-2037	\$3,085,000	\$449,890	\$3,543,890
2038	\$685,000	\$23,976	\$708,976
Total	\$8,695,000	\$2,634,836	\$11,329,836

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Storm Drain Utility Fund (Fund 54)

The Storm Drain Utility Fund accounts for the various storm drain collection and retention systems in the City for its residents.

Storm Drain Utility Fund Revenues and Expenditures

Storm Drain Utility Fund 54: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$1,463,742	\$1,278,000	\$1,278,000	\$1,278,000	\$1,278,000	\$1,278,000
Beginning Fund Balance	\$0	\$1,081,755	\$1,081,755	\$1,081,755	\$1,081,755	\$1,081,755
Total Revenues	\$1,463,742	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755
% Change from Prior Period	-7%	61%	0%	0%	0%	0%

Storm Drain Utility Fund 54: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$269,901	\$356,484	\$356,484	\$356,484	\$356,484	\$356,484
Materials, Supplies and Services	\$24,614	\$60,500	\$60,500	\$60,500	\$60,500	\$60,500
Capital Outlay	\$14,170	\$67,700	\$67,700	\$67,700	\$67,700	\$67,700
Depreciation	\$0	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Transfers Out	\$0	\$47,714	\$47,714	\$47,714	\$47,714	\$47,714
Administrative Charge	\$575,458	\$627,357	\$627,357	\$627,357	\$627,357	\$627,357
Total Expenditures	\$884,142	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755	\$2,359,755
% Change from Prior Period	33%	167%	0%	0%	0%	0%

Revenues

All of the projected revenues come from charges for service. All utility customers pay a storm drain fee for usage, and this is the main source of revenue for this fund.

Expenditures

Changes in Expenditures include:

- Payplan Adjustment

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Garbage Collection Utility Fund (Fund 55)

The Garbage Collection Utility Fund accounts for the collection and disposal of garbage for City residents.

Garbage Collection Utility Fund Revenue and Expenditures

Garbage Utility Fund 55: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$2,712,600	\$2,507,000	\$2,507,000	\$2,507,000	\$2,507,000	\$2,507,000
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,712,600	\$2,507,000	\$2,507,000	\$2,507,000	\$2,507,000	\$2,507,000
% Change from Prior Period	25%	-8%	0%	0%	0%	0%

Garbage Utility Fund 55: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Personnel	\$0	\$0	\$0	\$0	\$0	\$0
Materials, Supplies and Services	\$2,855	\$130,425	\$111,070	\$111,070	\$111,070	\$111,070
Administrative Charge	\$2,577,058	\$2,376,575	\$2,376,575	\$2,376,575	\$2,376,575	\$2,376,575
Total Expenditures	\$2,579,914	\$2,507,000	\$2,487,645	\$2,487,645	\$2,487,645	\$2,487,645
% Change from Prior Period	40%	-3%	-1%	0%	0%	0%

Revenues

All of the projected revenues come from charges for service. Those residents that sign up for garbage and/or recycling services pay a fee for usage, and this is the main source of revenue for this fund. Any increase is due to an increase in the number of customers as the city grows.

Expenditures

Increases in expenditures come from increased growth in the number of residents that are recipients of garbage and/or recycling services.

Debt Service

None

Capital Projects

None

Effects on Capital Projects on Operating Budgets

None

Water Rights Fund (Fund 58)

This Fund takes impact fees charged to developers to purchase water rights for future City use.

Water Rights Fund Revenues and Expenditures

Water Rights Fund 58: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$1,458,290	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000
Transfers In	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,458,290	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000
% Change from Prior Period	-1%	136%	0%	0%	0%	0%

Water Rights Fund 58: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Materials, Supplies and Services	\$3,741,682	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000
Total Expenditures	\$3,741,682	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000	\$3,447,000
% Change from Prior Period	-71%	-8%	0%	0%	0%	0%

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

The expenditures are used for the acquisition of water rights.

Debt Service

None.

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Capital Improvement Funds



Zone 2 SID Fund (Fund 24)

The Zone 2 SID Fund is used to repay a bond that paid for improvements with the designated special improvement district.

Zone 2 SID Fund Revenues and Expenditures

Zone 2 SID Fund 24: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Charges for Services	\$91,444	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000
Other Revenue	\$9,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Transfers In	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$213,000	\$213,000	\$213,000	\$213,000	\$213,000
Total Revenues	\$100,944	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
% Change from Prior Period	-50%	255%	0%	0%	0%	0%

Water Rights Fund 58: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Debt Service	\$97,206	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
Materials, Supplies and Services	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$97,206	\$358,000	\$358,000	\$358,000	\$358,000	\$358,000
% Change from Prior Period	-63%	268%	0%	0%	0%	0%

Revenues

The majority of the revenues come from SID (special improvement district) fees charged to developers who are developing property within the SID. The remaining revenues come from interest on fund balance.

Expenditures

The expenditures are all related to the payment of the 2012 special assessment bonds. The materials, supplies, and services cover the agent fee responsible for billing and maintaining the bond.

Debt Service

The 2012 series bonds will be repaid from assessments levied against the property owners benefited by the improvements made by the City in the special improvement district area. In the event that a deficiency exists because of unpaid or delinquent special assessments at the time a debt service payment is due, the government may draw from the established reserve fund to cover the deficiency. The bonds have a stated rate of interest of 0.75% -4.45% with a maturity date of April 1, 2029. The special assessment bonds are recorded in the enterprise fund with annual debt service requirements to maturity for special assessment bonds are as follows:

2012 Special Assessment Bonds

Year Ending June 30	Principal Payment	Interest Payment	Total Debt Service
2023	\$70,000	\$21,423	\$91,423
2024	\$72,000	\$19,393	\$91,393
2025	\$74,000	\$17,017	\$91,017
2026	\$77,000	\$14,168	\$91,168
2027	\$81,000	\$10,972	\$91,972
2028-2029	\$171,000	\$11,486	\$182,486
Total	\$545,000	\$94,459	\$639,459

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None



Storm Drain Capital Projects Fund (Fund 31)

The Storm Drain Capital Projects Fund uses monies collected from impact fees to fund the maintenance and expansion of Storm Drain facilities within the City.

Storm Drain Capital Projects Fund Revenues and Expenditures

Storm Drain Capital Projects Fund 31: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$671,588	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000
Other Revenue	\$129,547	\$613,540	\$2,300	\$2,300	\$2,300	\$2,300
Total Revenues	\$801,135	\$938,540	\$327,300	\$327,300	\$327,300	\$327,300
% Change from Prior Period	-54%	17%	-65%	0%	0%	0%

Storm Drain Capital Projects Fund 31: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$694,407	\$170,800	\$30,000	\$30,000	\$30,000	\$30,000
Materials, Supplies and Services	\$0	\$0	\$0	\$0	\$0	\$0
Increase in Fund Balance	\$0	\$767,740	\$0	\$0	\$0	\$0
Total Expenditures	\$694,407	\$938,540	\$30,000	\$30,000	\$30,000	\$30,000
% Change from Prior Period	-75%	35%	-97%	0%	0%	0%

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All expenditures are related to capital outlay or reimbursement agreements with developers and landowners.

Debt Service

None

Storm Drain Capital Projects

Capital Project	Years in Construction	Description	Total Cost
Pony Express Crossing at Middle School	From 2023	New storm drain pipeline that enable better system connectivity	\$40,800

Effect of Capital Projects on Operating Budgets

Capital Project	Effect	Estimated Costs	Fund Impacted
Pony Express Crossing at Middle School	The pipeline will be maintained by the City within existing operating and maintenance budgets	Storm drain infrastructure typically requires minimal maintenance	Storm Drain (54)



Parks Capital Projects Fund (Fund 32)

The Parks Capital Projects Fund take impact fee revenue to fund the construction of park facilities and the purchase of lands for parks.

Parks Capital Project Fund Revenues and Expenditures

Parks Capital Projects Fund 32: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$1,841,541	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000
Contributions	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$1,702,351	\$2,108,496	\$36,500	\$36,500	\$36,500	\$36,500
Total Revenues	\$3,543,892	\$3,558,496	\$1,486,500	\$1,486,500	\$1,486,500	\$1,486,500
% Change from Prior Period	39%	0%	-58%	0%	0%	0%

Parks Capital Projects Fund 32: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$3,467,439	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Debt Service	\$673,306	\$2,971,996	\$650,000	\$650,000	\$650,000	\$650,000
Transfers Out	\$0	\$546,500	\$546,500	\$546,500	\$546,500	\$546,500
Total Expenditures	\$4,140,740	\$3,558,496	\$690,000	\$690,000	\$690,000	\$690,000
% Change from Prior Period	-50%	-14%	-81%	0%	0%	0%

Revenues

The revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All of the expenditures are related to capital projects, which are listed on the next page.

Debt Service

The City's \$9,780,000 Series 2017 Sales Tax Revenue Bonds are being issued for the purposes of financing the acquisition, construction, equipping and furnishing of a regional park complex, and paying costs of issuance of the 2017 bonds.

2017 Sales Tax Revenue Bond

Year Ending June 30	Principal	Interest	Total Debt Service
2023	\$425,000	\$248,276	\$673,726
2024	\$435,000	\$235,976	\$670,976
2025	\$450,000	\$222,926	\$672,926
2026	\$460,000	\$209,426	\$669,426
2027	\$475,000	\$195,626	\$670,626
2028-2032	\$2,600,000	\$755,380	\$3,355,380
2033-2037	\$3,035,000	\$322,810	\$3,357,810
Total	\$7,880,000	\$2,190,870	\$10,070,870

Capital Projects

None

Effects of Capital Projects on Operating Budgets

None



Roads Capital Projects Fund (Fund 33)

The Roads Capital Projects Fund is funded by impact fees. The revenue is the used to fund capital projects.

Roads Capital Projects Revenues and Expenditures

Roads Capital Projects Fund 33: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$1,110,005	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000
Other Revenue	\$144,515	\$10,644,220	\$16,000	\$16,000	\$16,000	\$16,000
Total Revenues	\$1,254,520	\$12,244,220	\$1,616,000	\$1,616,000	\$1,616,000	\$1,616,000
% Change from Prior Period	-40%	876%	-87%	0%	0%	0%

Roads Capital Projects Fund 33: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$10,340,076	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Transfers Out	\$0	\$12,204,220	\$0	\$0	\$0	\$0
Total Expenditures	\$10,340,076	\$12,244,220	\$40,000	\$40,000	\$40,000	\$40,000
% Change from Prior Period	82%	18%	-100%	0%	0%	0%

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All expenditures come from capital outlay. Capital projects are discussed below.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Public Safety Capital Projects Fund (Fund 34)

The Public Safety Capital Projects Fund funnels impact fees to finance the construction of public safety buildings.

Public Safety Capital Projects Fund Revenue and Expenditures

Public Safety Capital Projects Fund 34: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$753,561	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Other Revenue	\$58,775	\$380,978	\$380,978	\$380,978	\$380,978	\$380,978
Total Revenues	\$812,337	\$980,978	\$980,978	\$980,978	\$980,978	\$980,978
% Change from Prior Period	-9%	21%	0%	0%	0%	0%

Public Safety Capital Projects Fund 34: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$261,337	\$806,326	\$806,326	\$806,326	\$806,326	\$806,326
Materials, Supplies and Services	\$1	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$174,652	\$0	\$0	\$0	\$0
Total Expenditures	\$261,338	\$980,978	\$806,326	\$806,326	\$806,326	\$806,326
% Change from Prior Period	-8%	275%	-18%	0%	0%	0%

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

All expenditures come from capital outlay. Capital projects are discussed below.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Capital Projects Fund (Fund 35)

The Capital Projects Fund finances general City projects from the General Fund (Fund 10), Grants, and transfers.

Capital Project Fund (Fund 35)

Capital Projects Fund 35: Revenue						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Bond Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Transfer In	\$1,398,000	\$11,379,840	\$3,996,000	\$3,996,000	\$3,996,000	\$3,996,000
Other Revenue	\$760,420	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Total Revenues	\$2,158,420	\$11,579,840	\$4,196,000	\$4,196,000	\$4,196,000	\$4,196,000
% Change from Prior Period	-79%	436%	-64%	0%	0%	0%

Capital Projects Fund 35: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$2,691,053	\$4,748,000	\$4,098,000	\$4,098,000	\$4,098,000	\$4,098,000
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Transfers Out	\$0	\$6,381,840	\$0	\$0	\$0	\$0
Total Expenditures	\$2,691,053	\$11,579,840	\$4,098,000	\$4,098,000	\$4,098,000	\$4,098,000
% Change from Prior Period	42%	33%	-65%	0%	0%	0%

Revenues

All revenues will come from transfers from the General Fund (10), grants, and transfers from other funds.

Expenditures

Various departments receive yearly amounts allocated in this fund for any used deemed appropriate by that department (see table below). Any funds not expended are rolled over to the next year.

Capital Projects Fund Department Allocations

Department	Allocated Amount
Parks	\$50,000
Roads	\$1,500,000
Playground Equipment Replacement Fund	\$50,000
Vehicle Replacement	\$1,500,000
Computer Replacement	\$30,000
Equipment Replacement	\$118,000
Library Needs Analysis	\$500,000
Public Works Site Masterplan	\$25,000

Debt Service

None

Capital Projects

Capital Project	Years in Construction	Description	Total Cost
Preliminary Design for City Hall	From 2023	Preliminary design work for future City Hall	\$1,000,000

Effect of Capital Projects on Operating Budgets

Capital Project	Effect	Estimated Costs	Fund Impacted
Preliminary Design for City Hall	This future facility will be maintained by the City within existing operating and maintenance budgets	As the City builds additional facilities each year that needs to be maintained, the General Fund budget is amended accordingly.	General Fund (10)

Wastewater Impact Fee Fund (Fund 53)

The Wastewater Impact Fee Fund takes impact fee revenue and transfer to finance the construction of Wastewater projects.

Wastewater Impact Fee Fund Revenues and Expenditures

Wastewater Impact Fee Fund 53: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$2,420,217	\$719,000	\$719,000	\$719,000	\$719,000	\$719,000
Transfer In	\$0	\$735,593	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	42,420,217	\$1,454,593	\$719,000	\$719,000	\$719,000	\$719,000
% Change from Prior Period	111%	-40%	-51%	0%	0%	0%

Wastewater Impact Fee Fund 53: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$3,084,524	\$1,054,593	\$369,593	\$369,593	\$369,593	\$369,593
Depreciation	\$0	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$3,084,524	\$1,454,593	\$769,593	\$769,593	\$769,593	\$769,593
% Change from Prior Period	136%	-53%	-47%	0%	0%	0%

Revenues

All of the projected revenues come from either impact fees charged to developers for developing in the city or from transfers from other funds. The substantial increase in revenues this year is from a one-time transfer from the Sewer fund to pay for capital projects.

Expenditures

The increase in expenditures is due to one-time capital project expenditures not budgeted in previous years. These are explained below under “Capital Projects”.

Debt Service

None

Capital Projects

Capital Project	Years in Construction	Description	Total Cost
Connect 400 N to Gravity Sewer Outfall at Redwood Road-Bypass Posey Lift	From 2023	New sewer line. Will enable future connectivity.	\$100,000

Effect of Capital Projects on Operating Budgets

Capital Project	Effect	Estimated Costs	Fund Impacted
Connect 400 N to Gravity Sewer Outfall at Redwood Road-Bypass Posey Lift	This facility will be maintained by the City within existing operations and maintenance budgets.	As the City builds additional facilities each year that needs to be maintained, the Sewer budget is amended accordingly.	Sewer Fund (52)

Culinary Water Capital Project Fund

(Fund 56)

The Culinary Water Capital Project Fund takes impact fees charged to developers and uses the revenue to fund the construction of culinary water projects.

Culinary Water Capital Project Fund Revenues and Expenditures

Culinary Water Capital Project Fund 56: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$1,967,404	\$1,573,000	\$1,526,000	\$1,526,000	\$1,526,000	\$1,526,000
Transfer In	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$213,000	\$213,000	\$213,000	\$213,000	\$213,000
Total Revenues	\$1,967,404	\$1,786,000	\$1,786,000	\$1,786,000	\$1,786,000	\$1,786,000
% Change from Prior Period	-22%	-9%	-3%	0%	0%	0%

Culinary Water Capital Project Fund 56: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$4,327,810	\$586,000	\$50,000	\$50,000	\$50,000	\$50,000
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Total Expenditures	\$4,327,810	\$1,786,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
% Change from Prior Period	756%	-59%	-30%	0%	0%	0%

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

Expenditures are related to Capital Projects which are listed below.

Debt Service

None

Capital Projects

Capital Project	Years in Construction	Description	Total Cost
Drinking Water Well #7 Pipelines north of Pioneer Crossing	from 2023	Additional connections will be made to Drinking Water Well #7. Will improve network connectivity.	\$536,000

Effect of Capital Projects on Operating Budgets

Capital Project	Effect	Estimated Costs	Fund Impacted
Drinking Water Well #7 Pipelines north of Pioneer Crossing	This facility will be maintained by the City within existing operations and maintenance budgets.	Waterlines typically require minimal maintenance.	Water (51)

Secondary Water Impact Fee Fund (Fund 57)

The Secondary Water Impact Fee Fund takes revenues generated from impact fees to pay for the construction of secondary water projects.

Secondary Water Impact Fee Fund Revenues and Expenditures

Secondary Water Impact Fee Fund 57: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Impact Fee Revenue	\$1,709,075	\$1,458,000	\$1,458,000	\$1,458,000	\$1,458,000	\$1,458,000
Bond Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Transfer In	\$0	\$436,213	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$1,709,075	\$1,894,213	\$1,458,000	\$1,458,000	\$1,458,000	\$1,458,000
% Change from Prior Period	-28%	11%	-23%	0%	0%	0%

Secondary Water Capital Project Fund 57: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Capital Outlay	\$2,912,383	\$150,000	\$50,000	\$50,000	\$50,000	\$50,000
Debt Service	\$0	\$544,213	\$544,213	\$544,213	\$544,213	\$544,213
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation	\$0	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Total Expenditures	\$2,912,383	\$1,894,213	\$1,794,213	\$1,794,213	\$1,794,213	\$1,794,213
% Change from Prior Period	-49%	-35%	-5%	0%	0%	0%

Revenues

The majority of revenues come from impact fees charged to developers who are developing residential or commercial areas within the city limits.

Expenditures

The transfer's line item is for transfers to the Water Utility Fund (51) to pay for debt service payments.

Debt Service

2016 Water Revenue Bonds

The Series 2016 Bonds are being issued for the purpose of financing the acquisition and construction of improvements to the City's water utility system and paying costs of issuance of the Series 2016 Bonds.

2016 Water Revenue Bonds

Year Ending June 30	Principal	Interest	Total Debt Service
2023	\$410,000	\$275,200	\$685,200
2024	\$425,000	\$258,425	\$683,425
2025	\$445,000	\$236,675	\$681,675
2026	\$470,000	\$213,800	\$683,800
2027	\$495,000	\$194,675	\$689,675
2028-2032	\$2,735,000	\$693,325	\$3,428,325
2033-2037	\$3,175,000	\$235,125	\$3,410,125
Total	\$8,155,000	\$2,107,225	\$10,262,226

Capital Projects

Capital Project	Years in Construction	Description	Total Cost
Jacobs Ranch Well	From 2023	Preliminary work on a new secondary water well at Jacobs Ranch	\$136,000

Effect of Capital Projects on Operating Budgets

Capital Project	Effect	Estimated Costs	Fund Im-pacted
Jacobs Ranch Well	The future well will be maintained by the City within existing operations and maintenance budgets.	As the City builds additional facilities each year that needs to be maintained, the Water Funds budget is amended accordingly.	Water (51)

Debt Service Funds



Debt Service Fund (Fund 40)

The Debt Service Fund is used to pay down various City debts.

Debt Service Fund Revenues and Expenditures

Debt Service Fund 40: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Transfer In	\$291,800	\$293,500	\$293,500	\$293,500	\$293,500	\$293,500
Total Revenues	\$291,800	\$293,500	\$293,500	\$293,500	\$293,500	\$293,500
% Change from Prior Period	0%	1%	0%	0%	0%	0%

Debt Service Fund 40: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Debt Service	\$290,567	\$293,500	\$293,500	\$293,500	\$293,500	\$293,500
Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$290,567	\$293,500	\$293,500	\$293,500	\$293,500	\$293,500
% Change from Prior Period	18%	1%	0%	0%	0%	0%

Revenues

Revenues are solely transfers in from the General Fund (10), Water (51), Sewer (52), and Storm Drain Utility (54) funds for debt service payments.

Expenditures

All expenditures, excepting debt service payments, are to pay for a mortgage agent responsible for debt service billing and management.

Debt Service

2011 Sales Tax Revenue Bonds

Sales tax revenue bonds are special limited obligations of the City backed by the portion of sales and use taxes levied by the City under the Local Sales and Use Tax Act. The bonds are obligations of the governmental funds.

On June 1, 2011, the city issued \$4,000,000 in Series 2011 Sales Taxes Revenue Bonds at interest rates ranging from 3.0% to 4.125% with a maturity date of June 1, 2031. The bonds were issued to finance the costs associated with acquiring, constructing, renovating, equipping, and furnishing the City's facilities (including a public works facility, fire station, and city well improvements) and to exercise a purchase option under an outstanding financing lease for the City Hall building. Bond proceeds were also used to pay the cost of issuance of the Bonds. The Bonds maturing on or after June 1, 2021 are subject to redemption prior to maturity, in whole or in part, at the option of the City on December 31, 2020 or on any date thereafter, from such maturities or parts thereof as selected by the City. The redemption price will equal 100% of the principal amount to be repaid or redeemed, plus accrued interest, if any, to the date of redemption. The City has pledged all sales tax revenues to pay the debt service costs through maturity in 2031.

2011 Sales Tax Revenue Bonds

Year Ending June 30	Principal	Interest	Total Debt Service
2023	\$205,000	\$85,750	\$290,750
2024	\$210,000	\$79,088	\$289,088
2025	\$220,000	\$70,688	\$290,688
2026	\$230,000	\$61,888	\$291,888
2027	\$240,000	\$52,688	\$292,688
2028-2031	\$1,060,000	\$110,414	\$1,170,414
Total	\$2,165,000	\$460,516	

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None



Special Revenue Funds



Community Development Renewal

Agency Fund (Fund 42)

The CDRA is a fund that enables the City to undertake community development, economic development, and/or urban renewal in such areas of the city as may become necessary or desirable.

Community Development Renewal Agency Fund Revenues and Expenditures

CDRA Fund 42: Revenues						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Transfers In	\$760,000	\$880,000	\$880,000	\$880,000	\$880,000	\$880,000
Total Revenues	\$760,000	\$880,000	\$880,000	\$880,000	\$880,000	\$880,000
% Change from Prior Period	0%	16%	0%	0%	0%	0%

CDRA Fund 42: Expenditures						
Major Object	2023 Actual	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Reimbursement	\$729,650	\$880,000	\$880,000	\$880,000	\$880,000	\$880,000
Total Expenditures	\$729,650	\$880,000	\$880,000	\$880,000	\$880,000	\$880,000
% Change from Prior Period	5%	21%	0%	0%	0%	0%

Revenues

Transfers from General Fund (Primarily Sales Tax)

Expenditures

Expenditures will primarily be the City issuing reimbursements to developers for improvements.

Debt Service

None

Capital Projects

None

Effect of Capital Projects on Operating Budgets

None

Policies and Objectives



This section of the Budget outlines the City's Policies and Objectives as they relate to the municipal budget. The City of Saratoga Springs recognizes its duty to its citizens and other interested parties to account for public funds and resources. The Policies and Objectives hereinafter are set forth to establish guidelines for fiscal accountability, full disclosure, and planning. These financial management policies provide a basic framework for the overall fiscal management of the City. These policies represent a foundation to address changing circumstances and conditions, and to assist in the decision making process. In addition, these policies represent guidelines for evaluating both current and future activities.

The financial policies represent long-standing principles and practices that have enabled the City to maintain financial stability. The policies are reviewed annually to represent current public policy decisions. These policies are adopted annually by the Council as part of the budget process.

BUDGET ORGANIZATION

1. Through its financial plan (Budget), the City is committed do the following:
 - a. Identify citizens' needs for essential services.
 - b. Organize programs to provide essential services.
 - c. Establish program policies and goals that define the type and level of program services required.
 - d. List suitable activities for delivering program services.
 - e. Propose objectives for improving the delivery of program services.
 - f. Identify available resources and appropriate the resources needed to conduct program activities and accomplish program objectives.
 - g. Set standards to measure and evaluate the following:
 - i. Set standards to measure and evaluate the following:
 - ii. The output of program activities
 - iii. The expenditure of program appropriations
2. All requests for increased funding or enhanced levels of service should be considered together during the budget process, rather than in isolation.
3. The City Council will review and amend appropriations, if necessary, during the fiscal year.
4. The City will use a multi-year format (five years for operations and capital improvement plan) to give a longer-range focus to its financial planning.
 - a. The emphasis of the budget process in the first year is on establishing expected levels of services, within designated funding levels, projected over a five-year period, with the focus on the budget
 - b. The emphasis in the second year are reviewing necessary changes in the previous fiscal plan and developing long term goals and objectives to be used during the next three-year budget process. The focus is on the financial plan. In the second year, operational budgets will be adjusted to reflect unexpended balances from the first year and create the subsequent year's budget plan.
5. The emphasis in the second year are reviewing necessary changes in the previous fiscal plan and developing long term goals and objectives to be used during the next three-year budget process. The focus is on the financial plan. In the second year, operational budgets will be adjusted to reflect unexpended balances from the first year and create the subsequent year's budget plan.
6. Through its financial plan, the City will strive to maintain structural balance; ensuring basic service levels are predictable and cost effective. A balance should be maintained between the services provided and the local economy's ability to pay.
7. The City will work to improve their program service levels and expenditures by insuring:
 - a. New/growth related service levels: The provision of new/growth related services should be offset with new or growth related revenues or a corresponding reduction in service costs in other areas.
 - b. Fee dependent services: If fees do not cover the services provided, Council should consider which of the following actions to take: 1) reduce services, 2) increase fees, or 3) determine the appropriate subsidy level of the general fund.

- c. Consider all requests at once: Council should consider requests for service level enhancements or increases as part of the budget process, rather than in isolation.
 - d. Consider ongoing costs associated with one-time purchases/expenditures: Significant ongoing costs, such as insurance, taxes, utilities, and maintenance should be determined before an initial purchase is made or a capital project is constructed. Capital and program decisions should not be made unless staff has provided a five-year analysis of ongoing maintenance and operational costs where applicable
 - e. Re-evaluate decisions: Political, economic, and legal changes necessitate reevaluation to ensure Council goals are being met. Staff and Council should use the budget process to review programs.
 - f. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
 - g. Benchmarking and performance measurement: The City will strive to measure its output and performance.
8. The City will strive to improve productivity, though not by the single-minded pursuit of cost savings. The concept of productivity should emphasize the importance of quality and quantity of output as well as quantity of resource input.

GENERAL REVENUE MANAGEMENT

1. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one-revenue source.
2. The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.
3. One-time revenue sources will not be used for ongoing expenses unless specifically approved by the City Council.

USER FEE COST RECOVERY GOALS

1. *User Fee Cost Recovery Levels.* In establishing user fees and cost recovery levels, the following factors will be considered:
 - a. *Community-Wide versus Special Benefit.* The level of user fee cost recovery should consider the community-wide versus special service nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for special benefit purposes to easily identified individuals or groups.
 - b. *Service Recipient versus Service Driver.* After considering community-wide versus special benefit of the service, the concept of service recipient versus service driver should also be considered. For example, it could be argued that the applicant is not the beneficiary of the City's development review efforts; the community is the primary beneficiary. However, the applicant is the driver of development review costs, and as such, cost recovery from the applicant is appropriate.
 - c. *Effect of Pricing on the Demand for Services.* The level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is genuinely a market that is not overly stimulated by artificially low prices. Conversely, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced and works against public policy, if the services are specifically targeted to low income groups.
 - d. *Feasibility of Collection and Recovery.* Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.
 - e. *Factors Favoring Low Cost Recovery Levels.* Low cost recovery levels are appropriate under the following circumstances:

- i. There is no intended relationship between the amount paid and the benefit received. Almost all “social service” programs fall into this category as it is expected that one group will subsidize another.
- ii. Collecting fees is not cost-effective or will significantly affect the efficient delivery of the service.
- iii. There is no intent to limit the use of (or entitlement to) the service. Again, most “social service” programs fit into this category as well as public safety (police and fire) emergency response services. Historically, access to neighborhood and community parks would also fit into this category
- iv. The service is non-recurring, generally delivered on a “peak demand” or emergency basis, cannot reasonably be planned for on an individual basis, and is not readily available from a private sector source. Many public safety services also fall into this category.
- v. Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such, failure to comply would not be readily detected by the City. Many small-scale licenses and permits might fall into this category
- f. *Factors Favoring High Cost Recovery Levels.* The use of service charges as a major source of funding service levels is especially appropriate under the following circumstances:
 - i. The service is similar to services provided through the private sector. An example of this is the City’s water and sewer fund.
 - ii. Other private or public sector alternatives could or do exist for the delivery of the service.
 - iii. For equity or demand management purposes, it is intended that there be a direct relationship between the amount paid and the level and cost of the service received.
 - iv. The use of the service is specifically discouraged. Police responses to disturbances or false alarms might fall into this category.
 - v. The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements. Building permit, plan checks, and subdivision review fees for large projects would fall into this category.
- g. *General Concepts Regarding the Use of Service Charges.* The following general concepts will be used in developing and implementing service charges:
 - i. Revenues should not exceed the reasonable cost of providing the service. When setting service charges, consideration will be given for the reserves necessary to shield the service during an economic downturn or extraordinary events.
 - ii. Cost recovery goals should be based on the total cost of delivering the service, including direct costs, departmental administration costs, and organization-wide support costs such as accounting, personnel, data processing, vehicle maintenance, and insurance.
 - iii. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
 - iv. Rate structures should be sensitive to the “market” for similar services as well as to smaller, infrequent users of the service.
 - v. A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.
- h. *Low Cost-Recovery Services.* Based on the criteria discussed above, the following types of services should have very low cost recovery goals. In selected circumstances, there may be specific activities within the broad scope of services provided that should have user charges associated with them. However, the primary source of funding for the operation as a whole should be general purpose revenues, not user fees.
 - i. Delivering public safety emergency response services such as police and fire services.
 - ii. Maintaining and developing public facilities that are provided on a uniform, community-wide basis such as streets, parks, and general purpose buildings.
 - iii. Providing social service programs and economic development activities.

- i. *Recreation Programs.* The following cost recovery policies apply to the City's recreation programs:
 - i. Cost recovery for activities directed to adults should be relatively high.
 - ii. Cost recovery for activities directed to youth and seniors should be relatively low. In those circumstances where services are similar to those provided in the private sector, cost recovery levels should be higher. Although ability to pay may not be a concern for all youth and senior participants, these are desired program activities, and the cost of determining need may be greater than the cost of providing a uniform service fee structure to all participants. Further, there is a community-wide benefit in encouraging high-levels of participation in youth and senior recreation activities regardless of financial status.
 - iii. Cost recovery goals for recreation activities guidelines are set as follows:
 - 1. All recreation activities will contribute to 100% cost recovery for all program expenditures including salaries, materials and supplies, and overhead.
 - iv. For cost recovery activities of less than 100%, there should be a differential in rates between residents and non-residents when administratively feasible.
 - v. Charges will be assessed for use of ball fields, special-use areas, and recreation equipment for activities not sponsored or co-sponsored by the City. Such charges will generally conform to the fee guidelines described above.
 - vi. A vendor charge of at least 10 % of gross income will be assessed from individuals or organizations using City facilities for moneymaking activities.
 - vii. The Recreation Department will consider waiving fees only when the City Manager determines in writing that an undue hardship exists.
- j. *Development Review Programs.* The following cost recovery policies apply to the development review programs:
 - i. Services provided under this category include:
 - 1. Planning (planned development permits, tentative tract and parcel maps, rezoning, general plan amendments, variances, use permits)
 - 2. Building and safety (building permits, structural plan checks, inspections).
 - 3. Engineering (public improvement plan checks, inspections, subdivision requirements, encroachments).
 - 4. Fire plan check.
 - ii. Cost recovery for these services should generally be very high. The City's cost recovery goal shall be 100%.
 - iii. However, in charging high cost recovery levels, the City shall clearly establish and articulate standards for its performance in reviewing developer applications to ensure that there is "value for cost".
- k. *Comparability with Other Communities.* In setting user fees, the City should consider fees charged by other agencies in accordance with the following criteria:
 - i. Surveying the comparability of the City's fees to other communities provides useful background information in setting fees for several reasons:
 - 1. They reflect the "market" for these fees and can assist in assessing the reasonableness of the City's fees.
 - 2. If prudently analyzed, they can serve as a benchmark for how cost-effectively the City provides its services.
 - ii. However, fee surveys should never be the sole or primary criteria in setting City fees as there are many factors that affect how and why other communities have set their fees at their levels. For example:
 - 1. What level of cost recovery is their fee intended to achieve compared with our cost recovery objectives?
 - 2. What costs have been considered in computing the fees?

3. When was the last time that their fees were comprehensively evaluated?
4. What level of service do they provide compared with our service or performance standards?
5. Is their rate structure significantly different from ours and what is it intended to achieve?
 - a. These can be very difficult questions to address in fairly evaluating fees among different communities. As such, the comparability of our fees to other communities should be one factor among many that is considered in setting City fees.

ENTERPRISE FUND FEES AND RATES

1. *Fees and Rates.* The City will set fees and rates at levels that fully cover the total direct and indirect costs—including operations, capital outlay, and debt service of the following enterprise programs: water, sewer, refuse, and storm drain. Adequate reserves will also be considered when setting fees and rates.
2. *Franchise and In-Lieu Fees.* The City will treat the enterprise funds in the same manner as if they were privately owned and operated. In addition to setting rates at levels necessary to fully cover the cost of providing water and sewer service, charging reasonable franchise and property tax in-lieu fees will be considered. Franchise fees will be considered for water, sewer, garbage, and storm drain.
3. *Ongoing Rate Review.* The City will review and update fees and rate structures at least annually to ensure that they remain appropriate and equitable based on factors such as the impacts of inflation, other cost increases, the adequacy of coverage of costs, and current competitive rates.

VENTURE FUND

The City Council may authorize a sum of money to encourage innovation and to realize opportunities not anticipated in the regular program budgets. The current budget does not include any funding currently for this purpose. When funds are authorized, the City Manager is to administer the money awarding it to programs or projects within the municipal structure (the money is not to be made available to outside groups or agencies). Generally, employees are to propose expenditures that could save the City money or improve the delivery of services. The City Manager will evaluate the proposal based on the likelihood of a positive return on the “investment,” the availability of matching money from the department, and the advantage of immediate action. Employees may receive up to 10 % or up to \$500 of the savings or revenue brought in from the proposal on a one-time basis.

BALANCED BUDGET POLICY

Per state law, the City is required to pass a balanced budget annually. The City considers a budget balanced when beginning fund balance (revenues on hand at the beginning of the year) and revenues received during the year are equal to the expenditures for the year and the ending fund balance (or the revenues on hand at the end of the year).

CAPITAL FINANCING AND DEBT MANAGEMENT

Capital Financing

1. The City will consider the use of debt financing only for one-time, capital improvement projects and only under the following circumstances:
 - a. When the project’s useful life will exceed the term of the financing.
 - b. When project revenues or specific resources will be sufficient to service the long term debt.
2. Debt financing will not be considered appropriate for any recurring purpose such as current operating and maintenance expenditures. The issuance of short-term instruments such as revenue, tax, or bond anticipation notes is excluded from this limitation.
3. Capital improvements will be financed primarily through user fees, service charges, assessments, special taxes, impact fees, or developer agreements when benefits can be specifically attributed to users of the facility.
4. The City will use the following criteria to evaluate pay-as-you-go versus long-term financing for capital improvement funding:

Factors That Favor Pay-As-You-Go

1. When current revenues and adequate fund balances are available or when project phasing can be accomplished.
2. When debt levels adversely affect the City's credit rating.
3. When market conditions are unstable or present difficulties in marketing.

Factors That Favor Long-Term Financing

1. When revenues available for debt service are deemed to be sufficient and reliable so that long-term financing can be marketed with investment grade credit ratings.
2. When the project securing the financing is of the type that will support an investment grade credit rating.
3. When market conditions present favorable interest rates and demand for City financing.
4. When a project is mandated by state or federal requirements and current revenues and available fund balances are insufficient.
5. When the project is immediately required to meet or relieve capacity needs.
6. When the life of the project or asset financed is 10 years or longer.
7. Spread the cost of the asset to those who benefit from it now and in the future
8. Acquire assets as needed rather than wait until sufficient cash has built up.

Factors That Favor Short-Term Financing

1. To meet interim financing needs of construction projects if the full cost of the project is not yet known
2. Borrow short-term and refinance with long-term debt once a project is completed. Used when issuer believes that market conditions favor delaying issuance of long-term bonds is more advantageous, i.e. falling long-term rates.

Debt Management

1. The City will not obligate the General Fund to secure long-term financing except when marketability can be significantly enhanced and/or interest rates can be decreased.
2. Direct debt will not exceed 4 % of assessed valuation.
3. An internal feasibility analysis will be prepared for each long-term financing activity that analyzes the impact on current and future budgets for debt service and operations. This analysis will also address the reliability of revenues to support debt service.
4. The City will generally conduct financing on a competitive basis. However, negotiated financing may be used due to market volatility or the use of an unusual or complex financing or security structure.
5. The City will seek an investment grade rating (Baa/BBB or greater) on any direct debt and credit enhancements, such as letters of credit or insurance, when necessary for marketing purposes, availability, and cost-effectiveness.
6. The City will annually monitor all forms of debt, coinciding with the City's budget preparation and review process, and report concerns and remedies, if needed, to the Council.
7. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
8. The City will maintain good communications with bond rating agencies regarding its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus:
 - a. Purposes for which debt will be issued
 - b. Types of debt that may be issue
 - c. Limitations on indebtedness
 - d. Debt maturity schedule or other structural features
 - e. Method of sale
 - f. Method of selecting consultants and professionals
 - g. Refunding policies
 - h. Disclosure practices

Purpose of this debt policy is to integrate the issuance of debt and other financing sources with the City's long-term planning and objectives and provide guidance on acceptable levels of indebtedness.

Policies flexible to permit City to take advantage of market opportunities or to respond to changing conditions without jeopardizing essential public services.

FUND BALANCE AND RESERVES

General Fund. Section 10-6-116 of the Utah Code limits the accumulated balance or reserves that may be retained in the General Fund. The use of the balance is restricted as well. General Fund balance retained cannot exceed 35 % of estimated total ensuing year's budgeted fund revenues and may be used for the following purposes only:

1. To provide working capital to finance expenditures from the beginning of the budget year until other revenue sources are collected;
2. To provide resources to meet emergency expenditures in the event of fire, flood, earthquake, etc.; and
3. To cover a pending year-end excess of expenditures over revenues from unavoidable shortfalls in revenues.

Utah Code further limits the minimum General Fund balance to be maintained at 5 % of the total, estimated, ensuing years budgeted revenues. No appropriations may be made against the 5 % mandated minimum.

The General Fund balance reserve is an important factor in the City's ability to respond to unforeseen and unavoidable emergencies and revenue shortfalls. Alternative uses of excess fund balance must be carefully weighed. Over the next two years, the City will strive to maintain the General Fund Balance at the legal maximum of 25 %. The City Council may appropriate fund balance as needed to balance the budget for the current fiscal year as in compliance with State Law. Provision will be made to transfer any remaining General Fund balance to the City's Capital Improvement Projects Fund to be designated for projects included in the City's Capital Facilities Plan.

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

Capital Improvement Funds

1. The City may, in any budget year, appropriate from estimated revenues or fund balances to a reserve for capital improvements, for the purpose of financing future specific capital improvements under a formal long-range capital plan adopted by the governing body.
 - a. The City will establish and maintain an equipment replacement program to provide for timely replacement of vehicles and equipment. The amount added to this fund, by annual appropriation, will be the amount required to maintain the fund at the approved level after credit for the sale of surplus equipment and interest earned by the replacement program.
 - b. The City will establish and maintain a computer replacement program to provide for timely replacement of computer equipment. The amount added to this fund, by annual appropriation will be the amount required to maintain the fund at the approved level after credit for the sale of surplus equipment and interest earned by the replacement program.
 - c. The City may accumulate funds, as it deems appropriate for capital and equipment replacement costs.
 - d. The City will, prior to making capital project appropriations, consider any and all operational and maintenance costs associated with said project to determine fiscal impacts on current and future budgets.

Enterprise Funds

1. The City will maintain a balance in the Enterprise Funds equal to at least the minimum debt ratio requirements identified in its bond obligations.
 - a. This level is considered the minimum level necessary to maintain the City's credit worthiness and to adequately provide for the following:
 - i. Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy
 - ii. Contingencies for unseen operating or capital needs
 - iii. Cash flow requirements
 - b. In addition to the designations noted above, fund balance levels will be sufficient to meet the following:
 - i. Funding requirements for projects approved in prior years that are carried forward into the new year;
 - ii. Debt service reserve requirements;
 - iii. Reserves for encumbrances; and
 - iv. Other reserves or designations required by contractual obligations or generally accepted accounting principles.

RECESSION / REVENUE SHORTFALL PLAN

1. The City intends to establish a plan, including definitions, policies, and procedures to address financial conditions that could result in a net shortfall of revenues and resources as compared to requirements. The Plan is divided into the following three components:
 - a. *Indicators* - Serve as warnings that potential budgetary impacts are increasing in probability. The City will monitor major revenue sources such as sales and franchise tax, property tax, and building permits, as well as inflation factors and national and state trends. A set of standard indicators will be developed.
 - b. *Phases* - Serve to classify and communicate the severity of the situation, as well as identify the actions to be taken at the given phase.
 - c. *Actions* - Preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.
2. The recession plan and classification of the severity of the economic downturn will be used in conjunction with the City's policy regarding the importance of maintaining reserves to address economic uncertainties. As any recessionary impact reduces the City's reserves, corrective action will increase proportionately. Following is a summary of the phase classifications and the corresponding actions that may be taken.
 - a. *ALERT: A reduction in total budgeted revenues of 2%.* The actions associated with this phase would best be described as delaying expenditures where reasonably possible, while maintaining the "Same Level" of service. Each department will be responsible for monitoring its individual budgets to ensure only essential expenditures are made.
 - b. *MINOR: A reduction in total budgeted revenues of 3%.* The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be as follows:
 - i. Implementing the previously determined "Same Level" Budget.
 - ii. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures, including capital improvements.
 - iii. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible
 - c. *MODERATE: A reduction in total budgeted revenues of 4 to 5%.* Initiating cuts of service levels by doing the following:
 - i. Requiring greater justification for large expenditures.
 - ii. Deferring capital expenditures.
 - iii. Reducing CIP appropriations from the affected fund.
 - iv. Hiring to fill vacant positions only with special justification and authorization.
 - v. Closely monitoring and reducing operating and capital expenditures.

- d. *MAJOR: A reduction in total budgeted revenues of 6% or more.* Implementation of major service cuts:
 - i. Instituting a hiring freeze.
 - ii. Reducing the temporary work force.
 - iii. Deferring wage increases.
 - iv. Further reducing operating and capital expenditures.
 - v. Preparing a strategy for reduction in force.
 - e. *CRISIS: Reserves must be used to cover operating expenses*
 - i. Implementing reduction in force or other personnel cost-reduction strategies.
 - ii. Eliminate programs/services.
 - iii. Eliminate/defer capital improvements.
3. If an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.
4. Fiscal First Aid - The Government Finance Officers Association (GFOA) in 2010 released fiscal first aid techniques that governments can implement when responding to financial distress. GFOA states that fiscal first aid techniques can be used as an immediate short-term aid to stop perpetuating financial distresses. While the development of permanent treatments may be necessary, in less severe cases of financial distress, fiscal first aid alone may be sufficient. The four categories of fiscal first aid are as follows:
- a. Primary Treatments – are those that are recommended as the first line of defense and should be considered as a first option. In many cases, the go-to treatments not only provide immediate help but also improve the long-term prognosis.
 - b. Treatments to Use with Caution - may be called for if the go-to techniques are not sufficient. However, the side effects of these treatments could potentially worsen the financial condition if used improperly.
 - c. Treatments to Use with Extreme Caution - might help the near term financial situation, but could ultimately work against financial sustainability. For example, a treatment might damage the government's reputation, thereby reducing public support through local taxes
 - d. Treatments Not Advised - are ones that can cause long term negative effects. The first step in implementing fiscal first aid is to diagnose the main causes of the problem. Accurate diagnosis is essential for selecting the right treatment and getting support for the treatment regimen. GFOA states that when diagnosing the problem, it is advisable to emphasize factors internal to the organization such as structure, culture, and communications. While external causes, such as a poor economy or state/federal mandates, may be at least partially to blame for fiscal distress, fixating on these largely uncontrollable items saps confidence that a good solution can be found. The City has evaluated its own management practices against the four fiscal first aid treatments identified above. The subsequent table compares the actions the City has employed in its current management practices against each treatment. As demonstrated in the following table, the City has implemented strong fiscal management practices that offer proactive techniques utilized as a short and long-term aid to achieve the highest level of fiscal management. The City has implemented its "Recession/Net Revenue Shortfall Plan" (refer to the "Policies and Objectives" section) and is closely monitoring the potential budgetary impacts and strategies.

GFOA Best Practices - Fiscal First Aid Techniques

Primary Treatments
Revenue
Explore fees for service
Propose taxes with a strong nexus
Conduct a tax lien sale
Manage perceptions
Be willing to spend money to save money
Network with peer agencies and individuals
Human Resources and Benefits
Evaluate overtime use
Address healthcare cost & workers compensation claims/patterns
Assess organization structure
Integrate human resources and financial systems
Investigate risk management
Management Practices
Make managers manage
Enhance purchasing practices
Revisit control system
Centralize financial management and human resources activities
Establish a culture of frugality
Capital and Debt
Start comprehensive capital project planning
Restructure debt
Financial Planning and Analysis
Inventory programs and ascertain their costs
Seek state, federal, and/or regional assistance

Treatment to Use with Caution
Capital and Debt
Use short-term debt to pay for vehicles
Defer and/or cancel capital projects
Financial Planning and Analysis
Use fund balance to soften the landing
Human Resources and Benefits
Increase part-time labor
Institute hiring/wage freezes
Reduce hours worked and pay
Management Practices
Close facilities or reduce hours of operation

Treatments to Use with Extreme Caution
Revenue
Levy a broad tax increase
Human Resources and Benefits
Make across the board wage cuts

CAPITAL IMPROVEMENT MANAGEMENT

1. The public Capital Improvement Plan (CIP) will include the following:
 - a. Public improvement projects that cost more than \$10,000.
 - b. Capital purchases of new vehicles or equipment (other than the replacement of existing vehicles or equipment) that cost more than \$10,000.
 - c. Capital replacement of vehicles or equipment that individually cost more than \$50,000.
 - d. Any project that is to be funded from building-related impact fees.
 - e. Alteration, ordinary repair, or maintenance necessary to preserve a public improvement (other than vehicles or equipment) that cost more than \$25,000.

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

The Impact Fees Act requires that a city or district serving a population of 5,000 or greater have a Capital Facilities Plan prepared in coordination and compliance with its General Plan that identifies the demands that will be placed upon the existing and future facilities by new development and the means that the City will use to accommodate the additional demand. A Capital Facilities Plan, completed in compliance with Utah State legislation, has been prepared and will be adopted in conjunction with the Impact Fee Ordinance and Impact Fee Analysis.

The written impact fee analysis is required under the Impact Fees Act and must identify the impacts placed on the facilities by development activity and how these impacts are reasonably related to the new development. The written impact fee analysis must include a proportionate share analysis, as described below, and clearly detail all cost components and the methodology used to calculate each impact fee.

The Impact Fees Act requires that the written analysis include a Proportionate Share Analysis that is intended to equitably divide the capacity and costs of each facility identified in the Capital Facilities Plan between future and existing users relative to the benefit each group will receive from the improvement.

Fees are collected to pay for capital facilities owned and operated by the City (including land and water rights) and to address impacts of new development on the following service areas: water, streets, public safety, recreation, and open space/parks. The fees are not used for general operation or maintenance. The fees are established following a systematic assessment of the capital facilities required to serve new development. The city will account for these fees to ensure that they are spent within six years, and only for eligible capital facilities. In general, the fees first collected will be the first spent. During the budget review process, adjustments to impact fee related projects may need to be made. Any changes made to these projects should be updated in the impact fee analysis and included in future impact fee studies.

HUMAN RESOURCE MANAGEMENT

1. The City will manage the growth of the regular employee work force without reducing levels of service or augmenting ongoing regular programs with temporary employees, except as provided in sections OO and PP below.
2. The budget will fully appropriate the resources needed for authorized regular staffing and limit programs to the regular staffing authorized.
3. Staffing and contract service cost ceilings will limit total expenditures for regular employees, temporary employees, and independent private contractors hired to provide operating and maintenance services.
4. Regular employees will be the core work force and the preferred means of staffing ongoing, year-round program activities that should be performed by City employees, rather than independent contractors. The City will strive to provide competitive compensation and benefit schedules for its authorized regular work force. Each regular employee will do the following:
 - a. Fill an authorized regular position.
 - b. Receive salary and benefits consistent with the compensation plan, state compensation laws and federal laws.
5. To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
 - a. The City Council will authorize all regular positions.
 - b. The Human Resources Department will coordinate the hiring of all regular and temporary employees. The City Manager will approve the hiring of the final candidate.
 - c. All requests for additional regular positions will include evaluations of the following:
 - i. The necessity, term, and expected results of the proposed activity.
 - ii. Staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
 - iii. The ability of private industry to provide the proposed service.
 - iv. Additional revenues or cost savings that may be realized.
 - v. Periodically, and prior to any request for additional regular positions, programs will be evaluated to determine if they can be accomplished with fewer regular employees.
6. Temporary employees will include all employees other than regular employees, elected officials, appointed officials and volunteers. Temporary employees will augment regular City staffing only as extra-help employees, seasonal employees, and work-study assistants. The City will encourage the use of temporary employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than regular, year-round staffing is required.
7. G. Contract employees will have written contracts and do not receive regular City employee benefits. Contract employees will occasionally be used to staff programs with unusual operational characteristics or certification requirements, such as recreation programs. The services of contract employees will be discontinued upon completion of the assigned project, program, or activity.

8. The hiring of temporary employees will not be used as an incremental method for expanding the City's regular work force.
9. Independent contractors will not be considered City employees. Independent contractors may be used in the following two situations:
 - a. Short-term, peak workload assignments to be accomplished through the use of personnel contracted through an outside temporary employment agency (OEA). In this situation, it is anticipated that City staff will closely monitor the work of OEA employees and minimal training will be required; however, they will always be considered the employees of the OEA, and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the City Manager.
 - b. Construction of public works projects and the provision of operating, maintenance, or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills, and equipment will generally be determined and provided by the contractor.
10. Department Heads will be responsible to:
 - a. Ensure that work is not performed by an independent contractor until:
 - i. A written contract between the City and the contractor has been entered into and signed by both parties.
 - ii. The City Recorder has received the contract.
 - iii. The signed written contract has been co-signed by the City Manager.
 - iv. Funds have been budgeted for the project.
 - b. Each contract with an independent contractor should contain indemnity/hold harmless clauses, which provide that:
 - i. All contracts must contain indemnity and defense provisions in which the contractor assumes all liability arising out of work performed by the contractor or their officers, employees, agents, and volunteers.
 - ii. All independent contractors must provide evidence that they have acquired and maintain comprehensive general liability coverage, including liability insurance covering the contract concerned, prior to the execution of the contract.
 - iii. The City and its officials, employees, agents and volunteers must be named as "additional insured" on the liability insurance policy.
 - c. Each contract with an independent contractor should contain provisions that ensure the contractor is carrying workers' compensation insurance coverage. The City shall require evidence of Workers Compensation insurance (or evidence of qualified self- insurance) from all contractors.

CONTRACTING AND PURCHASING POLICY

Purpose. These rules are intended to provide a systematic and uniform method of purchasing goods and services for the City. The purpose of these rules is to ensure that purchases made and services contracted are in the best interest of the public and acquired in a cost-effective manner. Nothing herein shall exempt the City from following the Municipal Fiscal Procedures Act including obtaining approval from the City Council of expenditures through budget approvals.

General Policies

- 1. Authority of City Manager or Designee.** The City Manager or designee shall be responsible for the following:
 - a. Ensure all purchases for services comply with these rules.
 - b. Review and approve all authorized purchases and contracts of the City.
 - c. Establish and amend procedures for the efficient and economical management of the contracting and purchasing functions authorized by these rules. Such procedures shall be in writing and on file in the office of the City Manager as a public record.

- d. Maintain accurate and sufficient records concerning all City purchases and contracts for services
 - e. Maintain a list of contractors for public improvements and personal services who have made themselves known to the City and are interested in soliciting City business.
 - f. Make recommendations to the City Council concerning amendments to these rules.
2. *Goods and Services*- All City purchases for goods and services and contracts for goods and services shall be subject to the following:
- a. No contract or purchase shall be so arranged, fragmented, or divided with the purpose or intent to circumvent these rules.
 - b. No purchase shall be contracted for, or made, unless sufficient funds have been budgeted in the year for which funds have been appropriated.
 - c. Purchases costing more than \$5,000 to \$40,000 in total, shall require a minimum of two (2) telephone bids.
 - d. All purchases of capital assets and services in excess of \$40,000 must be awarded through a formal sealed bidding process.
 - e. When it is advantageous to the City, annual contracts for services and supplies regularly purchased should be obtained.
 - f. All purchases and contracts in excess of \$5,000 must be approved by the City Manager or designee. Amounts to be paid by the City of \$5,000 or less may be approved and authorized by the respective department heads consistent with other city procurement policies and procedures.
 - g. The City Attorney prior to entering into any such contract shall review all contracts for services.
 - h. The following items require City Council approval unless otherwise exempted in these following rules:
 - i. All contracts (as defined) in excess of \$40,000, unless the expenditure for the specific contract or purchase was approved by the City Council as part of the budget approval or amendment process.
 - ii. All contracts and purchases awarded through the formal bidding process, unless the expenditure for the specific contract or purchase was approved by the City Council as part of the budget approval or amendment process.
 - iii. Change orders or accumulated change orders which would overall increase a previously approved contract by the bid amount in B.9. below, unless the expenditure for the change order(s) was approved by the City Council as part of the budget approval or amendment process.
 - i. Acquisition for undertaking building improvement or public works projects may require public requests for bids per Utah Code § 11-39-103. Following is a summary of the Utah Code requirements, which may change from time-to-time:
 - i. All contracts for building improvements over the amount specified by the Utah Code (“bid limit”), specifically:
 - 1. For each year after 2003 (\$40,000 for the year 2003), the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3 % or the actual % change in the CPI during the previous calendar year. For example, for 2022 the bid limit for certain building improvements is \$56,637.80.
 - ii. All contracts for public works projects over the amount specified by state code, specifically:
 - 1. For each year after 2003 (\$125,000 for the year 2003), the amount of the bid limit for the previous year, plus an amount calculated by multiplying the amount of the bid limit for the previous year by the lesser of 3 % or the actual % change in the CPI during the previous calendar year. For example, for 2022 the bid limit for certain public works projects is \$176,993.13.
 - j. *Conflicts of Interest*- All contracts or transactions for goods or services, in which the contracting or transaction party is an employee or related to an employee of the City, must be competitively bid.

3. *Exceptions* - Certain contracts for goods and services shall be exempt from bidding provisions. The City Manager shall determine whether or not a particular contract or purchase is exempt as set forth herein.
 - a. Emergency contracts which require prompt execution of the contract because of an imminent threat to the safety or welfare of the public, of public property, or of private property; circumstances which place the City or its officers and agents in a position of serious legal liability; or circumstances which are likely to cause the City to suffer financial harm or loss, the gravity of which clearly outweighs the benefits of competitive bidding in the usual manner. The City Council shall be notified of any emergency contract that would have normally required their approval as soon as reasonably possible. The City Council shall ratify any emergency contract at the earliest possible time.
 - b. Purchases made from grant funds must comply with all provisions of the grant.
 - c. Purchases falling under any of the exceptions found in Utah Code Title 63G, Chapter 6a, Part 8, which are adopted by this reference as authorized by Utah Code §§ 10-6-122 and 11-39-107.

Specific Types of Contracts

1. *Purchases of Materials, Supplies and Services* - Those items regularly purchased and consumed by the City. These items include, but are not limited to, office supplies, janitorial supplies, and maintenance contracts for repairs to equipment, asphalt, printing services, postage, fertilizers, pipes, fittings, and uniforms. These items are normally budgeted within the operating budgets. Purchases of this type do not require “formal” competitive quotations or bids.
2. *Purchases of Capital Assets* - “Equipment type” items which would be included in a fixed asset accounting system. These items are normally budgeted within the normal operating budgets. Purchases of this type equal to or less than \$40,000 do not require “formal” bids. Purchases of this type in excess of \$40,000 require a formal bidding process unless the purchase is made from a State Contract Vendor. To be a capital asset, the item must meet all of the following characteristics:
 - a. The item’s value is \$5,000 or greater, and
 - b. It doesn’t change shape, appearance, and character with use, and
 - c. It doesn’t lose its identity through incorporation into a different item, and
 - d. If damaged or some parts are lost or worn out, it is more feasible to repair it than replace it, and
 - e. Under normal use with reasonable care and maintenance, it is expected to last at least 2 years.
3. *Contracts for Professional Services* - Usually contracts for services performed by an independent contractor in a professional capacity that produces a service predominately of an intangible nature. These include, but are not limited to, the services of an attorney, physician, engineer, accountant, architectural consultant, technical analyst, dentist, artist, appraiser or photographer.

Professional service contracts are exempt from competitive bidding. The selection of professional service contracts shall be based on an evaluation of the services needed the abilities of the contractors, the uniqueness of the service and the general performance of the contractor.

The lowest quote need not necessarily be the successful contractor for a professional services contract. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The City Manager shall determine which contracts are professional service contracts and may bid professional services as approved. Major professional service contracts (in excess of \$40,000) must be approved by the City Council, unless the expenditure for the specific contract or purchase was approved by the City Council as part of the budget approval or amendment process. Professional services contracts not exceeding \$5,000 may be approved by the department heads so long as the funds are in the existing budget.

4. *Contracts for Public Improvements* - Usually those contracts for the construction or major repair of roads, highways, parks, water lines and systems (i.e. Public Works Projects); and buildings and building additions (i.e. Building Improvements). Where a question arises as to whether or not a contract is for public improvement, the City Manager shall make the determination.
5. *Minor Public Improvements (less than the amount specified by state code)* - The department shall make an attempt to obtain at least three written bid quotations. A written record of the source and the amount of the quotations must be kept. The City Manager may require formal bidding if it is deemed to be in the best interest of the City.
6. *Major Public Improvements (greater than or equal to the amount specified by state code)* - Unless otherwise exempted, all contracts of this type require competitive bidding.

Bidding Provisions

1. *Advertising Requirements* - For contract types requiring advertisement or competitive bidding as indicated above, an advertisement requesting bids shall be published at least once, on the Utah Public Notice Website and, if required, on the SciQuest website or another bid advertisement website, and in as many additional issues, publications, and locations as the City Manager may determine, at least five days prior to the opening of bids. Advertising for bids relating to certain Class C road improvement projects over the bid limit shall adhere to Utah Code § 72-6-108, which requires advertisements to be published on the Utah Public Notice website for three weeks and at no fewer than five public places in the County for at least 20 days.

All advertisements for bids shall state the following:

- a. The dates and times during which bids will be accepted.
 - b. The date that pre-qualification applications must be filed, and the class or classes of work for which bidders must be pre-qualified if pre-qualification is a requirement.
 - c. The character of the work to be done or the materials or things to be purchased.
 - d. The office where the specifications for the work, material or things may be seen.
 - e. The name and title of the person designated for receipt of bids.
 - f. The type and amount of bid security if required.
 - g. The date, time, and place that the bids will be publicly opened.
 - h. The City may accept or reject all or a portion of any or all bids.
 - i. The City will not reimburse bidders for bid related expenses.
2. *Requirements for Bids* - All bids made to the city shall:
 1. Be in writing (electronically submitted bids are considered to be in writing).
 2. Be filed with the City Manager or his designee.
 3. Be opened publicly by the City Manager or designee at the time designated in the advertisement and filed for public inspection (electronically submitted bids are considered to be in writing).
 4. Have the appropriate bid security attached, if required.

“Sealed” bids does not preclude acceptance of electronically sealed and submitted bids or proposals in addition to bids or proposals manually sealed and submitted.

3. *Award of Contract* - After bids are opened, and a determination made that a contract be awarded, the award shall be made to the lowest responsible bidder or the bid as stipulated in the published RFP or as specified in this policy.
4. *The Successful Bidder* - Shall promptly execute a formal contract and, if required, deliver a bond, cashier's check, or certified check to the Treasurer in a sum equal to the contract price, together with proof of appro

prate insurance. Upon execution of the contract, bond, and insurance, the bid security shall be returned. Contractors have no more than seven (7) business days to execute a formal contract with the City. Failure to execute the contract, bond, or insurance shall result in forfeit of the bid security.

4. *Rejection of Bids* - The City Manager or the City Council may reject any bid not in compliance with all prescribed requirements. The City also reserves the right to reject all or a portion of any and all bids if it is determined to be in the best interest of the City. For building improvement or public works projects under Utah Code §11-39-102, if all bids are rejected and the City still intends to undertake the building improvement or public works project, the City shall again request bids by following the procedure stated in this policy. If after twice requesting bids by following the described procedure in this policy and the City determines that no satisfactory bid has been submitted, the City may undertake the building improvement or public works project as the City Manager considers appropriate.
5. *Disqualification of Bidders* - The City Manager, upon investigation, may disqualify a bidder if in the judgment of the City Manager, he or she does not comply with any of the following:
 - a. The bidder does not have sufficient financial ability to perform the contract.
 - b. The bidder does not have equipment available to perform the contract.
 - c. The bidder does not have key personnel available, of sufficient experience, to perform the contract.
 - d. The person has repeatedly breached current or previous contractual obligations with public and private agencies or is presently involved in significant litigation or multiple lawsuits.
 - e. The bidder fails to comply with the requests of an investigation by the City Manager.
 - f. The bidder has performed unsatisfactory work previously within the City or in other jurisdictions.
7. *Pre-qualification of Bidders* - The City may require pre-qualification of bidders. Upon establishment of the applicant's qualifications, the City Manager shall issue a qualification statement. The statement shall inform the applicant of the project for which the qualification is valid, as well as any other conditions that may be imposed on the qualification. It shall advise the applicant to notify the City Manager promptly if there has been any substantial change of conditions or circumstances, which would make any statement contained in the pre-qualification application no longer applicable or untrue. If the City Manager determines not to qualify an applicant, written notice to the applicant is required, stating the reasons the pre-qualification was denied, and informing the applicant of his or her ability to appeal the decision, as indicated below, within five business days after receipt of the notice. The City Manager may, upon discovering that a pre-qualified person is no longer qualified, revoke a pre-qualification by sending notification to the person. The notice shall state the reason for revocation, inform the person that revocation will be effective immediately, and inform the applicant of his or her ability to appeal the decision „, within five business days after the receipt of the notice.
8. *Pre-Qualification Process*- When the City determines it is in its best interest to prequalify bidders for a project the City shall:
 - a. Identify the information required for prequalification as part of the bid announcement including submission time, date, and information that must be submitted for pre-qualification.
 - b. Identify in the bid documents a reasonable time whereby a prospective bidder shall be informed of their pre-qualification status. The Manager shall investigate information provided by prospective bidders in a timely manner. In most cases 2 weeks prior to bid opening.
 - c. Information requested from bidders shall be used to determine the qualifications and abilities of the prospective bidder. Information requested might include but not be limited to any information that may be necessary to determine the ability of a prospective bidder to complete the project. Examples of information that may be requested are demonstrated below.
 - i. Demonstrated financial ability to complete contract.
 - ii. Information on prior and pending litigation.

1. List of all lawsuits and arbitration to which the bidder has been a party in the 5 years preceding the bid opening date.
2. Name or Title of the litigation.
3. Civil Number.
4. Status and or result of the case.
5. County in which the litigation was filed.
6. Amount in question.
- iii. Equipment and materials available to complete project.
- iv. Qualifications, work history, and references for critical personnel assigned to project.
- v. Referrals from past clients (5 years).
- vi. Work History for projects with comparable scope and financial implications.
- vii. History of change order requests from prospective bidder.
- viii. Demonstrated history of successfully completing governmental projects.
- ix. These examples are not intended to be an exhaustive list. The City reserves the right to identify any pre-qualification items that it may find useful in its bid processes.
- d. Failure to provide or producing inaccurate information may lead to the rejection of a bidder and termination of contact with associated penalties on the part of the neglect bidder. Prospective bidders have the ability to appeal their rejected pre-qualification to the Council as outlined in the appeals section of this policy.
- e. *Appeals Procedure* - Any supplier, vendor, or contractor who determines that the City, in violation of these regulations, has made a decision adversely to them, may appeal that decision to the City Council.

The complainant contractor shall promptly file a written appeal letter with the City Manager, within five working days from the time the alleged incident occurred. The letter of appeal shall state all relevant facts of the matter and the remedy sought. Upon receipt of the notice of appeal, the City Manager shall forward the appeal notice, his investigation of the matter, and any other relevant information to the City Council. The City Council may conduct a hearing on the matter. A written decision shall be sent to the complainant at the conclusion of the hearing.

INVESTMENTS

1. *Scope.* This policy establishes an effective delineation of responsibilities and internal controls for the safekeeping and investment of the City of Saratoga Springs monies.
 - a. *Prudence:* In accordance with the Prudent Person Rule which states: Investments shall be made with the exercise of that judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
 - b. *Conflicts of Interest and Ethics:* All officers of the City that engage in financial transactions shall act in accordance with the highest ideals of honor, integrity, and ethics. Employees shall act in strict accordance with State laws and City ordinances governing ethics and conflicts of interest with the City's investment program and requires the disclosure of any financial interests' employees and officials may have in the financial institutions the City is working with or instruments the City is investing in.
2. *Objectives.* All funds will be invested in accordance with most recent revision of the Utah Money Management Act. The primary objectives of investment activities in order of priority shall be safety, liquidity, and yield:
 - a. *Safety:* Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

- b. **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands.
 - c. **Yield:** Return on investment is of secondary importance compared to safety and liquidity objectives described above.
3. **Standards of Care.** The standard to be used by investment personnel will be the ‘prudent person’ rule, 51-7-14(1) of the Utah Money Management Act. This concept will be applied in the context of managing the overall portfolio where the ‘prudent person’ is reasonable, well informed and not a professional investor “prudent expert.” The “prudent person” concept implies that the primary concern is to preserve capital and provide required liquidity.
4. **Ethics.** Officers and employees involved in the investment process shall refrain from engaging in personal business activities affected by their duties and responsibilities as investors of public funds, that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the entity.
5. **Controls.**
 - a. **Allowable Investments.** The following list constitutes current legal investments under the Utah Money Management Act. Credit Ratings for the purchase of any security must have a minimum of single A- or its equivalent or better by two or more public rating agencies at the time of purchase. Short term credit ratings for commercial paper must be top tier A1/P1/F1 by two of the three credit rating agencies at the time of purchase.
 - b. **Diversification.** The City will diversify its investments in order to avoid risks in specific instruments, individual financial institutions or maturities. The current diversification is as follows:

Investment Instrument	Maximum in Any Single Issuer**
T-bills	100%
T-Notes	100%
Corporate Bonds	5%
US Government Agency Securities	100%
Federal Farm Credit Bank (FFCB)	50%
Federal Home Loan Bank (FHLB)	50%
Federal National Mortgage Association (FNMA)	50%
Other Obligations (revenue bonds of any county, city, or any taxing district of the State of Utah)	5%
Certificates of Deposit in Utah State Depositories	FDIC Limit
Commercial Paper	5%

** No single issuer or guarantor (other than the United States Treasury and Federal Agencies) may represent more than the percentage listed in this table at the time of purchase of the total value of holdings of each cash manager’s portfolio.

- c. *Guidelines for Deposits with Financial Institutions.* The maximum unsecured deposits invested with any one Utah Bank shall be limited to 5% of that bank's capital and deposit base.
- d. *Maturity Schedule.* Investment maturities for operating funds (short term funds) will be scheduled to coincide with cash flow needs, taking into account routine expenditures as well as anticipated revenue. Maximum Maturity for any single issuer will follow the Utah Money Management Act guidelines. For U.S. Government Treasuries and Agencies, the maximum allowed maturity is 5 years.
- e. *Performance Evaluation.* The investment portfolio will be managed in accordance with the parameters specified within this policy. The Utah Public Treasurers Investment Fund (PTIF) Rate shall be the benchmark against which the investment portfolio performance shall be compared on a regular basis.
- f. *Reporting.* The Treasurer shall prepare an investment report annually that will include the following:
 - i. Listing of individual securities held at the end of the reporting period.
 - ii. Weighted average yield to maturity for the investment portfolio
 - iii. Listing of investments by maturity date.
 - iv. Percentage of total portfolio that each type of investment represents.

Investment Advisors will prepare and submit monthly reports to the City Treasurer or other finance staff that will include monthly performance, current credit mix, maturity distribution and compliance to the Utah Money Management Act and the Investment Policy.

Additionally, the Investment Advisor should be prepared to meet quarterly with the City Treasurer to discuss investments reports, recent interest rate conditions, economic developments, and anticipated cash needs of the City.

- 6. *Selection of Investment Advisor and/or Broker* The credibility of investment advisors, brokers, dealers and banks will be checked and analyzed. Criteria for selection will include classification on the Utah Money Management Council's Certified Dealer List or Certified Investment Advisor List. The Treasurer will invest with those financial institutions that meet the above criteria.
- 7. *Safekeeping.* All investments must be held in custody/safe keep by a bank or trust company with minimum credit ratings mentioned above for corporate bonds.
- 8. *Evaluation.* The City Treasurer reserves the right to amend any of the previous internal guidelines.
- 9. *Effective Date of Policy.* This policy is effective on March 1, 2015

NSF CHECKS

Purpose. To define procedures for processing non-sufficient funds checks.

- 1. *Procedures.* When a check is returned for non-sufficient funds (NSF), an NSF check fee will be assessed. The amount of the fee will be based on the City's current fee schedule. Utility billing payments will be reversed off the customer's utility billing account, and court payments will be charged back on the defendant's case. No checks will be accepted from a customer after 2 returned checks within a one-year period. This restriction will last for one year beginning with the date of the second non-sufficient check. After sufficient collection efforts, checks that are not paid within 120 days are written off to the general ledger department/fund that originally received the check. The City Treasurer will approve checks to be written off. At the Treasurer's discretion, NSF checks may be sent to the City's collection agency. If a recovery is made (either through the City or the collection agency), the revenue will be credited to the department/fund the write-off was charged to.

JOURNAL ENTRIES

Purpose. To define procedures for implementing accounting changes to the City's general ledger through the journal entry process.

1. *Responsibilities.* Employees are authorized to perform journal entries through the City Manager or Assistant City Manager. Proper journal entry backup is required for all journal entries. Journal entries must also comply with any applicable City policies and procedures.
2. *Approval.* The finance department will prepare a journal entry report for the City Manager or Assistant City Manager monthly. This report will show the effective date of the journal entry, journal entry number, general ledger account numbers, description, and debit/credit amount. The journal entry report must be in sequential journal entry number. Any sequence gaps should be noted and explained in the report. Any journal entry with debits in excess of \$50,000 (excluding account reclassifications) must first be approved by the City Manager or Assistant City Manager before entry.

FIXED ASSET AND INVENTORY POLICY

1. *Criteria for Fixed Asset Capitalization and Control.* The City will maintain fixed asset lists for financial reporting and physical control purposes. Individual fixed assets with useful lives in excess of one year and valued or costing at or above \$5,000 will be maintained on the fixed asset list for financial reporting purposes. Individual fixed assets with useful lives in excess of one year and valued or costing at below \$5,000 will be maintained on fixed asset lists for physical control purposes. These lists will be the responsibility of each department to maintain.
2. *Inventory.* Inventory consists of many items with nominal costs that are used as needed by departments. Inventory counts are not a control feature for the safeguard of the items but merely a summarization for the financial statements. Due to the relatively small amounts invested in the inventory and the modest changes in value from year-to-year, the City will eliminate reporting inventory on the financial statements but will continue to track and monitor inventory for internal purposes only. The total dollar amount of inventory will be reviewed annually to ensure that it should not be reported on the financial statements.
3. *Criteria for Fixed Asset Depreciation.* Assets appearing on the financial reporting fixed asset list are subject to depreciation. The City employs the straight-line depreciation method on all depreciable fixed assets unless the finance department and the appropriate department head deem another depreciation method more appropriate and accurate for a particular asset class. If an alternate method is chosen, this will be disclosed in the City's financial statement notes. The City utilizes reasonable estimated useful lives established by the finance department and the appropriate department head with consultation from other professionals and outside publications.

SALVAGE POLICY

This policy establishes specific procedures and instructions for the disposition of surplus property, not to include the sale/disposal of real property. The sale of real property will strictly follow the specific procedures and instructions as governed by Utah Code Ann. Sec. 10-8-2.

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

1. *Responsibility for Property Inventory Control.* It is the responsibility of each department to maintain an inventory of all department property. The departments shall be responsible for submitting to the finance department an updated inventory log of all changes to assets costing greater than \$5,000 at least annually. The finance department will assist in the disposition of all personal property.

2. **Disposition of an Asset.** Department heads shall identify surplus property within the possession of their departments and report such property to the finance department for disposition consideration. The department head shall clearly identify age, value, comprehensive description, condition, and location. Other departments in the City will be given first consideration for the items. For property valued at \$5,000 or greater, the finance department shall present to the City Council a listing of property to be disposed of. The city shall comply with current state law relative to the disposition of surplus property. The City shall conduct a public hearing relative to the disposition of this property.
3. The finance department shall, after approval by the City Council, dispose of the assets. The City Manager has final authority on the method of disposition, with or without advertisement or bids. The finance department shall, after the disposal of surplus property, notify the City's insurance liability carrier to ensure that all items disposed of are removed from the City's liability coverage (if applicable).
4. **Conveyance for Value.** Conveyance of property shall be based upon the highest and best economic return to the City. City-owned surplus property may be offered preferentially to units of government and non-profit. The highest and best economic return to the city shall be estimated by one or more of the following methods:
 - a. Public auction
 - b. Sealed competitive bids
 - c. Evaluation by qualified and disinterested consultant
 - d. Professional publications and valuation services
 - e. Informal market survey by the Finance Manager in case of items of personal property possessing readily, discernible market value.

Sales of City personal property shall be based, whenever possible, upon competitive sealed bids. The City Manager has final authority on the method used. In all cases, the City retains the right to accept, reject, or modify all or a portion of all bids.

5. **Revenues.** All monies derived from the sale of personal property shall be credited to the general fund of the City, unless the property was purchased with money derived from an enterprise fund, special revenue fund, or internal service fund. In this case, the money shall be deposited in the fund of the enterprise, special revenue, or internal service fund that made the original purchase. Any fees associated with selling the property (such as auction fees) will be netted against the proceeds received.
6. **Advertised Sealed Bids.** A notice of such public auction or invitation for sealed bids shall be published in a newspaper of general circulation or the City newsletter at least 14 days before the opportunity for public comment. The notice shall be posted at the public information bulletin board at City Hall. The notice shall describe the property to be sold, the terms of the sale, and the place and time of the auction or bid opening.

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

- a. Property is offered at public auction or public sealed bids;
 - b. If sealed bids are required and no bids are received from general public, a re-bidding may occur with employee participation.
7. **Compliance.** Failure to comply with any part of this policy may result in disciplinary action.

BENCHMARKING

1. Philosophy. The city has been participating in the Utah Benchmarking Project. The philosophy behind benchmarking, as defined by the group, is to enable comparisons between and among organization processes in an attempt to discover best practices that, once imported, will improve all operations for the city. Benchmarking with Utah's participating communities will help in the efforts to provide the most appropriate level of service to the citizens of Saratoga Springs at the lowest possible cost while achieving the best possible efficiencies of effort.
2. Purpose. The purpose of benchmarking for the city emulates the projects goal, which is to provide the city with a service delivery management tool that supports the cities decision-making processes in strategic planning and accountability. Through benchmarking, the city can better determine where success is coming from in other cities, and find ways to make city services better and more cost effective. Through this process, the city can focus on its goals for city improvement, partnering to share information, and adapting to the needs of the citizens.
3. Selection. For comparison purposes, the city will continue to use the same "benchmark" group that was previously predetermined by the City Council for the wage analysis study. These cities were chosen based on a variety of factors such as geography, demographics, population size, and finances.

For the purposes of benchmarking, the following cities were chosen:

1. Centerville
2. Clinton
3. Draper
4. Farmington
5. Lehi
6. North Ogden
7. Pleasant Grove
8. Riverton
9. South Jordan
10. South Ogden
11. South Salt Lake City
12. Washington

SPECIAL EVENT SERVICES

1. For special events and other services that have been or will be developed for the City, the City may be required to provide:
 - a. Park Services (Field maintenance, ground maintenance, trash pick-up)
 - b. Parking Services (Parking enforcement)
 - c. Special Events and Facilities Services

In many cases, these services can be provided without incremental cost or loss of revenues. In the event special event services do have an impact on departmental budgets, the procedures for amending

2. Events Managed Under Multi-Year Contracts. The procedure for this type of special contract is as follows: the department will request budget adjustments during the first budget opening following the agreement signing. These budget adjustments will be based upon the level of services outlined in the special event contract and will remain in the budget for the term of the contract.
3. Year-to-Year or One Time Events. For those events for which long term agreements do not exist the costs for providing services shall be estimated and included within Council's or the City Manager's review of the proposal.

4. **Special Event Funding.** Special events may be funded in the following manners: vendor fees, corporate donations, directly through the general fund or a transfer, and special event participant fees.
5. **Vendor Fees.** Any vendor wishing to sell products or provide services at any special event must pay a vendor fee. Vendor fees will be set based upon type of event, number of expected vendors and any cost incurred by the City associated with hosting vendors.
6. **Corporate Donations.** The City will solicit corporate donations from businesses when appropriate. Any corporate donation will directly pay for any cost incurred by the City for the special event.
7. **General Fund Transfer.** If necessary and appropriate, a general fund transfer may occur provided that during the budget process for the current fiscal year the City Council approves such a transfer. The transfer may vary from year to year-based on Council's decisions regarding the budget.
8. **Special Event Participant Fees.** Any special event may have programs that require a participant fee. The participant fees will directly pay for any incurred costs associated with the special event program. The fee will vary from program to program depending on total cost of the program.

LIBRARY

1. **Fiscal Policy.** It is the policy of the City for the library to be primarily funded through donations and miscellaneous revenues (such as the sale of library cards). The City, at its discretion, may appropriate additional funds for one-time and ongoing costs. The library's expenditures will not be allowed to exceed current revenue (donations, miscellaneous revenue, and City contributions) plus beginning fund balance (if any). Monthly revenue and expense reports will be provided to the Library Board for their review.
2. **Purchasing Policy.** The library is to follow the City's purchasing policies. All approved expenditures will be paid through the City's accounts payable department.
3. **Revenue Policy.** The library must follow any applicable state and local revenue collection policies and procedures.

REPLACEMENT POLICY FOR VEHICLES AND EQUIPMENT

With significant growth, the City's fleet has expanded to include over 100 vehicles and pieces of rolling stock. In anticipation of future growth and in order to increase accountability, streamline approval processes and save taxpayer dollars a fleet replacement schedule has been created.

This schedule will give stakeholders the ability to prioritize vehicle replacement and approach fleet management from a strategic perspective. Data used in the analysis includes an inventory of all equipment, the estimated useful life and projected replacement date, corrective and preventative maintenance schedule and costs, depreciating value and replacement cost.

The vehicle and equipment replacement schedule captures both objective and subjective factors related to a vehicle's condition and value. Objectively, the replacement schedule tracks: total mileage/hours; previous year mileage, parts expense; labor expense; preventative maintenance; corrective maintenance; estimated life expectancy; and depreciating value. Subjectively, the replacement schedule captures feedback from the Department Head or their designees related to the condition and quality of the vehicle or piece of equipment. While objective criteria will be applied to every vehicle and piece of rolling equipment, subjective analysis will be weight more heavily for specialized equipment such as fire engines, modified police vehicles and specialty trucks.

Once a vehicle or piece of equipment satisfies this objective and subjective criteria, it is flagged for consideration to be replaced and submitted to the City Manager. The City Manager has signatory authority to approve replacement vehicles and equipment. After a vehicle meets objective and subjective requirements for replacement, the City Manager or designee can determine whether or not a new replacement vehicle should be purchased. This decision requires the City Manager to balance the benefits of replacing a vehicle against budgetary priorities and constraints. This encourages lean management of the City's operations, streamlines the previous approval process and allows Council to retain ultimate approval authority for vehicle replacements during the budget process.

This new approval process does not apply to vehicles and equipment that are being added to the existing fleet. When a vehicle or piece of equipment is being added to, rather than replacing, it will require get specific approval by the City Council.

REPLACEMENT POLICY FOR COMPUTER EQUIPMENT

This policy pertains to the replacement of computer equipment based on a specific set of criteria.

1. The following is the criteria used:
 - a. User Needs – a replacement computer should not be based on technological cycles but on the needs of each user.
 - b. Warranty Expiration – considers the time spent by staff in maintenance, troubleshooting, and repair downtime.
 - c. Necessary Upgrades – considers cost of a new system as opposed to on-going support of older software/hardware.
 - d. Minimum Computer Configuration Standards – staff may determine what this standard is. For example, considering whether the computer performs adequately when running a standard operating system, web browser, word processor, spreadsheet, desktop database, and Oracle simultaneously.
 - e. Refresh Rate – cost of replacement and upgrading parts and the cost of replacement compared with maintenance.

Laptops that are more than three years old and desktops that are more than five years old will be eligible to be considered under the factors above.

The Computer replacement schedule tracks: Staff downtime; maintenance time; troubleshooting time; repair downtime; and the cost of on-going support of older software/hardware. This schedule also captures descriptive feedback from the Department Head or their designees explaining the end users' needs and whether the current computer system is affecting productivity. Subjective criteria is especially valuable in this analysis because the end user's needs are varied, this variance will be captured in the replacement schedule.

Once a computer satisfies the objective and subjective criteria, it is flagged for review by the City Manager. At this point, the City Manager or designee can determine whether or not a new replacement computer should be purchased. This decision requires the City Manager to balance the benefits of replacing a vehicle against budgetary priorities and constraints. When a computer is replaced, the older unit is cascaded to an employee that does not require a newer machine in order to maintain productivity. Alternatively, a cascaded computer can be assigned as a back-up unit in a specific area or department.

This new approval process does not apply to computers that are being added to the current allotment of computers.

Non-Cash Income Policy

SCOPE

This policy covers the purchase, appropriate use, dispersal, and reporting of any non-cash income for City employees including admissions tickets, gift cards, or goods.

DEFINITIONS

“Admissions tickets” means any ticket or wristband or other certification that allows the holder to enter events and activities such as carnivals, fairs, and fun houses, and will be referred to as “tickets”.

“Gift card” means any prepaid stored-value money card usually issued by a retailer or bank to be used as an alternative to cash for purchases. These can be business specific, generic debit cards, etc.

“Giver” means City management, department heads, supervisors, or the HR Office.

“Goods” means any item or good (e.g., clothing, footwear, gift, etc.) that qualifies as non-cash income under IRS code, and will be referred to as “goods”.

“Items” means all of the above-mentioned types of non-cash income.

PURCHASE

All purchases of Items must follow the City purchasing policy. Items may be acquired using the following methods:

1. City-approved funds
2. Points/rewards from vendors

APPROVED USE

Items may be used for the following:

1. Employee reward or benefit
2. Purchase of goods or services

The use must comply with all other City policies, including purchasing and credit card use policies. Items must be given randomly and unannounced and not as a pre-determined bonus or entitlement for work to be performed.

RECORD OF PURCHASE/RECEIPT

The giver will keep a record of the purchase and has discretion as to the minimum or maximum number that may be given to an employee. The following information will be kept for each purchase/receipt:

1. Purpose/Event, type of gift card, or goods description
2. Quantity
3. Individual monetary value/cost
4. Total monetary value/cost

The giver will track purchases/receipts using spreadsheet software to help with end-of-year reconciliation.

RECORD OF DISPERSAL

The giver will disperse the items to City employees randomly and unannounced and not as a pre-determined bonus or entitlement for work to be performed. Each dispersal requires the completion of the Non-Cash Dispersal form. In addition, the giver will track dispersals using spreadsheet software to help with end-of-year reconciliation.

END-OF-CALENDAR-YEAR REPORTING

The giver must reconcile the item purchases/receipts with the dispersals to verify correct information. At year-end, all city management, department heads, and supervisors must give all records, including spreadsheet(s), of dispersals to the HR Office. The HR Office will follow IRS Code for reporting Non-Cash Income.

Credit Card Policy

SCOPE

The provisions of this document apply to all City of Saratoga Springs employees.

PURPOSE

The purpose of this policy is to establish the procedure for credit card purchases.

DEFINITIONS

“Approving official” means the person authorized by the city manager or designee and department head to approve credit card use in accordance with the City’s contracting and purchasing policies. In some cases, the approving official and the supervisor may be the same person.

APPROVED USE

Credit cards shall only be used to purchase goods and services at locations or vendors with whom the City does not have a merchant account.

In order to use a credit card, the potential purchaser must obtain approval from the approving official of the precise nature of the transaction, including date, amount, item, and vendor. The purchaser must tell the approving official the intended purchase description and vendor. Then, the credit card must be checked out from the approving official. At checkout, the approving official shall document date, employee name, and which credit card was assigned. Upon return of the card, the approving official shall affirm that the card has been returned. If the purchaser has not returned the credit card in 48 hours, the city manager or designee has the right to suspend future credit use for that purchase.

PROOF OF PURCHASE

The purchaser must provide proof of purchase on return of credit card, which is then given to accounts payable. In addition, the appropriate general ledger account code for the expense and initials of the supervisor must be indicated on the proof of purchase.

If the purchaser fails to provide proof of purchase, the purchaser is required to obtain a receipt for the purchase by any means possible. A receipt must meet the same requirements as the proof of purchase. If it is not possible to obtain a receipt, the purchaser shall fill out a requisition form with the appropriate information describing the purchase, affirmed with his or her signature. This shall be given to Accounts Payable in lieu of receipt. The requisition form is then attached to the credit card statement.

In addition, if an employee is unable to obtain a proof of purchase, the employee shall no longer have the ability to check out a credit card for purchases until the City Manager or designee determines that the employee can comply with the approved use.

Cash Handling Procedures

PURPOSE AND SCOPE

1. These procedures govern the handling, receipting, depositing and reporting of all City Cash operations, as directed by Chapter 10-6 of the Utah Code. The term “City Cash” or “cash” applies to currency, coin, checks, credit and debit card payments, electronic payment media, and other negotiable instruments payable in money to the City.
2. These procedures apply to and are mandatory for all employees, officials, volunteers, departments, divisions, and cash handlers citywide. These procedures provide guidelines for training, cash receipt handling, receipting, depositing, and reporting.
3. A violation of these procedures may result in employee discipline including but not limited to suspension or termination. In addition, should the City suffer financial loss as a result of a violation of these procedures, the responsible employee may have the financial loss deducted from the employee’s paycheck.

SECURITY AND SAFETY MEASURES

1. Access to cash handling and storage areas should be physically restricted to authorized personnel who have signed the Cash Handling Procedures and/or who work in the Finance Department. Where possible, cash deposit preparation areas should be both physically and visually restricted to authorized personnel. Video surveillance is allowed, however, deposits should not be prepared in an area accessible to the public.
2. When not in use, all cash and related items must be stored in a fire-proof safe located in a secure area. Safes must be kept locked at all times, or kept in a secure area that is either visible to two staff members or on video recording.
3. The amount of funds secured in a safe or vault overnight, over a weekend, or over a long holiday must be kept to a reasonable minimum of no more than \$5,000, unless an exception has been authorized by the Treasurer or Finance Manager. Excess funds must be deposited in the City’s designated depository bank.
4. Cash received by the City is required to be deposited daily, if practicable, but no later than 3 business days after receipt (Utah Code Section 51-4-1).
5. The City has the Utility Billing Supervisor, or designee, deposit all City Cash. All such arrangements are to be coordinated through the Finance Office.

SEPERATION OF FINANCIAL DUTIES

A. Cash Receipts

1. A “Cash Receipt” is proof or evidence in either paper or electronic form of a City cash payment, which includes all types of payments such as currency, coin, checks, credit and debit card payments, electronic payment media, and other negotiable instruments payable in money to the City. A cash receipt shall at least contain the following:
 - a. Date of payment;
 - b. Amount tendered;
 - c. Name and account paid under;
 - d. Any other information that would aid a City official or resident to determine the source and substance of the City cash transaction.

2. Any City cash received by the City that is not designated for a billing system, i.e. water bill, business license, special assessments, parking and traffic tickets, etc., should be accounted for with a receipt or other evidence of payment therefor, specifying the date of payment and the upon which account the payment is made. A duplicate of the receipt, a summary report, or other evidence of payment shall be filed in the office of the auditor or recorder. This information should be available and maintained in such a manner that it can be sent to the Finance Manager upon request (Utah Code, Section 10-6-142).

3. An employee's supervisor should set up the ability for online cash receipts or work with the Utility Billing Supervisor and/or Treasurer in the Finance Office to do so.

B. Supervision of City Cash

1. Any and all City Cash is subject to a supervisor count, at any time, for any reason, and without any prior notice.

2. Periodic audits of all City cash drawers will be performed by the Finance Office.

a. Cash drawers are defined as cash bags, boxes, or registers which are used by employees handling cash.

3. Individual staff will be assigned their cash drawer and it is their responsibility to ensure it is secured appropriately. Other personnel should not be accessing a drawer that is not their own. A supervisor will be permitted access via key, combination, or other method to audit the drawer.

4. All cash drawers are required to have a starting cash balance that is recorded in Caselle and in department software where appropriate.

5. A cash report will be completed for the transactions that have occurred for that day. The money drawer will be removed from public service areas and counted back to starting cash.

6. Cash, checks, and credit card transactions will be counted and compared to the cash report.

C. Payment Card Industry (PCI) Compliance

1. All documents with credit card information are required to be kept secure during use. Such documents should be protected from prying eyes, cell phone pictures, and other possible visual breaches by covering the document, turning the document over, keeping it within your sight and control, etc., and promptly shredding the document after use.

2. Any document with credit card information that needs to be archived is required to be stored in a secure area.

3. Cardholder information shall not be stored or saved on City devices unless technological safeguards are in place.

4. Customers can opt into saving their information through payment vendors, such as Xpressbillpay, PayPal, and other vendors used by the City, who have safeguards in place for the purposes of automatic payment and ease of accesses.

CUSTOMER SERVICE



City employees will dedicate themselves to the highest ideals of professionalism, honor, and integrity in order to merit the trust, respect, and confidence of the public they serve.

ACCEPTING PAYMENTS

It is a cash handler's responsibility to validate security features on all payments. The City may be liable for fraudulent payments accepted. Knowing the security features of different payment types will help in the identification of potential fraud and losses to the City.

A. Checks

1. Fraudulent checks might be altered through erasing and replacing information in key areas of the check.


THOMAS LANCASTER a		9-5678/1234 i	1001 n
KATHLEEN LANCASTER			
1234 MAIN STREET			
COLORADO SPRINGS, CO 80935			
PH. (800) 848-2848 FAX (800) 993-3232		DATE d _____	
m		PAY TO THE ORDER OF b _____	\$ f
e _____		DOLLARS  Security Features. Details on Back.	
YOUR FINANCIAL INSTITUTION		m	
ADDRESS OF YOUR INSTITUTION c			
MEMO g _____		h _____ m <small>MP</small>	
i 1 2 3 4 5 6 7 8 0 1 2 3 4 5 6 7 8 1 0 0 1		j k n	
PRINTED ON RECYCLED PAPER USING VEGETABLE-BASED INK			

2. Parts of a Check:

- a. Customer Name(s), Address, and Phone Number.
- b. Payee or the person/company to which the check will be paid.
- c. Customer's Bank and Bank Address.
- d. Date.
- e. Written amount of check.
- f. Numerical amount of check.
- g. Memo or Note field.
- h. Signature field.
- i. MICR line or Magnetic Ink Character Recognition line which, as the name suggests, is printed with magnetic ink and in certain fonts allowing machines to read the routing and account numbers for each check.
- j. Routing Number which specifies the location of the bank where the account is held.
- k. Account Number which specifies which account the funds will draw from, or which account will pay the amount.
- l. Fractional Code.
- m. Security feature indicator(s).
- n. Check number.

3. Feeling the check along the MICR line, signature, or amount field may reveal high and low spots made when an area is erased or altered in some way.

4. Many checks have a written warning explaining the security features of the check. Some are on the backs of the checks and some are on the front. These indicators can help identify which checks are valid and invalid. (See the examples below.)



WARNING

DO NOT CASH THIS CHECK WITHOUT NOTING SECURITY FEATURES ON FRONT AND BACK

The Security Features Listed Below Exceed All Industry Guidelines

Security Features	Benefit of Security Feature:
1) SafeImage™ Security Paper	• A true watermark paper with unique security images embedded into the paper which can only be viewed by translucent "pass through light."
2) Chemical Protection	• When chemically attacked, the area treated will appear as a colored stain or spot.
3) Visible & Invisible Fibers	• Visible blue, red and invisible fluorescent fibers which only show up under a UV light are randomly embedded into the paper on both sides makes duplication difficult.
4) NaNQcopy™ Protection Bar	• Encrypted alphanumeric micro text and a high resolution screen create the warning message "VOID" when copied.
5) TouchSafe®	• Warm thumbprint to verify color change and the hidden word "VALID"
6) ScanCheck Backer	• Backer area is created in microtext with "ORIGINAL DOCUMENT" in a relief image.
7) Intricate Prismatic Background	• Background rules are made up of micro text and created as a geometrical design through the back of the check using an erasable ink. Any abrasion or alteration attempt will show as an absence of this pattern.

Warning found on
back of check

5. Most personal checks have micro printing on the signature line that can be identified with a magnifying glass.

Ben E. Gesserit (801) 555-5555

1965 Spice Flow

Arrakis, AN

35000

Customer wrote in

9-5678/1234

1001


Pay to the Order of _____

\$

Bank of CHOAM

Wallach IX

Pre-printed

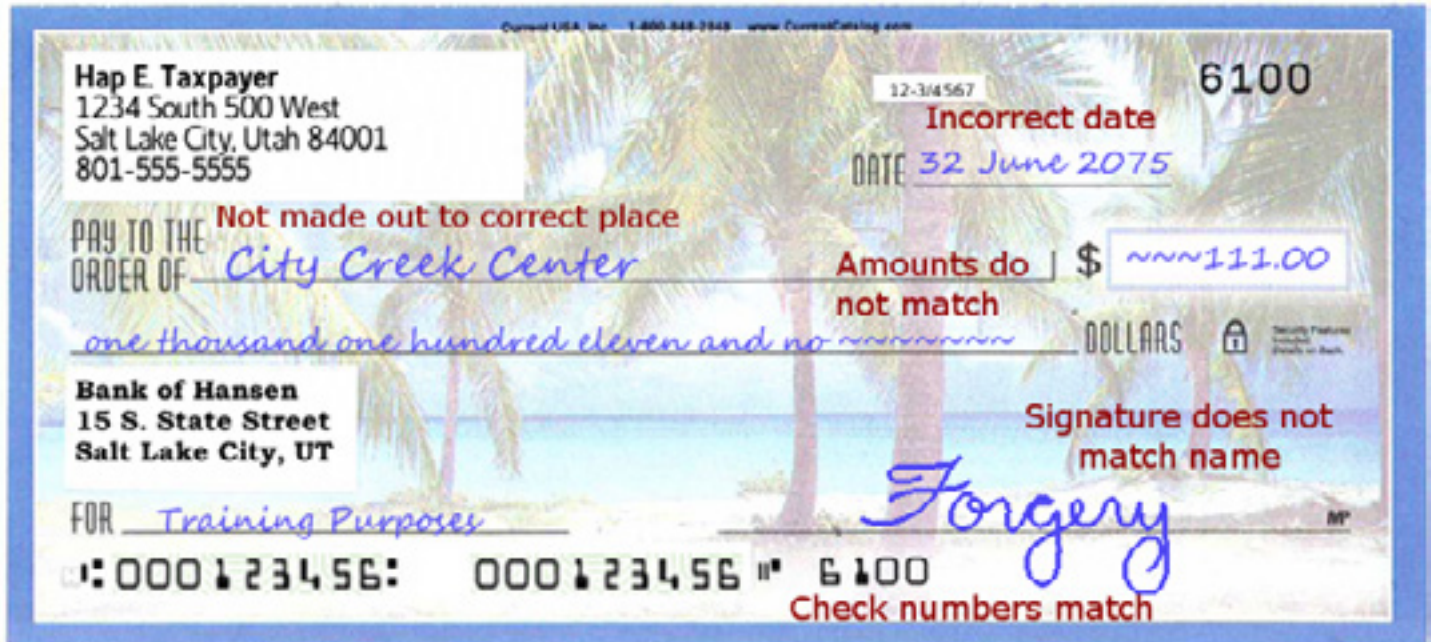
Dollars 

Security Features Detailed On Back.

For _____

⑆ 123456780⑆ 123 456 7 1001

6. If the check's authenticity is in question, a picture ID, either a valid driver's license or state-issued ID card, should be verified and the driver's license or state-issued ID number should be written on the front of the check.
7. A counter check (a check that is used without pre-printed information) is acceptable as long as the bank information and account number is printed and not written, as above. The name and address of the account holder can be written. A state-issued ID or driver's license shall be verified and the number shall be written on the front of the check.
8. Pre-printed name, address, and phone number shall be verified. If some of the information is missing, the customer shall be asked to write it on the check.
 - a. The City cannot take postdated checks. The date on the check must be the date the check is written.



9. The numerical amount on the check shall be always verified against the written amount.
10. All checks shall be signed and correctly dated. We cannot accept a check that is not complete.
 - a. Staff should consult with the Utility Billing Supervisor and/or Treasurer in the event that an incomplete check is accepted by their department.

11. On some checks over a certain amount, there may be two signatures required. This will be noted on such checks on the front near the signature area.



12. Any checks received should be stamped with the City endorsement.

PAYMENT WITH DEBIT OR CREDIT CARDS

1. There are many brands and types of payment cards, each with their own policies and security features, which are subject to change at any time.

2. The card should be signed. If the card is signed by the presenter and there is no reason to suspect fraud, accept the credit card. If the card is not signed or if the card says “See/Check ID,” follow the steps outlined below. This process protects both the card owner and the City.

- a. If the card has no signature on it, ask for a current government-issued photo identification (ID).
 - i. Ask the customer to please sign the card and then compare the name and signature on the card to the name and signature on the ID, and the picture on the ID to the customer.
 - ii. If the government issued photo ID is expired but the name and signatures match and the picture ID matches the customer, accept the card.
 - iii. If the name on the government-issued photo ID does not match the name on the card being used for payment, the staff member should ask for another method of payment, but if fraud is not suspected and no other method can be provided, accept the card.
 - iv. If the cardholder does not provide ID, the staff member will honor the card if they have obtained proof of card presence, a valid authorization, and/or a valid PIN.
- b. If the card signature states “See/Check ID,” check the government-issued photo ID and ensure that the names and picture match the presenter.
 - i. If the government issued photo ID is expired, the staff member should ask for another method of payment, but if fraud is not suspected and no other method can be provided, accept the card.
 - ii. If the name on the government-issued photo ID does not match the name on the card being used for payment, the staff member should ask for another method of payment, but if fraud is not suspected and no other method can be provided, accept the card.
 - iii. If the cardholder does not provide ID, the staff member will honor the card if they have obtained proof of card presence, a valid authorization, and/or a valid PIN.



3. Method(s): There are a variety of methods: Tap and Pay, Chip Readers, and Swiping are the preferred methods. However, the City may hand key information if other options are not available.

- A. Hand-Keying. When possible, hand-keying information should be avoided as it can bypass security features built into the magnetic strip or electronic chip, expose the City to more risk, and leave more room for human error. Staff is allowed to hand key information for payments made over the phone or through devices without a card reader, chip reader, or tap and pay.
- B. Card Reader. When available, swipe the magnetic strip through the card reader. Note: Some cards such as pre-paid or gift cards are only valid if swiped.
 - i. When using a card reader, remember that magnetic strips can be re-encoded with information from another card. Compare the last four digits on the slip to those on the card to verify the magnetic strip information matches the card's embossed/printed information. This helps ensure the security features on the card have not been bypassed, and protects the customer and the City.
- C. Chip Reader. Every card with a chip shall be inserted into the reader and held in place throughout the entire transaction.
- D. Tap and Pay. Tap and Pay works without swiping or inserting the card. Tap the contactless card on the checkout terminal.

4. While the transaction is processing, check the card's security features such as embossing, holograms, the signature strip, etc. Make sure the card is valid and has not been altered in any way. The embossed or raised information on the front of the card should be visible from the back of the card.

5. Hand the customer's card back to them. Offer to provide the customer with a receipt showing the date of payment and amount received. Instead of a paper receipt and upon request, the customer may receive an electronic receipt through email or otherwise.

U.S. CURRENCY AND COUNTERFEIT BILLS

U.S. Currency has several security features that are easily verified. For more information about the redesigned currency, counterfeit bills, training, and education please visit the New Money website at <http://www.newmoney.gov/>. Employees who handle city cash are responsible to familiarize themselves with these security features and protect against use of counterfeit bills.

1. Paper and Printing

- a. The "feel" of US Currency is difficult to reproduce because all US Currency is made with linen and cotton fibers instead of wood, as in most common papers.
- b. Red and blue fibers are imbedded into the paper for US Currency and are visible upon close inspection. They are not printed on the surface.
- c. Much of the printing, though not all, will feel slightly embossed or raised. Lines will be sharp and crisp with rich details.

2. Watermark

- a. A watermark, created during the paper-making process, depicts the same historical figure as the portrait. It is visible from both sides when held up to a light. On the redesigned \$10 note, a blank oval has been incorporated into the design to highlight the watermark's location.
- b. There are now two watermarks on the redesigned \$5 bill. A large number "5" watermark is located in a blank space to the right of the portrait, replacing the previous watermark portrait of President Lincoln found on the older-designed \$5 bills. A second watermark -- a column of three smaller "5"s -- has been added to the new \$5 bill design and is positioned to the left of the portrait.

3. Security Thread (Notes Designed Since 1990)

- a. An embedded polymer strip, positioned in a unique spot for each denomination, guards against counterfeiting. The thread itself, visible when held up to a bright light, contains micro-printing – the letters USA, the denomination of the bill, and a flag. When viewed under ultraviolet light, the thread glows a distinctive color for each denomination.
- b. The embedded security thread runs vertically and is located to the right of the portrait on the redesigned \$5 bill. The letters "USA" followed by the number "5" in an alternating pattern are visible along the thread from both sides of the bill. The thread glows blue when held under ultraviolet light.

4. Color-Shifting Ink on Notes Designed Since 1996 (Notes Designed in 1990)

The ink used in the numeral in the lower right-hand corner on the front of the bill looks copper (green) when viewed straight on but green (black) when viewed at an angle. This numeral will also feel slightly embossed.

5. Micro-Printing (Notes Designed Since 1990)

Micro-Printing, which can be read with a magnifier and becomes blurred when copied, appears in unique places on each denomination.

6. Dealing with Counterfeit Bills

- a. If a counterfeit bill is detected while the customer is present, delay the customer if possible.
- b. Observe the customer's description, as well as that of any companions, and the license plate numbers of any vehicles used, if you can do so safely.
- c. The bill should be retained and an explanation should be given to the customer that the bill is suspected of being counterfeit. If the bill is not determined to be counterfeit, the bill will be returned to the customer.
- d. The customer should be asked to pay the bill with another form of payment.
- e. Write your initials and the date in the white border areas of the suspect note.
- f. Limit the handling of the note. Carefully place it in a protective covering, such as an envelope.
 - i. Fill out the "Counterfeit Note Report" found online at <http://www.secretservice.gov/forms/ssf1604.pdf>. Follow the instructions on the form. For the purpose of this form, the City is the "Bank," the City employee is the "Bank Teller," and the person who presented the bill is the "Customer." A "Raised Note" is a lower denomination bill that is altered to make it seem like a higher denomination. Make a copy for the customer, which will act as their receipt.
 - ii. Make a second copy to present to the Police/Secret Service with the original and the bill.
 - iii. Make a third copy to keep with your paperwork.

CASH HANDLING

Loose coins are accepted as payment from a customer and secured in an envelope for deposit.

A. Cash Drawer Set Up

- a. A cash drawer can be set up starting with twenties through ones or ones through twenties facing the same way.
- b. The coins should be set up in the same manner as currency. If ones are being set up from left to right then your pennies should be set up from left to right and vice versa.

B. Change for Cash Transactions

- a. When a customer gives the cash handler money, it is to be left in plain sight of the cash handler and the customer until the transaction is completed.
- b. There are two ways of giving cash to the customer:
 - i. If a customer pays a \$78.32 item with a \$100.00 bill, the change can be counted starting with the smallest coin denomination and going to the highest denomination of currency.

Count three pennies	\$78.35
Count one nickel	\$78.40
Count one dime	\$78.50
Count two quarters	\$79.00
Count one one dollar bill	\$80.00
Count one twenty dollar bill	\$100.00
- c. To make sure that no bills are stuck together, hand to hand should be used when counting. Place all money in one hand. Hold it up in front of the customer and transfer one bill at a time from one hand to another counting out loud. This will not only assure the customer of the correct change but will help keep bills from sticking together.
- d. Cash should be placed into the cash drawer after the transaction is completed.
- e. Be aware of “short-change artists” who try to confuse the cashier into giving more change than is due. Each transaction should be completed one at a time. This will help avoid confusion, particularly if the customer is asking to make multiple transactions, asking the cashier to give different change than what was given, or to make change for another bill.

C. Cash Register Balancing

1. Print a report of all cash, check and/or credit card transactions completed for the shift.
2. Remove cash, checks and credit card receipts from the cash drawer, leaving the starting cash. The starting cash left in the cash drawer should be made up of mostly smaller bills and coins.
3. Separate money into denominations and count all cash including coins. Add all checks together. Add all credit card transactions together. Compare each total and the grand total (add cash, check, and credit card totals together for the grand total) to the shift’s balance register.
4. Prepare and sign a daily cash, check or credit card transaction report. Have a second person serving as the officer count and sign the report.
5. If the totals are off, try to find the error and correct it. If you are still over or short any cash, show it on the daily cash, check or credit card transaction report. Send any overage amounts with your deposit.

D. Over/Short

1. Supervisors will keep documented records on all over/short instances and the action taken. These records will be reviewed weekly depending on occurrences.
2. Cashiers who experience these over/short episodes will be given further training.
3. If over/short occurrences happen more than one time a month for any one cashier, there will be corrective and/or disciplinary action taken as described in the Personnel Policy and Procedures Manual.

E. Preparing Deposit Slip (for deposits going directly to the bank)

1. Ensure that all checks are properly endorsed. Some departments in the City have scanners for sending the check information electronically to the bank. Those with scanners should follow their department's procedures for scanning, storing, and shredding the checks after the storage time has expired. If the checks have been scanned, do not physically send them to the bank with the cash deposit.
2. All bills should be facing the same direction and grouped by denomination. Arrange in groups the denominations from largest to smallest (\$100's, \$50's, \$20's, etc.). Coins should be rolled if possible; otherwise, loose coins should go in a coin envelope.
3. A deposit slip must be completed with the date and a total by currency (bills) and coins; any checks must be listed separately. If there are multiple checks, run a tape of the checks. If there is more than one list of checks, list them as A, B, C, etc.
4. A grand total of the deposit should be written at the bottom, and on the side if the deposit slip also has that field. The white copy of the deposit slip is placed in the tamper proof bag along with the cash and checks (if applicable).
5. Completely fill out the information on the tamper proof bag, then place the deposit in the bag and seal it. Keep the deposit in a secured location (usually a safe or vault) until picked up by the armored car service.
6. Keep the second copy of the deposit slip with the daily work.
7. Never include credit card totals on deposit slip.

Any person handling "City Cash" (as defined under the Purpose and Scope paragraph) should train with their supervisor and online on cash handling and credit card compliance prior to accepting payments. Contact the Utility Billing Supervisor and/or Treasure to arrange access to the online training.

Glossary



ABATEMENT: A complete or partial cancellation of a tax bill imposed by a governmental unit; applicable to tax levies and special assessments.

ACCOUNT: A separate financial reporting unit. All budgetary transactions are recorded in accounts.

ACCRUAL BASIS OF ACCOUNTING: A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received.

AD VALOREM TAX: A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

AGENCIES: Federal agency securities and/or Government-sponsored enterprises.

AMORTIZATION: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

APPROPRIATION: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time when it can be expended. Any amount that is appropriated may be encumbered.

ARBITRAGE: The gain which may be obtained by borrowing funds at a lower (often tax-exempt) rate and investing the proceeds at higher (often taxable) rates.

ASKED: The price at which securities are offered.

ASSESSED VALUATION: A value assigned to real estate or other property by a government as the basis for levying taxes

AUDIT: Work done by accountants in examining financial reports, reviewing compliance with applicable laws and regulations, reviewing effectiveness in achieving program results. A basic audit examines only the financial reports and legal compliance. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA or public accountant, or elected auditor meets this test.

BALANCED BUDGET: A budget in which planned funds or revenues available are equal to fund planned expenditures.

BANKERS' ACCEPTANCE (BA): A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BASIS POINT: Equal to 1/100 of one percent. If interest rates rise from 7.50 percent to 7.75 percent, the difference is referred to as an increase of 25 basis points.

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BENEFITS PAYMENT: to which participants may be entitled under a pension plan, including pension benefits, death

BID: The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

BOND RATING: A bond rating is a way to measure the creditworthiness of a bond, which corresponds to the cost of borrowing for an issuer. These ratings typically assign a letter grade to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's Investors Service, and Fitch Ratings Inc. evaluate a bond issuer's financial strength, or its ability to pay a bond's principal and interest, in a timely fashion.

BROKER: A broker brings buyers and sellers together for a commission.

BUDGET: A budget is an estimation of revenue and expenses over a specified future period of time. The City compiles and re-evaluates its budget on a periodic basis.

BUDGET AMENDMENT: Any midyear changes to the annual budget. Changes have to be approved by City Council.

CAPITAL ASSETS: Property that is expected to generate value over a long period of time. Capital assets form the productive base of an organization. Examples of capital assets are buildings, computer equipment, machinery, and vehicles.

CAPITAL EQUIPMENT: Physical plant and equipment with an expected life of five years or more.

CAPITAL EXPENDITURES: The money an organization spends to buy, maintain, or improve its fixed assets, such as buildings, vehicles, equipment, or land.

CAPITAL LEASE: An agreement conveying the right to use property, plant or equipment usually for a stated period of time where the lessee assumes all the risks and rewards of ownership.

CAPITAL PROJECTS FUND: The Capital Projects Fund is used to account for financial resources used for the acquisition or construction of major capital improvements (other than those financed by proprietary funds.)

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a certificate. Large-denomination CD's are typically negotiable.

CERTIFIED TAX RATE: The certified tax rate is the base rate that an entity can levy without raising taxes. In other words, it is the rate that will produce the same amount of revenue that the entity budgeted the year before.

CITY COUNCIL: The legislative body of the City.

CITY MANAGER: An official employed by the City Council to direct and oversee the administration of City government.

COLLATERAL: Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMPONENT UNIT: A component unit is a legally separate organization for which the elected officials of the primary government are financially accountable.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the government entity. It includes five combined statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

COUPON: (a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. (b) A certificate attached to a bond evidencing interest due on a payment date.

CULINARY WATER: Culinary water is treated and required to meet water quality standards for drinking. This water is used for all indoor plumbing.

CUSTODY: A banking service that provides safekeeping for the individual securities in a customer's investment portfolio under a written agreement which also calls for the bank to collect and pay out income, to buy, sell, receive and deliver securities when ordered to do so by the principal.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

DEBT BURDEN: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to Department of Revenue/ Division of Local Services Municipal Finance Glossary 9 debt service costs as a percentage of the total annual budget

DEBT SERVICE: The ratio of operating income available to debt servicing for interest, principal and lease payments.

DEFICIT: an excess of expenditure or liabilities over income or assets in a given period.

DELIVERY VERSUS PAYMENT: There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DEPRECIATION: Depreciation refers to two aspects of the same concept: first, the actual decrease of fair value of an asset, such as the decrease in value of factory equipment each year as it is used and wears, and second, the allocation in accounting statements of the original cost of the assets to periods in which the assets are used (depreciation with the matching principle).

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities, or commodities).

DISCOUNT: The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued a discount and redeemed at maturity for full face value, e.g., U.S. Treasury Bills.

DISTINGUISHED BUDGET PRESENTATION PROGRAM: A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

DUE DILIGENCE: Such a measure of prudence, activity, assiduity, as is properly to be expected from, and ordinarily exercised by, a reasonable and prudent person under the particular circumstances; not measured by any absolute standard, but depending on the relative facts of the special case.

ENCUMBRANCES: Obligations incurred in the form of orders, contracts and similar items that will become payable when goods are delivered or services rendered.

ENTERPRISE FUND: An enterprise fund is a self-supporting government fund that sells goods and services to the public for a fee. For example, a government-owned power generating facility provides electricity to local homeowners in exchange for a fee.

ESCROW: Money or property held in the custody of a third part that is returned only after the fulfillment of specific conditions

EXPENDITURE: The disbursement of appropriated funds to purchase goods and/or service.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&Ls, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, currently up to \$100,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): Government sponsored wholesale banks (currently 12 regional banks) which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

FINES AND FORFEITURES: Consists of a variety of fees, fines and forfeitures collected by the State Court System.

FISCAL YEAR: A fiscal year is a one-year period that companies and governments use for financial reporting and budgeting. A fiscal year is most commonly used for accounting purposes to prepare financial statements. Unlike a calendar year, The City of Saratoga Spring's Fiscal Year starts on July 1st of every year.

FIXED ASSETS: Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

FIXED COSTS: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

FLEET: The vehicles owned and operated by the City.

FRANCHISE TAX: Franchise tax refers to a tax paid by certain enterprises that want to do business in the City. Also called a privilege tax, it gives the business the right to be chartered and/or to operate within that City.

FTE: Full time Employee. An employee who works 2080 hours a year, or multiple employees who together work 2080 hours a year. Used to indicate the size of the City's workforce.

FUND: An accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

FUND BALANCE: Fund balance is the difference between assets and liabilities in a governmental fund.

GAAP: Generally accepted accounting principles (GAAP) refer to a common set of accounting rules, standards, and procedures issued by the Financial Accounting Standards Board(FASB).

GARBAGE COLLECTION UTILITY FUND: The Garbage Collection Utility Fund accounts for the collection and disposal of garbage for City residents.

GENERAL FUND: The General Fund is the primary operating fund. It is used to account for all financial resources of the City not accounted for by a separate, specialized fund.

GENERAL LEDGER: The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.

GENERAL OBLIGATION BOND: Bonds for the payment of which the full faith and credit of the issuing government are pledged.

GENERAL SERVICES: Referring to activities, revenues and expenditures that are not assigned to a department

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): This organization provides leadership to the government finance profession through education, research and the promotion and recognition of best practices.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FmHA mortgages. The term “pass-through” is often used to describe Ginnie Maes.

GOVERNMENT FUND: Government funds are the main source of revenue for any particular government. Similar to any business that operates, governments also establish set accounts in order to achieve certain aims and targets. Therefore, a government fund is defined as a group of funds that the government has received over the course of a fiscal year.

GRANTS: A government grant is a financial award given by a federal, state, or local government authority for a beneficial project. It is effectively a transfer payment.

IMPACT FEE: An impact fee is a one-time charge imposed by the City to mitigate the impact on local infrastructure caused by new development.

INFLATION: A rise in price levels caused by an increase in available funds beyond the proportion of available goods

INTERLOCAL AGREEMENT: A contractual agreement between two or more governmental entities.

LIABILITY: Recorded on the right side of the balance sheet, liabilities include loans, accounts payable, mortgages, deferred revenues, bonds, warranties, and accrued expenses. In general, a liability is an obligation between one party and another not yet completed or paid for.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL GOVERNMENT INVESTMENT POOL (LGIP): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price upon which a security is trading and could presumably be purchased or sold.

MASTER PLANNED COMMUNITY: A master-planned community is a large-scale residential neighborhood with a large number of recreational and commercial amenities, such as golf courses, tennis courts, lakes, parks, playgrounds, swimming pools, and even stores and restaurants. Some master-planned communities may have schools, office parks, large shopping centers and other businesses.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party’s rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short-term debt instruments (bills, commercial paper, bankers’ acceptances, etc.) are issued and traded.

MODIFIED ACCRUAL: Modified accrual accounting is set by the GASB with the purpose to measure the current-year revenues, expenditures, and financial resources in government funds. The accounting purpose and requirements of government agencies are different from those of non-governmental entities.

NEW GROWTH: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations.

NON-RECURRING REVENUE SOURCE: A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year.

OFFER: The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve’s most important and most flexible monetary policy tool.

OPERATING BUDGET: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

ORDINANCE: A formal legislative enactment by the City that carries the full force and effect of the law within corporate boundaries of the City unless in conflict with any higher form of law, such as state or federal.

OUTPUTS: Process performance measures of efficiency and productivity.

PER CAPITA: A measurement of the proportion of some statistic to an individual resident determined by divided the statistic by the current population.

PLANNING COMMISSION: A Planning Commission is a body of citizens that serve within local government, acting as an advisory group to the municipal governing body on issues and policies related to planning, land use regulation, and community development.

PORTFOLIO: Collection of securities held by an investor.

PRESENT VALUE: The discounted value of a future amount of cash, assuming a given rate of interest, to take into account the time value of money. To put it another way, a dollar is worth a dollar today, but is worth less than today's dollar tomorrow.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC)-registered securities broker-dealers, banks, and a few unregulated firms.

PRINCIPLE: The face amount of a bond, exclusive of accrued interest

PROPERTY TAX: A property tax or millage rate is an ad valorem tax on the value of a property.

PROPRIETARY FUND: Enterprise and internal service funds that are similar to corporate funds, in that they are related to assets, liabilities, equities, revenues, expenses and transfers determined by business or quasi-business activities.

PRUDENT PERSON RULE: An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the custody state—the so-called legal list. In other states, the trustee may invest in a security if it is one that would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

QUARTERLY REPORT: A document that collects quarterly financial information in the major City funds

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond the current income return.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security “buyer” in effect lends the “seller” money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money, that is, increasing bank reserves.

RESERVES: A portion of the fund balance or retained earnings are legally segregated for specific purposes.

RESOLUTION: A legislative act by the City with less legal formality than an ordinance.

REVENUE BOND: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation

REVENUES: The City's annual income from which public expenses are met. The City primarily raises revenue from Sales taxes, Property taxes, Grants, Fees, and Charges for Services.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SALES AND USE TAX: Sales tax applies to retail sales and leases of tangible personal property, products transferred electronically, and certain services purchased for storage, use or consumption in the City. Use tax applies to purchases of tangible personal property, products transferred electronically, and certain services when sales tax is due but is not collected by the seller.

SALES TAX REVENUE BONDS: Sales tax revenue bonds are special limited obligations of the City backed by the portion of sales and use taxes levied by the City under the Local Sales and Use Tax Act. The bonds are obligations of the governmental funds.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following the initial distribution.

SECONDARY WATER: Secondary water is used for outdoor watering of lawns and gardens. It is untreated and contains contaminants that, if consumed, may make humans sick.

SECURITIES & EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SEC RULE 15C3-1: See Uniform Net Capital Rule.

SEWER UTILITY FUND: The Sewer Utility Fund accounts for the sewage collection systems of the City for its residents

SPECIAL ASSESSMENT BOND: Special assessment bonds are general obligation bonds, commonly issued to fund development projects, where the interest owed is paid by taxes levied solely on the beneficiaries of that project.

SPECIAL REVENUE FUND: The Special Revenue Fund is used to account for the proceeds of specific revenue sources that are restricted or committed for specified purposes. The City has one special revenue fund that operates the street light program funded by property owner assessments.

STIPEND POSITION: A stipend is a regular fixed sum of money paid for services or to defray expenses, such as for scholarship, internship, or apprenticeship. It is often distinct from an income or a salary because it does not necessarily represent payment for work performed; instead it represents a payment that enables somebody to be exempt partly or wholly from waged or salaried employment in order to undertake a role that is normally unpaid or voluntary, or which cannot be measured in terms of a task.

STORM DRAIN UTILITY FUND: The Storm Drain Utility Fund accounts for the various storm drain collection and retention systems in the City for its residents.

STREET LIGHTING FUND: The Street Lighting Fund accounts for the street lighting system of the City for its residents.

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (FHLB, FNMA, SLMA, etc.) and Corporations which have embedded options (e.g., call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the embedded options and shifts in the shape of the yield curve.

SURCHARGE: An additional sum added to a particular, already existing charge such as a tax, a fee, a fine or penalty

TAXABLE VALUE: The assessed value less homestead and other exemptions, if applicable.

TENTATIVE BUDGET: The budget prepared and submitted by City staff to the Mayor and Council for further deliberation and preparation of a final budget.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BONDS: Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

TREASURY NOTES: Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from 2 to 10 years.

TRUTH IN TAXATION: In order to understand property tax in Utah it is necessary to understand a section of Utah Law known as “Truth in Taxation.” The County is responsible for administering property taxes and each June it submits to the cities a certified tax rate that would generate the same amount of revenues as the previous year plus any new growth. The certified tax rate does not provide for additional tax revenue due to increased valuation of existing property. If the City chooses to adopt a tax rate higher than the certified rate, state law has very specific requirements for newspaper advertisement and public hearing from which the name “Truth in Taxation” is derived.

UNAPPROPRIATED: Not obligated for specific purposes

UNASSIGNED FUND BALANCE: Used as a measure of the amount of resources a jurisdiction has available for spending, including its ability to meet special needs and withstand financial emergencies. In these policies, unassigned fund balance means it is neither earmarked nor reserved for other uses. It is available for discretionary spending.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

USEFUL LIFE: The period of time that a fixed asset is able to be used. This can refer to a budgeted period of time for an equipment class or the actual amount of time for a particular item.

USER FEES: Charges for expenses incurred when services are provided to an individual or groups and not the community at large. The key to effective utilization of user fees is being able to identify specific beneficiaries of services and then determine the full cost of service they are consuming.

VARIABLE RATE BOND OR NOTE: A bond or note on which the interest rate is reset periodically. The interest rate is.

WATER UTILITY FUND: The Water Utility Fund accounts for the water distribution system of the City for its residents.

YIELD: The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD** is obtained by dividing the current dollar income by the current market price for the security. (b) **NET YIELD** or **YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.



An aerial photograph showing a calm lake in the upper left corner, with ripples on its surface. The surrounding landscape consists of rolling hills covered in dense vegetation. The trees are in various stages of autumn, with some showing vibrant orange and yellow foliage, while others are in shades of brown and grey. The overall scene is a mix of natural beauty and seasonal change.

Appendix A - Summary of Budget Requests

FY 2024 Budget Requests

Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
General Fund								
Administration								
BA #2	PT AP Clerk to FT	\$27,105						
Y	Payplan Adj.			\$117,784	\$117,784		\$117,784	\$117,784
Y	New Financial Analyst			\$36,909	\$36,909		\$36,909	\$36,909
Y	New Employee Appreciation Events Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	Convert 3 PT Custodians to FT			\$172,851	\$172,851		\$172,851	\$172,851
Building Inspection								
BA #1	Reclassify 2 Plans Examiners to Assistant Building Officials	\$9,310						
Y	Payplan Adj.			\$24,612	\$24,612		\$24,612	\$24,612
Treasurer								
Y	Payplan Adj.			-\$5,688	-\$5,688		-\$5,688	-\$5,688
City Recorder								
Y	Payplan Adj.			\$29,710	\$29,710		\$29,710	\$29,710
Public Relations and Community Outreach								
Y	PayplanAdj.			-\$7,760	-\$7,760		-\$7,760	-\$7,760
Y	Increase City Celebrations Budget			\$10,000	\$10,000		\$10,000	\$10,000
Y	Increase Training Budget			\$2,500	\$2,500		\$2,500	\$2,500
Y	City Float			\$10,000	\$10,000	\$20,000		
Y	Purchase Social Media Management and Canva		\$1,548	\$2,008	\$2,008		\$2,008	\$2,008

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Community Development Department								
Y	Payplan Adj.			\$22,428	\$22,428		\$22,428	\$22,428
Y	Increase in Misc. Expenses			\$1,500	\$1,500		\$1,500	\$1,500
Elections								
	None							
Engineering								
Y	Payplan Adj.			\$14,055	\$14,055		\$14,055	\$14,055
Y	Increase Vehicle Maintenance Budget			\$3,250	\$3,250		\$3,250	\$3,250
Y	New Engineer II		\$54,903	\$140,113			\$140,113	\$140,113
Y	Increase Training Budget			\$2,150	\$2,150		\$2,150	\$2,150
Y	Increase Misc. Budget			\$1,750	\$1,750		\$1,750	\$1,750
Y	New Department Truck			\$35,000		\$35,000		
Fire								
BA #2	Fire Engine Motor Replacement	\$54,625						
BA #4	Safety Health & Wellness	\$21,010						
BA #4	Fire Equipment & Supplies	\$2,680						
Y	Reduce Vehicle Lease Budget			-\$63,744	-\$63,744		-\$63,744	-\$63,744
Y	Payplan Adj.			\$190,885	\$190,885		\$190,885	\$190,885
N	Fire Marshal			\$180,534				
Y	Battalion Chief			\$192,971	\$138,971	\$54,000	\$138,971	\$138,971
Y	Increase Over-time Budget			\$205,725	\$205,725		\$205,725	\$205,725
Y	Increase EMS Equipment/Supplies Budget			\$35,204	\$35,204		\$35,204	\$35,204

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Increase Am-bulance Costs Budget			\$7,299	\$7,299		\$7,299	\$7,299
N	Increase Training Budget			\$17,000	\$17,000			
P	Increase Fire Sta-tions & Buildings Budget			\$28,769	\$28,769		\$7,000	\$7,000
N	Increase Vehicle Operations/Re-pair Budget			\$23,125	\$23,125			
Y	Increase Gaso-line/oil Budget			\$26,510	\$26,510		\$26,510	\$26,510
Y	Increase Contract Services Budget			\$18,075	\$18,075		\$18,075	\$18,075
N	Training Prop Purchase			\$60,000				
Y	Increase to 911 Dispatch Fees			\$33,300	\$36,630		\$33,300	\$36,630
General Government Building and Grounds								
	None							
Human Resources								
BA #1	HR Special-ist-Benefits/Com-pensation	\$105,748						
IT Services								
BA #1	IT Specialist reclassified as IT Administrator	\$31,595						
Y	Payplan Adj.			\$73,696	\$73,696		\$73,696	\$73,696
Y	ESRI SGEA Li-censing			\$15,500	\$15,500		\$15,500	\$15,500
Y	Cityworks Budget Increase			\$2,500	\$2,500		\$2,500	\$2,500
Y	Reduce Profes-sional Consulting Services Budget			-\$7,500	-\$7,500		-\$7,500	-\$7,500

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Reduce Capital Outlay Budget			-\$8,000	-\$8,000		-\$8,000	-\$8,000
Y	New Department Truck			\$35,000		\$35,000		
Justice Court								
Y	Payplan Adj.			\$10,863	\$10,863		\$10,863	\$10,863
Legal								
Y	Payplan Adj.			\$40,180	\$40,180		\$40,180	\$40,180
Legislative								
Y	Payplan Adj.			\$7,290	\$7,290		\$7,290	\$7,290
Library Services								
BA #1	PT Library Assis- tant to FT	\$33,624						
BA #4	Library Programs	\$750						
BA #4	Library Grant Expenditures	\$8,278						
Y	Payplan Adj.			\$5,235	\$5,235		\$5,235	\$5,235
Y	Registration Soft- ware Budget			\$10,000	\$10,000		\$10,000	\$10,000
P	Digital Collection Purchases			\$72,711	\$72,711		\$34,994	\$34,993
Y	Increase in Office Supplies Budget			\$11,380	\$11,380		\$11,380	\$11,380
Y	New Librarian			\$98,112	\$98,112		\$98,112	\$98,112
Y	Increase in Com- puters and Main- tenance Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	Increase in Reg- istration Software Budget			\$5,000	\$5,000		\$5,000	\$5,000
Non-Departmental								
BA #4	Liability Fund	\$10,000						
Y	Liability Fund			\$25,000	\$25,000		\$25,000	\$25,000
Y	Payroll Contigen- cy Fund			\$250,000	\$250,000		\$250,000	\$250,000

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Parks & Open Spaces								
Y	Payplan Adj.			\$5,023	\$5,023		\$5,023	\$5,023
Y	Reclass 2 Maintenance 1s to 2s			\$9,692	\$9,692		\$9,692	\$9,692
Y	New Maintenance I			\$43,791	\$43,791		\$43,791	\$43,791
Y	Increase Over-time Budget			\$4,318	\$4,318		\$4,318	\$4,318
Y	Xeriscape Grand-view Blvd			\$205,000		\$205,000		
N	Contract Services			\$60,840				
Y	Power Turf Renovation			\$19,000		\$19,000		
N	Weed Control at New Parks			\$53,080				
Y	Increase Restroom Maintenance Budget			\$64,802	\$64,802		\$64,802	\$64,802
Y	Increase Sprinkler Maintenance Budget			\$10,000	\$10,000		\$10,000	\$10,000
Planning & Zoning								
Y	Payplan Adj.			-\$21,428	-\$21,428		-\$21,428	-\$21,428
N	Code Compliance Supervisor			\$152,672	\$116,005			
Y	Planner II		\$41,008	\$114,030	\$114,030		\$114,030	\$114,030
Y	Reduce Prof & Tech Services Budget		-\$85,000	-\$85,000	-\$85,000		-\$85,000	-\$85,000
Police-Bluffdale								
BA #2	Bluffdale Contract Update	\$216,220						
BA #3	Increase Over-time Pay	\$11,909						
BA #3	Increase Education and Training Budget	\$1,898						

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Payplan Adj.			\$90,728	\$90,728		\$90,728	\$90,728
Police								
BA #3	Increase Over-time Pay	\$26,444						
BA #3	Increase Crime Control and Investigations Budget	\$3,050						
BA #4	Special Detail Services	\$24,664						
Y	Payplan Adj.			\$146,600	\$146,600		\$146,600	\$146,600
N	Sworn Pay Ad-justment			\$135,000	\$135,000			
N	PT Investigations Tech to FT		\$21,898	\$43,796	\$43,796			
Y	PT Records Clerk to FT			\$42,146	\$42,146		\$42,146	\$42,146
P	2 New Police Officers (1 starts July 2023, 1 starts January 2024)			\$352,310	\$282,644			
N	New PT Police Maintenance Tech			\$19,720	\$19,720			
N	PT Logistics Tech to FT			\$48,370	\$48,370			
Y	Increase to 911 Dispatch Fees			\$56,700	\$62,370		\$56,700	\$62,370
Public Improvements								
Y	Payplan Adj.			\$35,101	\$35,101		\$35,101	\$35,101
Y	Gasoline Adjust-ment			\$5,806	\$5,806		\$5,806	\$5,806
Y	Increase Mainte-nance Budget			\$3,000	\$3,000		\$3,000	\$3,000
Y	Increase Over-time Budget			\$11,287	\$11,287		\$11,287	\$11,287
Y	Increase Training Budget			\$6,000	\$6,000		\$6,000	\$6,000

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Increase Office Supplies Budget			\$600	\$600		\$600	\$600
Y	Reclass Inspector 1 to a 2			\$14,900	\$14,900		\$14,900	\$14,900
N	Public Improve-ment Technician			\$136,823	\$102,823			
Public Works								
Y	Payplan Adjust-ment			\$38,216	\$38,216		\$38,216	\$38,216
Y	New Gasoline Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	New Vehicle Maintenance Budget			\$5,000	\$5,000		\$5,000	\$5,000
N	New Fleet Tech			\$134,500	\$94,500			
N	New Maintenance Facility			\$140,500				
N	New Administra-tive Assistant			\$38,063	\$38,063			
Recreation								
BA #1	PT Recreation Coordinator	\$24,549						
BA #2	Equipment Pur-chases	\$3,084						
Y	Payplan Adjust-ment			\$4,952	\$4,952		\$4,952	\$4,952
Y	Increase Sports Official Hours			\$9,958	\$9,958		\$9,958	\$9,958
Y	Increase Adult Sports Officials Hours			\$2,374	\$2,374		\$2,374	\$2,374
Y	Increase Basket-ball Budget			\$20,241	\$20,241		\$20,241	\$20,241
Y	Increase Camps Budget			\$35,000	\$35,000		\$35,000	\$35,000
Y	Increase Urban Fishing Budget			\$800	\$800		\$800	\$800
Y	Increase Track and Field Buget			\$1,564	\$1,564		\$1,564	\$1,564

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
N	Purchase Storage Sheds			\$5,000				
Y	Purchases of timers for Patriot Park Scoreboards			\$20,000		\$20,000		
Streets								
Y	Payplan Adjust-ment			\$11,204	\$11,204		\$11,204	\$11,204
Y	Increase Gasoline Budget			\$15,000	\$15,000		\$15,000	\$15,000
Y	Increase Over-time Budget			\$9,850	\$9,850		\$9,850	\$9,850
Y	Increase Vehicle Maintenance Budget			\$20,000	\$20,000		\$20,000	\$20,000
Y	Increase Traffic Signal Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	Increase Educa-tion and Training Budget			\$7,500	\$7,500		\$7,500	\$7,500
Y	Increase Road-ways General Maintenance Budget			\$20,000	\$20,000		\$20,000	\$20,000
P	Increase Street Sign Maintenance Budget			\$50,000	\$50,000		\$30,000	\$30,000
Y	Increase Snow Removal Budget			\$29,573	\$29,573		\$29,573	\$29,573
Utility Billing								
Y	Payplan Adjust-ment			\$17,04	\$17,04		\$17,04	\$17,04
Y	Increase Training Budget			\$2,000	\$2,000		\$2,000	\$2,000
Y	Creae Office Sup-plies Budget			\$1,000	\$1,000		\$1,000	\$1,000
General Fund Total		\$589,748	\$34,357	\$4,659,888	\$3,865,205	\$388,000	\$2,655,068	\$2,605,218

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Storm Drain Capital Projects Fund								
BA #3	Developer Reim-bursement	\$105,000						
BA #3	Knolls Fire Miti-gation	-\$306						
BA #3	Losee Canyon debris Basin	-\$63,709						
BA #3	NRCS Watershed EA Grant	-\$48,189						
BA #4	Developer Reim-bursement	\$110,000						
BA #4	Pony Express Extension	-\$315,850						
Y	Tickville Wash Reimbursement			\$100,000	\$100,000		\$100,000	\$100,000
Y	Pony Express crossing at Middle School			\$40,800			\$40,800	
Storm Drain Impact Fund Total		-\$213,054		\$140,800	\$100,000		\$140,800	\$100,000
Parks Capital Projects Fund								
BA #3	South Lakeshore Trail-Amanda	\$13,898						
BA #3	South Marina Beach and Park	\$750,000						
BA #3	Ingoing Wetland Mitigation	-\$40,000						
BA #3	North Marina Dredge Phase 1	-\$5,328,379						
BA #3	North Redwood Trail	\$21,258						
BA #4	Sport Complex	\$10,000						
BA #4	Rec Center Feasability Study	-\$7,289						
BA #4	North Redwood Trail	\$12,600						

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	South Lakeshore Trail Ongoing Wetland Mitiga-tion			\$40,000	\$40,000		\$40,000	\$40,000
Parks Capital Projects Fund Total		-\$4,567,912		\$40,000	\$40,000		\$40,000	\$40,000
Roads Capital Projects Fund								
BA #3	South Elementary Underpass	-\$2,780,000						
BA #4	Transporation Planning	-\$48,123						
Roads Capital Projects Fund Total		-\$2,828,123						
Public Safety Impact Fund								
BA #4	Public Safety Master Plans	\$40,000						
BA #4	Police station Land Ac/Des/Con	-\$13,822						
Public Safety Impact Fund Total		\$26,178						
Capital Projects Fund								
BA #1	Capital Mainte-nance and Repair	\$250,000						
BA #2	Parks Capital Project Fund	\$50,000						
BA #3	Cemetary Design	-\$141,749						
BA #4	Public Works Site	-\$50,000						
BA #4	Public Works Building Expan-sion	\$50,000						
BA #4	Library Needs Analysis	-\$10,000						
BA \$5	New City Hall/ Library	\$2,912,685						
Y	Increase Equip-ment Replace-ment Fund			\$600,000	\$600,000		\$600,000	\$600,000

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Increase Fleet Re- placement Fund			\$150,000	\$150,000		\$150,000	\$150,000
Y	Preliminary De- sign for City Hall			\$1,000, 000			\$1,000, 000	
Capital Projects Fund Total		\$148,251		\$1,7500, 000	\$750,000		\$1,750, 000	\$750,000
CDRA Fund								
Y	Increase Devel- oper Reimburse- ment Budget			\$120,000	\$120,000		\$120,000	\$120,000
CDRA Fund Total				\$120,000	\$120,000		\$120,000	\$120,000
Street Lighting Fund								
BA #1	Depreciation	\$90,000						
Y	Payplan Adjust- ment			\$430	\$430		\$430	\$430
Y	New Fuel Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	New Vehicle Maintenance Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	New Uniform Budget			\$600	\$600		\$600	\$600
Y	New Training Budget			\$1,500	\$1,500		\$1,500	\$1,500
Y	Increase Over- time Budget			\$3,000	\$3,000		\$3,000	\$3,000
Y	Increase Street Light Painting Budget			\$10,000	\$10,000		\$10,000	\$10,000
Y	Replace Beehive Lights with LED			\$129,425	\$129,425		\$129,425	\$129,425
Street Lighting Fund Total		\$90,000		\$154,955	\$154,955		\$154,955	\$154,955
Water Fund								
Culinary Water								
BA #1	Depreciation	\$2,800,000						
BA #3	Water Capital Projects	\$123,625						
Y	Payplan Adjust- ment			\$12,392	\$12,392		\$12,392	\$12,392

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Increase Uni-forms Budget			\$7,400	\$7,400		\$7,400	\$7,400
Y	Increase Gas Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	Increase SCADA Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	Increase Bluestak-ing Budget			\$5,000	\$5,000		\$5,000	\$5,000
Y	Increase Training Budget			\$6,700	\$6,700		\$6,700	\$6,700
Y	Increase Contract Services Budget			\$16,400	\$16,400		\$16,400	\$16,400
Y	Increase Water Source Budget			\$42,000	\$42,000		\$42,000	\$42,000
Y	Increase New Meters Budget			\$60,000	\$60,000		\$60,000	\$60,000
Y	Increase Replace-ment Meters Budget			\$17,000	\$17,000		\$17,000	\$17,000
Y	New Mini Exca-vator (40% Culi-nary Water)			\$63,812		\$63,812		
Secondary Water								
BA #3	Secondary Water Source	\$51,000						
BA #3	Capital Outlay	\$8,625						
Y	Payplan Adjust-ment			-\$29,667	-\$29,667		-\$29,667	-\$29,667
Y	Increase Gas Budget			\$23,200	\$23,200		\$23,200	\$23,200
Y	Increase Power Budget			\$190,000	\$190,000		\$190,000	\$190,000
Y	Increase Contract Services Budget			\$27,500	\$27,500		\$27,500	\$27,500
Y	Increase New Wa-ter Meters Budget			\$45,000	\$45,000		\$45,000	\$45,000
Y	Increase Re-placement Water Meters Budget			\$7,000	\$7,000		\$7,000	\$7,000

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	New Mini Exca-vator (40% Sec-ondary Water)			\$63,812				
Water Fund Total		\$2,983,250		\$567,548	\$439,924	\$127,624	\$439,924	\$439,924
Culinary Water Capital Projects Fund								
BA #1	Depreciation	\$150,000						
BA #3	CUWCD Con-nection	-\$83,200						
BA #3	Mt Saratoga Zone 2 Tank #9	\$10,000						
BA #3	Wildflower Zone 4 Pump Station/ Tank	\$10,000						
BA #3	Northgate Water-lines	\$21,168						
BA #4	Mt Saratoga 5mg Zone 1 North Tank 5,300 24-inch	\$815,500						
Y	Drinking Water Well #7 Pipelines North of Pioneer Crossing			\$536,000			\$536,000	
Culinary Water Capital Projects Fund Total		\$923,468		\$536,000			\$536,000	
Secondary Water Capital Projects Fund								
BA #1	Depreciation	\$950,000						
BA #3	Northgate Water-lines	\$27,864						
BA #3	Wildflower Z4 Pump and Pond	\$8,818						
BA #3	McLachlan Well 11 & 12 Purchase	-\$375,000						
BA #3	Zone 1 North Pipeline Swap	\$301,200						
BA #4	Developer Reim-bursement	\$136,000						

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
Y	Jacobs Ranch Well			\$100,000	\$2,490,600		\$100,000	\$2,490,600
Secondary Water Capital Projects Fund Total		\$1,048,882		\$100,000	\$2,490,600		\$100,000	\$2,490,600
Sewer Fund								
BA #1	Depreciation	\$590,000						
BA #3	Capital Outlay	\$17,250						
Y	Payplan Adjust-ment			-\$14,160	-\$14,160		-\$14,160	-\$14,160
Y	Reckass a Mainte-nance 2 to a 3			\$5,273	\$5,273		\$5,273	\$5,273
Y	Reclass a Mainte-nance 3 to 4			\$6,088	\$6,088		\$6,088	\$6,088
Y	Increase Vehicle Maintenance Budget			\$10,000	\$10,000		\$10,000	\$10,000
Y	Increase Gas Budget			\$12,300	\$12,300		\$12,300	\$12,300
Y	Increase SCADA Budget			\$30,000	\$30,000		\$30,000	\$30,000
Y	Increase Manhole Lining Budget			\$355,000	\$355,000		\$355,000	\$355,000
Y	Increase Sewage Treatment Budget			\$800,000	\$800,000		\$800,000	\$800,000
Y	New Mini Exca-vator (20% Sewer)			\$31,906			\$31,906	
Y	Lift #1 and #2 Air Scrubbers			\$120,000			\$120,000	
Sewer Fund Total		\$607,250		\$1,356,407	\$1,184,501		\$1,356,407	\$1,184,501
Wastewater Capital Project Fund								
BA #1	Depreciation	\$285,000						
BA #2	Grandview to Ring Road Ad-justment	\$143,568						
BA #3	S1.4 Parallel Sew-er Sub	\$161,200						

Continued								
Y/N City Manager Recommend	Request	Budget Amendments	FY 2023 Ad-justed Budget	FY 2024 Dept Request	FY 2025 Dept Request	Recom-mended FY 2024 with one time 2023 Revenues	Recom-mended FY 2024 Ongoing	Recom-mended FY 2025 Ongoing
BA #3	Sewer Master Planning	\$25,000						
BA #3	Northshore Lift Station	\$45,000						
BA #3	Wetland Mit. at Loch Lomond	\$10,000						
BA #3	Lift 10-Golf Course	\$10,000						
Y	Connect 400 N to Gravity Sewer Outfall			\$100,000			\$100,000	
Wastewater Capital Project Fund Total		\$679,768		\$100,000			\$100,000	
Storm Drain Operations Fund								
BA #1	Depreciation	\$790,000						
Y	Payplan Adjust-ment			-\$10,862	-\$10,862		-\$10,862	-\$10,862
Y	Increase Gasoline Budget			\$1,916	\$1,916		\$1,916	\$1,916
Y	Increase Power and Pumping Budget			\$3,000	\$3,000		\$3,000	\$3,000
Storm Drain Operations Fund Total		\$790,000		-\$5,946	\$5,946		-\$5,946	-\$5,946
Water Rights Fund								
BA #1	Water Rights Pur-chases	\$1,500,000						
BA #3	Purchase of Land for Well #3	\$20,000						
BA #4	Central Utah Wa-ter Purchase	\$2,023,000						
BA #5	Central Utah Wa-ter Purchase	\$699,350						
Water Rights Funds Total		\$4,242,350						
Grand Total		\$7,432,741	\$34,357	\$9,519,652	\$9,139,239	\$515,624	\$7,333,208	\$7,879,252

Appendix B - Financial Health Indicator



Introduction

As part of an ongoing effort to enhance transparency and to provide timely analytical tools for decision-making, the City has added this Financial Health Indicators Section to the budget document. This section includes a series of health indicators and trend analyses that the City should continue to monitor as the community grows. The charts, graphs, and accompanying analysis can be used in the decision making process to help insure the fiscal sustainability of the City. Some of the indicators are drawn from expert financial wisdom and others are pulled from the ICMA (The International City and County Management Association). These measures are longitudinal in nature. Due to the increased availability of data and technology, the City is incorporating these measures and an additional tool for communicating fiscal health and monitoring trends. Each indicator has a description, a reason the indicator is important, an example of a negative and a critical trend, and the current trend in the City.

Unrestricted Net Assets/Position of Governmental Type Activities

Description

This indicator identifies when an entity has negative unrestricted net assets/position.

Why is it important?

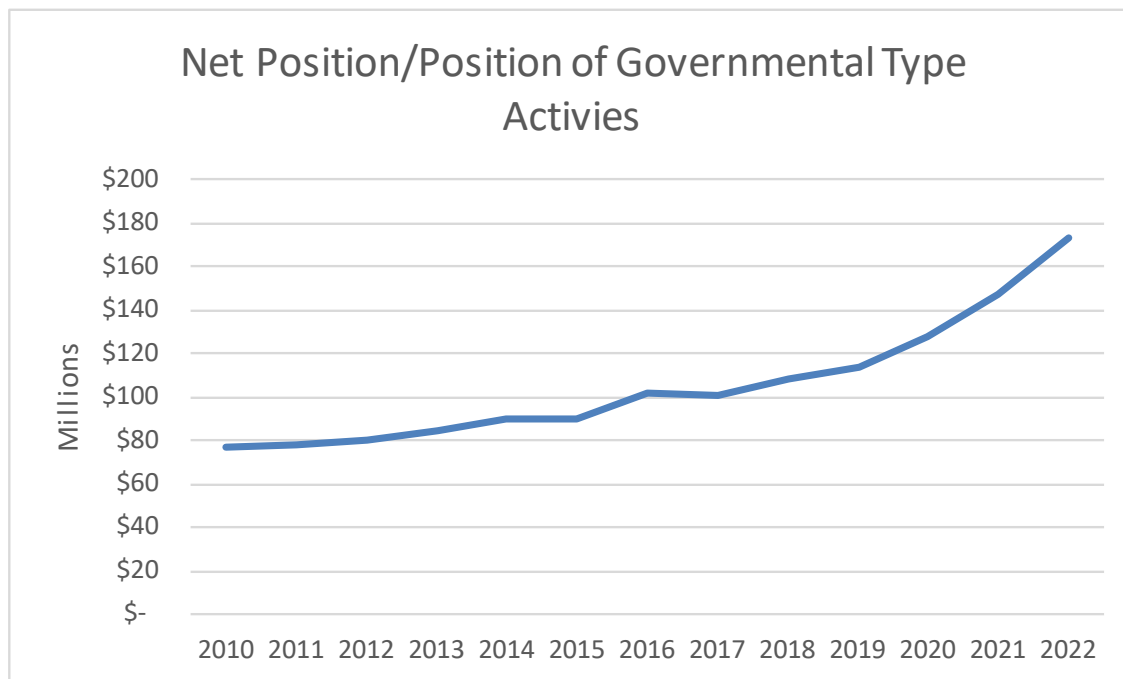
This indicator identifies if net assets/position is available for unrestricted purposes. Although unrestricted net assets/position may not be in liquid form, it is important to have net assets/position available and unrestricted as to use. If an entity's unrestricted net assets/position is declining or is negative, it leaves little or no room for unexpected expenses; and therefore, is a sign of fiscal stress.

Negative and Critical Trend Example

Critical Indicator – Declining trend over a multi-year period

Negative Indicator – Negative amounts

Current City Trend



The graph indicates an increasing net assets/position of the governmental type activities. There are no critical or negative indicators present at this time. The City will continue to monitor the graph for any change in the indicators.

Unassigned Fund Balance of the General Fund

Description

This indicator identifies when an entity has negative unassigned fund balance.

Why is it important?

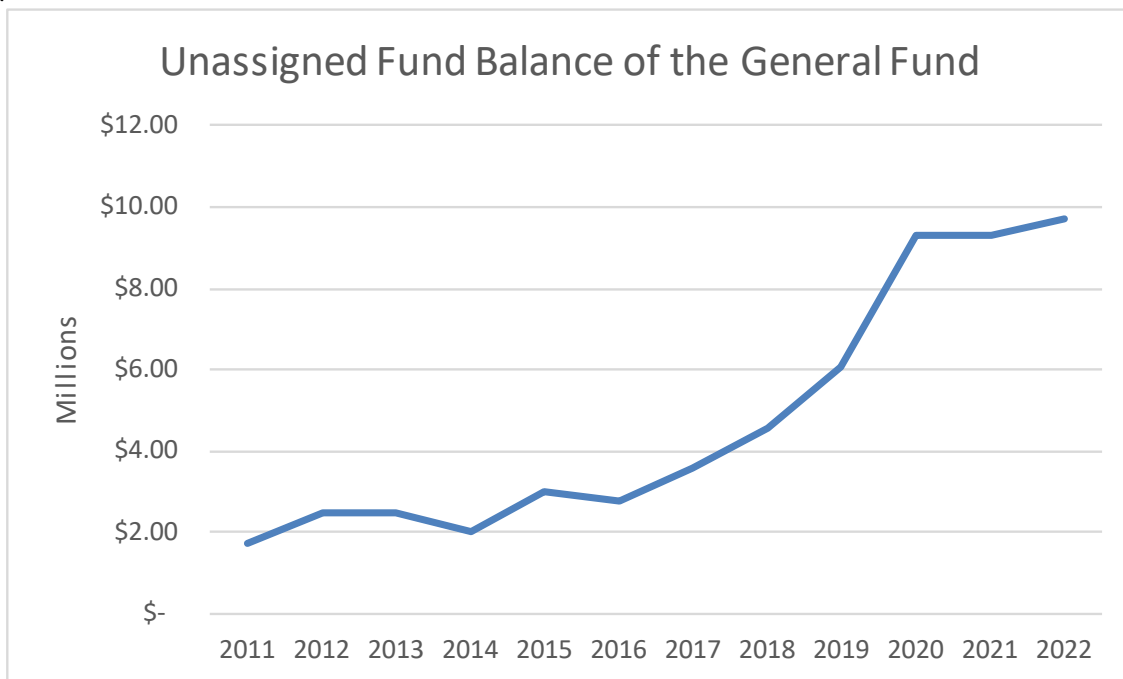
This indicator identifies if fund balance is available for unrestricted purposes. Although unassigned fund balance may not be in liquid form, it is important to have fund balance available without restrictions. If an entity's unassigned fund balance is declining or is negative, it leaves little or no room for unexpected expenses; and therefore, is a sign of fiscal stress.

Negative and Critical Trend Example

Critical Indicator – Negative amounts

Negative Indicator – Declining trend over a multi-year period

Current City Trend



The graph indicates an overall increase in unassigned fund balance in the General Fund (10). There are no critical or negative indicators present at this time. The City will continue to monitor the graph for any change in the indicators.

Decline in General Fund Tax Revenue

Description

This indicator reflects the percentage change from year to year for Property tax revenue for all entity types, and Sales tax revenue for counties and income tax revenue for cities.

Why is it important?

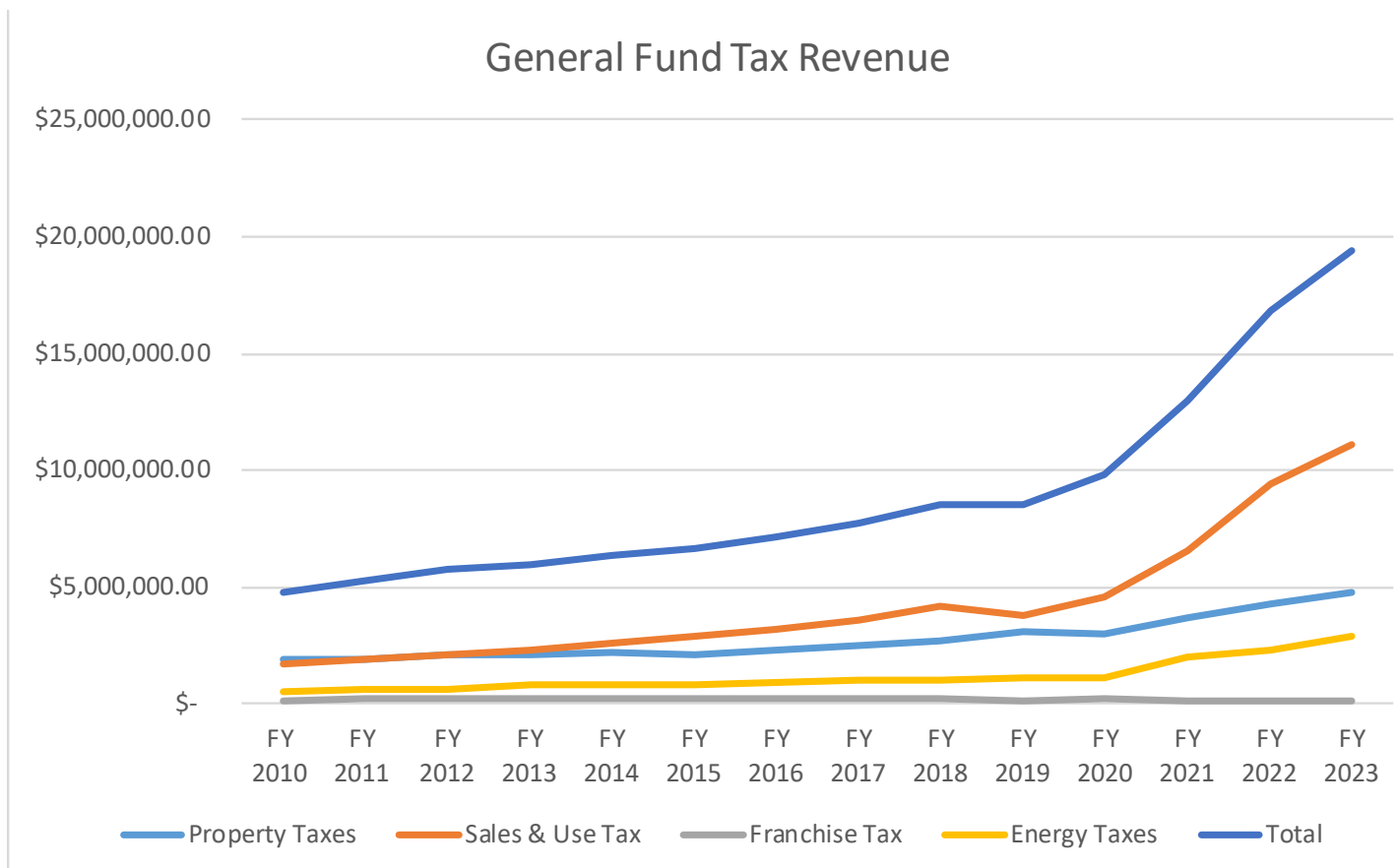
This indicator reflects declines in these revenue types and is an indication that an entity may be facing financial hardship due to declines in significant revenue sources. It will also reflect the need for additional sources of revenue to maintain stability.

Negative and Critical Trend Example

Critical Indicator – Trend of declining tax revenue over a three-year period

Negative Indicator – Decrease in tax revenue

Current City Trend



The graph indicates that an overall increase in the revenues from each tax type. There is one negative indicator in FY 2014 where property tax drops slightly. This is due to an increase (not shown) of delinquent property taxes owed. Because of Utah's certified property tax rate, each municipality can expect similar revenues in property tax each year, not including new growth. As such, this drop was due to an unexpected increase in delinquencies, not an actual reduction in property tax revenues.

Revenue per Capita

Description

This indicator takes total revenues received in the General fund and divides them by the current population to determine revenues per one resident in the City.

Why is it important?

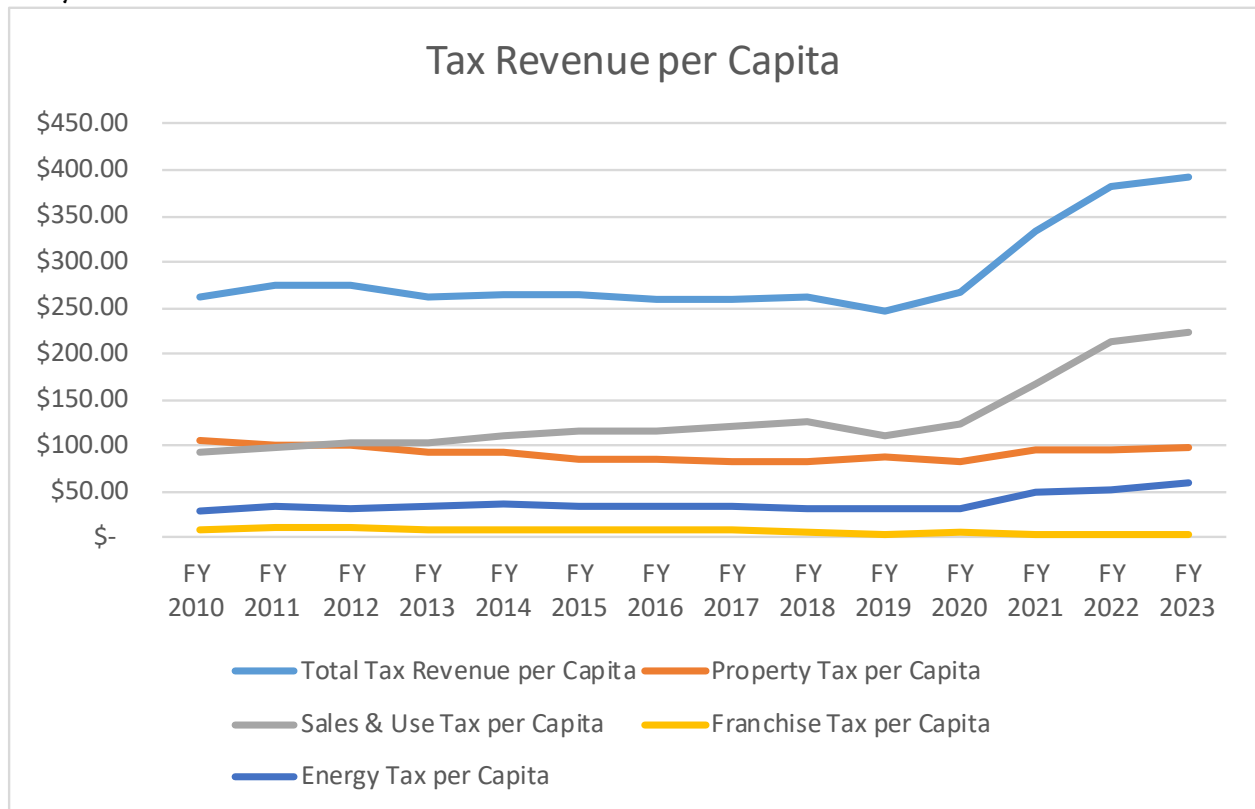
This indicator provides insight into the estimated tax burden placed on the residents of the community. An increase in revenue per capita could indicate an increase in home valuation and/or an increase in prices for goods purchased. This can indicate economic growth and prosperity for the City. A decrease could mean the opposite or that the City is reaching an appropriate equilibrium for providing adequate services at a reasonable price.

Negative and Critical Trend Example

Critical Indicator – Trend of declining revenue per capita over a multi-year period

Negative Indicator – A decrease in revenue per capita (if not reaching equilibrium)

Current City Trend



The graph indicates increases in sales and use tax and energy tax. However, it also indicates no growth in franchise and property tax per capita. The City will continue to monitor tax revenue per capita to ensure the future health of City finances.

Percent of Total Expenditures Not Covered by Taxes

Description

This indicator takes the total tax revenues, subtracts them from total General Fund expenditures, and divides that number by the General fund expenditures. This results in the percentage of General Fund expenditures not covered by tax revenue.

Why is it important?

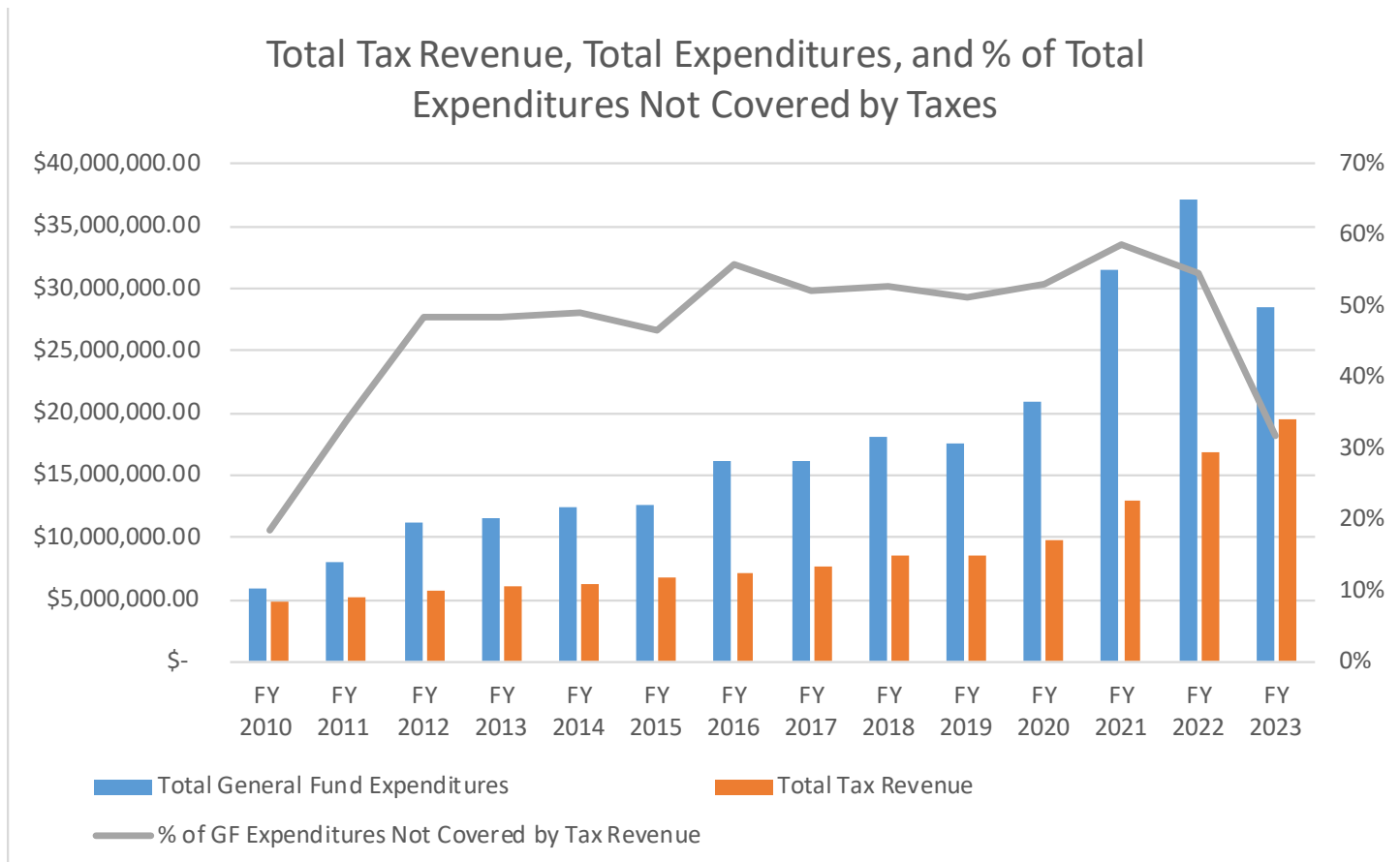
Taxes are ongoing revenues, unlike building permits or impact fees that are considered one-time revenues. As such, a fiscally sound municipality will cover most of its expenses with ongoing revenues and remove dependence on any one-time, unguaranteed revenues. Most one-time revenues are related to new growth. If growth slows or stops completely, the City will lose the majority of its one-time revenues and must rely on ongoing revenues. Consequently, a City may be forced to drastically reduce its expenditures or increase its taxes quickly in order to stave off bankruptcy.

Negative and Critical Trend Example

Critical Indicator – Increasing percentage of expenditures not covered by taxes over a multi-year period

Negative Indicator – Significant increase in percentage of expenditures not covered by taxes

Current City Trend



Note: The City has sufficient overall revenue to cover all expenses

This graph indicates a slight decrease in the percentage of General Fund expenditures not covered by taxes, which is covered by ARPA funds for Police and Fire. The City may need to evaluate current revenues for sustainability and future growth. The City will continue to monitor this graph for any changes.

Property Tax Collection Rates and Delinquent Property Tax

Description

This indicator shows the percentage and real dollar amount of property tax collected for the City that was owed.

Why is it important?

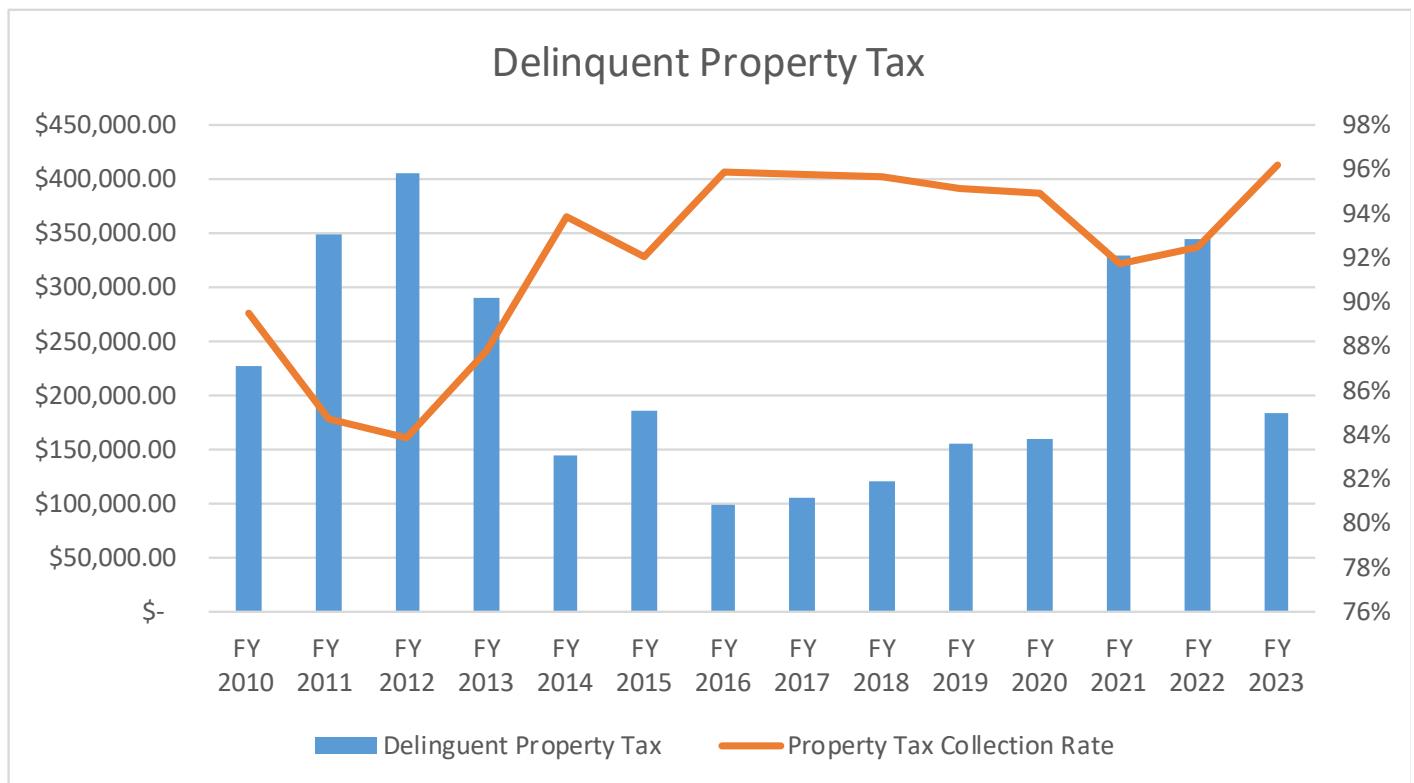
Property tax is one of the only revenue streams for local government. When residents default on paying property taxes, the City's revenue stream decreases and the services provided to the residents have fewer resources to maintain the same level of service.

Negative and Critical Trend Example

Critical Indicator – Trend of decreasing property tax collection rates over a multi-year period

Negative Indicator – A decrease in property tax collection rate

Current City Trend



The graph indicates an overall decrease in the delinquent property tax and as a percent of the total property tax collected. The property tax collection rate is increasing. As such, there are no critical or negative indicators. The City will continue to monitor the data for any changes.

Intergovernmental Revenues as Percent of General Revenues

Description

This indicator is total revenues received from other government entities (local, state, or federal) divided by total revenues received by the City.

Why is it important?

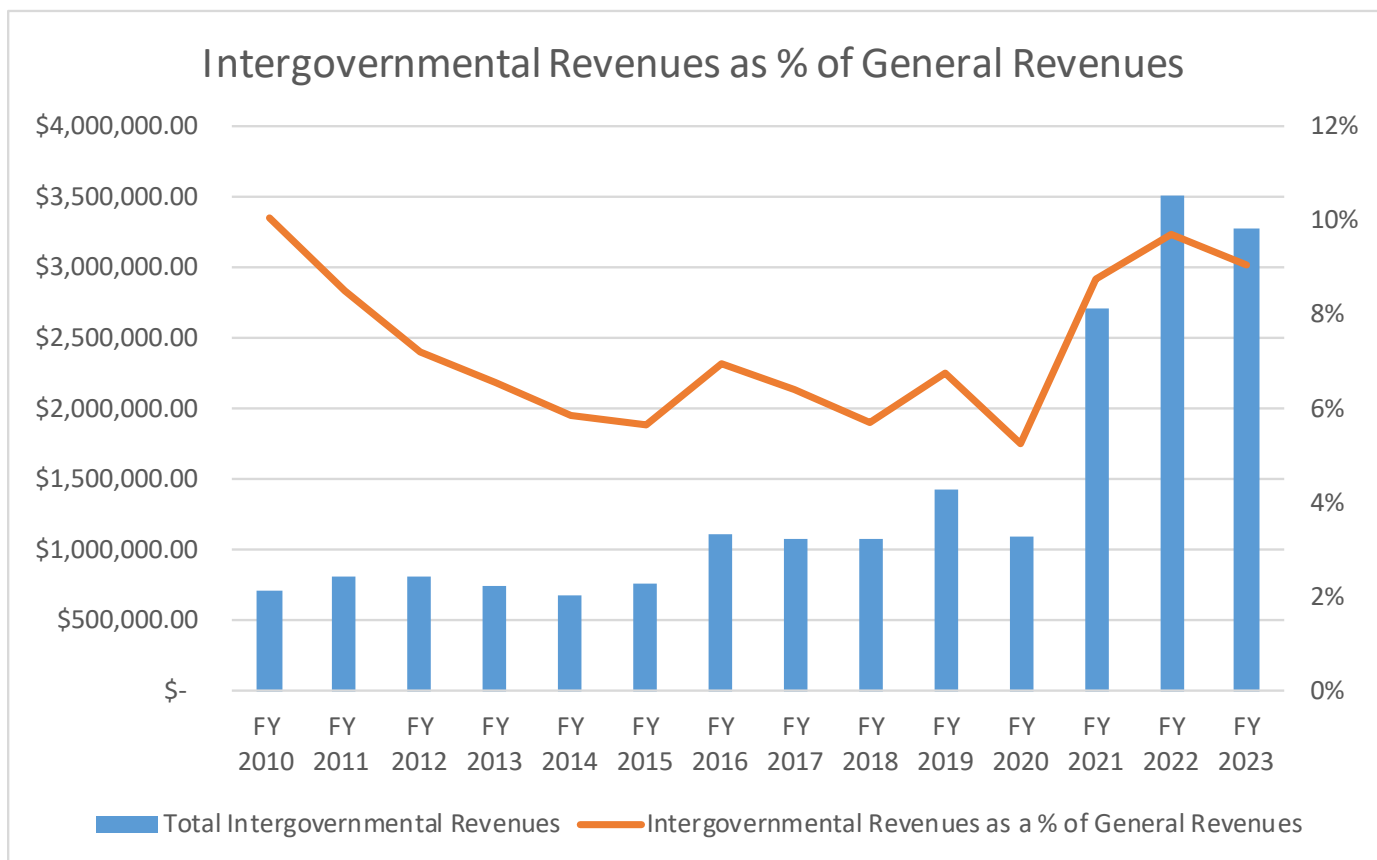
Intergovernmental funds provide added resources for municipalities to provide additional or improved services. However, if intergovernmental revenues are too high, the City would be in an increasingly unstable situation. Intergovernmental revenues cannot be guaranteed in perpetuity and sometimes have strict requirements with which the City may not be able to comply, jeopardizing the availability of those funds. When the City relies on these revenues for general operations, those basic services may be unavailable for the residents if intergovernmental revenues are reduced or even stopped.

Negative and Critical Trend Example

Critical Indicator – Trend of increasing intergovernmental revenues as percent of general revenues

Negative Indicator – An increase in intergovernmental revenues as percent of general revenues

Current City Trend



The spike in intergovernmental revenue is caused by Covid-19 and the associated Federal Government transfers to State and Local Governments throughout the country. This is a positive indicator. The City will continue to monitor the graph for any change in the indicators.

Expenditures per Capita (By Department) and as Percent of Total Expenditures (General Fund)

Description

This indicator is total expenditures per department divided by the total resident population and total expenditures per department divided by the total expenditures in the General Fund (10).

Why is it important?

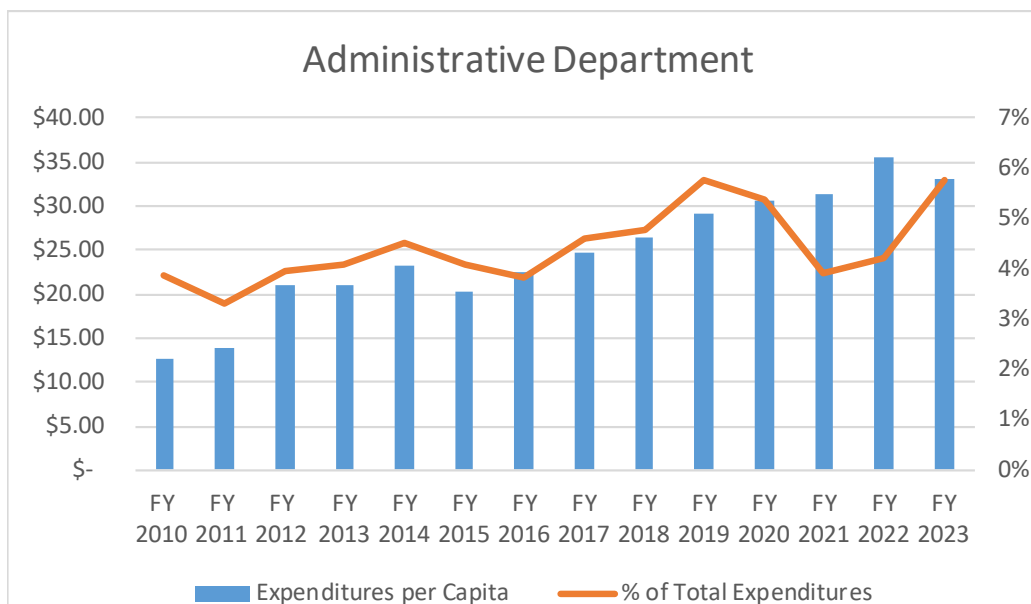
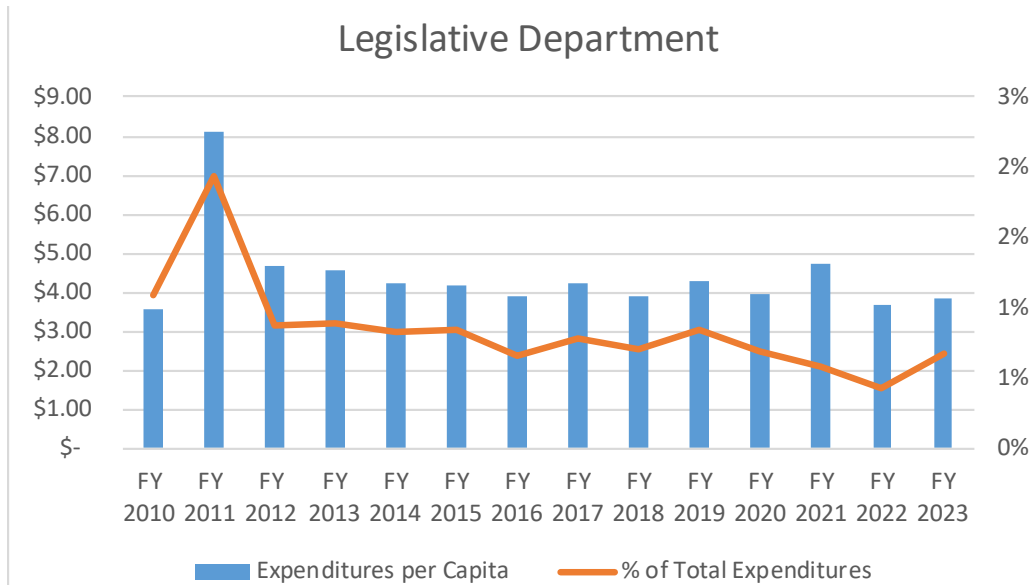
Government services should grow in proportion to the needs of those services. One of the indicators of increased needs is an increase in population. If the services provided are tightly linked to population growth, this shows that expenditures are growing at an appropriate rate. If the services provided are increasing faster than the needs of the population, the City should evaluate the increase in expenditures and if the trend is due to another indicator of increased need (e.g., crime rate, government mandate).

Negative and Critical Trend Example

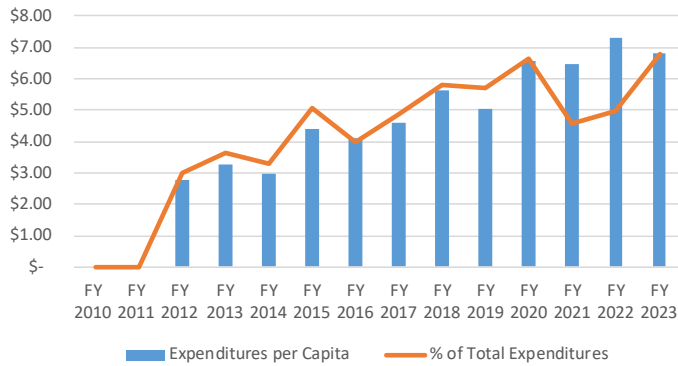
Critical Indicator – A trend of increasing expenditures per capita in one department over a multi-year period

Negative Indicator – An increase in expenditures per capita in one department

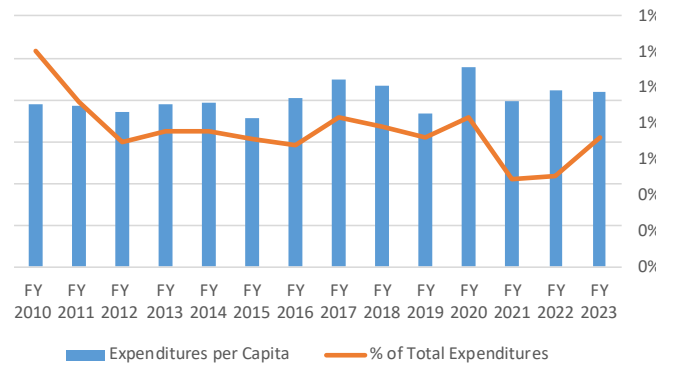
Current City Trend



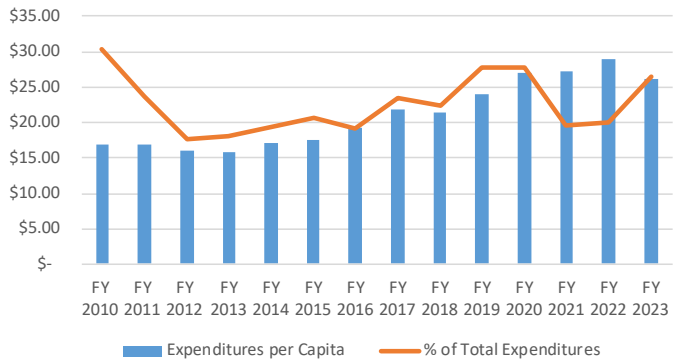
Utility Billing Department



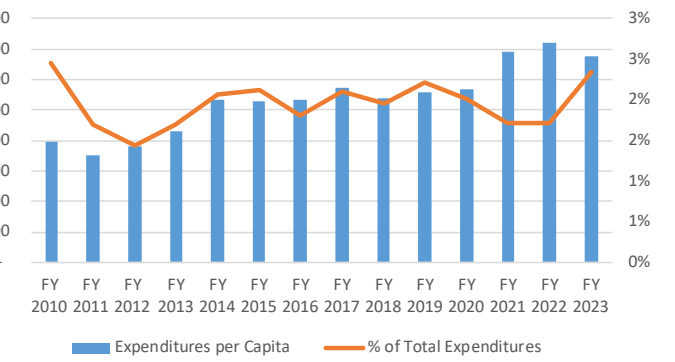
Recorder Department



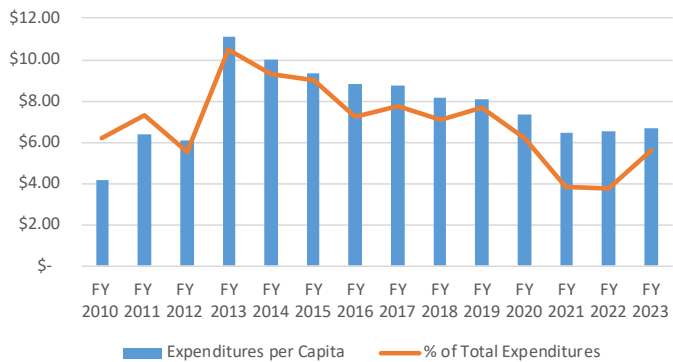
Building Department



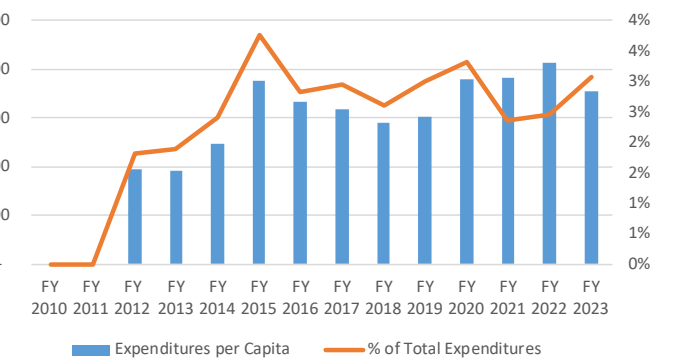
Legal Department



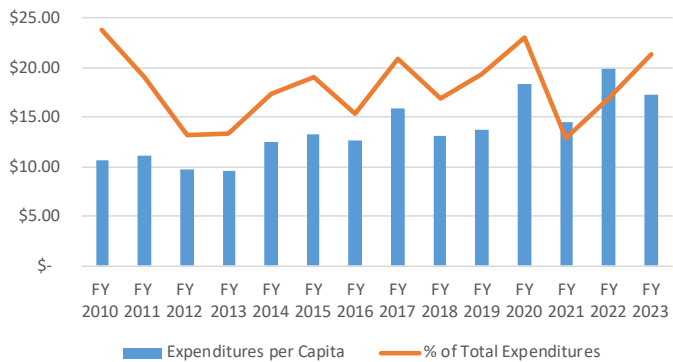
Justice Court Department



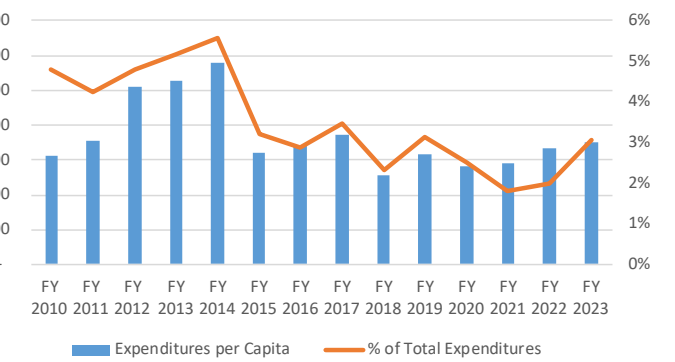
Public Works Division



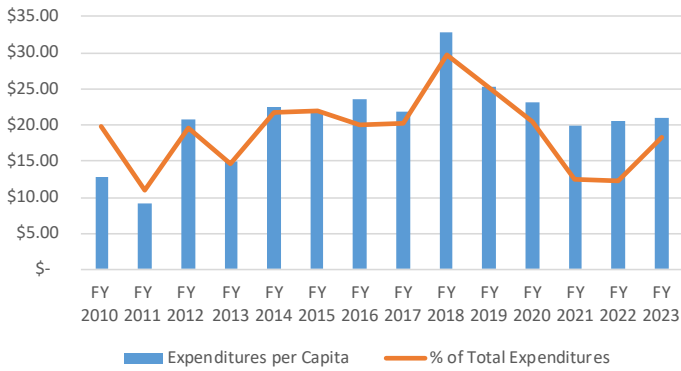
Planning & Zoning Department



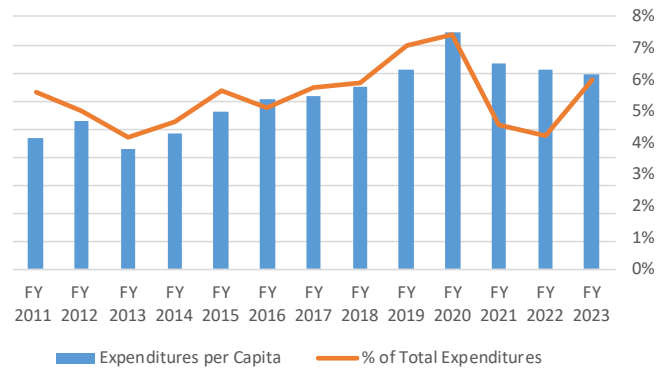
Engineering Department



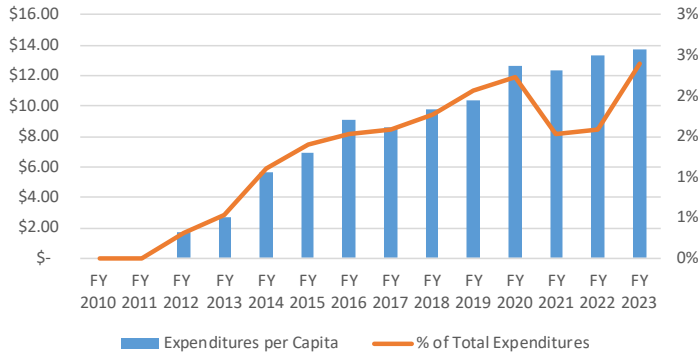
Streets Division



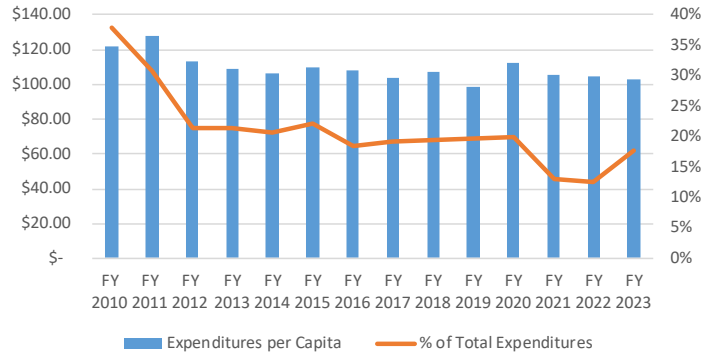
Parks Division



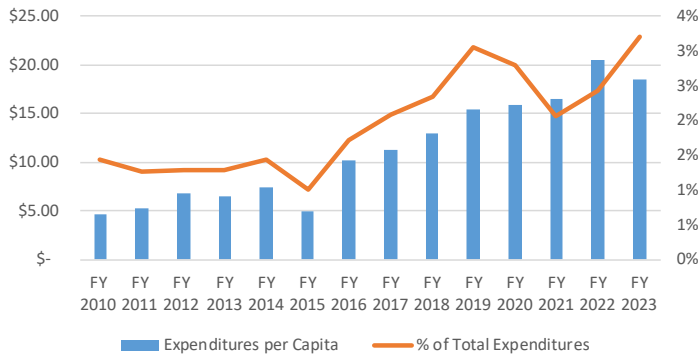
Library Department



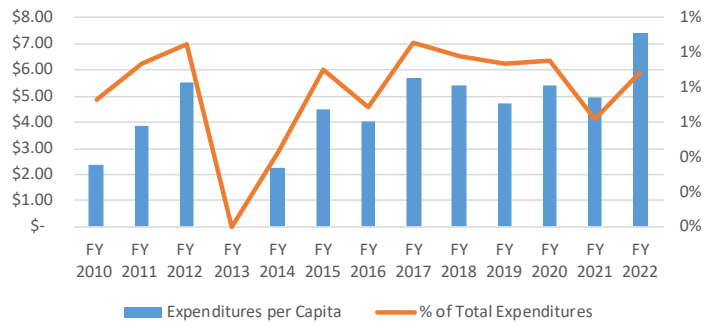
Police Department



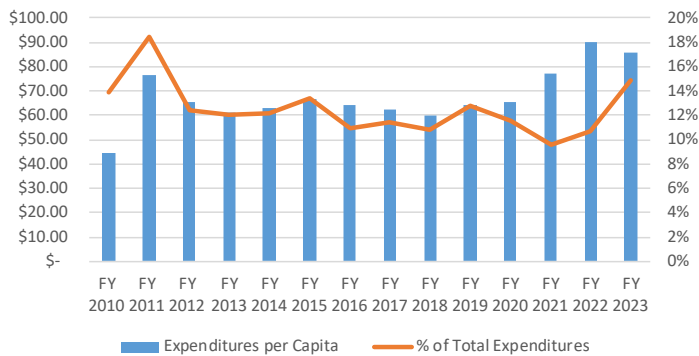
Recreation Department



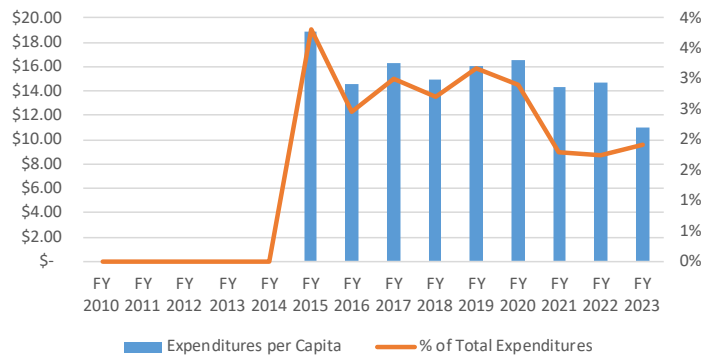
Public Relations and Community Outreach Department



Fire Department



Public Improvements



The graphs indicate that some departments are increasing in expenditures per capita and the percent of total expenditures while others are decreasing. Most departments appear to be seeing a slight increase in their spending per capita, this is probably caused by adjustments in payroll the City has undertaken in the last year to adjust with inflation. The City will continue to monitor these graphs to see if departments showing a negative indicator will reach equilibrium. The City will continue to monitor the charts for any changes.

Debt Service Expenditures to Total Revenues

Description

This indicator is total debt service expenditures divided by total revenues (for all governmental funds). This indicator identifies the percentage of the budget used/needed for repayment of debt.

Why is it important?

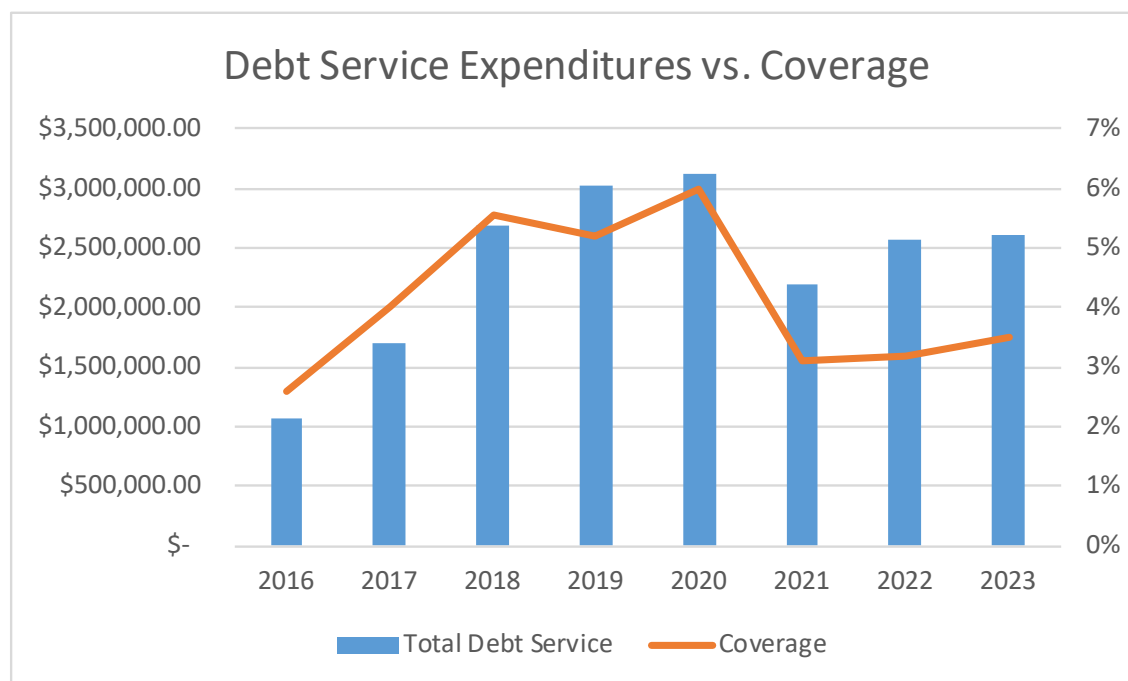
Higher debt service expenditures to total revenues is unfavorable since the entity spends more of its current budget on debt repayment. An increasing trend of debt service expenditures to total revenues may mean the percentage of budget dedicated to debt payments is increasing; and therefore, less revenue will be available for asset repair/replacement or meeting current service demands.

Negative and Critical Trend Example

Critical Indicator – Percentage above 10%

Negative Indicator – Percentage near 10%

Current City Trend



As indicated by the graphs, coverage of debt service expenditures has dropped. The coverage has remained below 10%. The City will continue to monitor these graphs for any changes.

Appendix C - Approved Hourly Pay Ranges

FY 2024 Approved Hourly Pay Ranges

Department	Position Title	Minimum	Midpoint	Maximum
Administration	Facilities Technician	\$18.29	\$22.40	\$26.52
Administration	ACE Court Clerk	\$16.70	\$20.46	\$24.22
Administration	Assistant City Manager	\$55.65	\$68.17	\$80.69
Administration	City Manager	\$62.44	\$76.49	\$90.54
Administration	Finance Director	\$50.25	\$61.56	\$72.86
Administration	Human Resources Director	\$41.55	\$50.90	\$60.25
Administration	Human Resources Specialist	\$30.43	\$37.28	\$44.13
Administration	Human Resources Assistant	\$20.13	\$24.65	\$29.18
Administration	Data Analyst	\$27.42	\$33.59	\$39.76
Administration	Administrative Assistant	\$19.81	\$24.27	\$28.72
Administration	Budget/Finance Administrator	\$35.17	\$43.08	\$51.00
Administration	Office & Facilities Administrator	\$32.67	\$40.02	\$47.37
Administration	Payroll Coordinator	\$24.36	\$29.84	\$35.32
Administration	Accounts Payable Clerk	\$17.14	\$20.99	\$24.85
Attorney	Assistant City Attorney	\$38.89	\$47.64	\$56.39
Attorney	City Attorney	\$58.70	\$71.91	\$85.11
Attorney	Legal Assistant	\$19.43	\$23.80	\$28.17
Building	Assistant Building Official	\$30.60	\$37.48	\$44.37
Building	Building Inspector I	\$23.68	\$29.01	\$34.34
Building	Building Inspector II	\$26.64	\$32.63	\$38.62
Building	Building Inspector III	\$28.40	\$34.79	\$41.18
Building	Building Official	\$37.21	\$45.59	\$53.96
Building	Senior Building Permit Technician	\$20.62	\$25.26	\$29.90
Building	Building Permit Technician	\$18.43	\$22.58	\$26.73
Public Relations	Assistant Civic Events Coordinator	\$18.23	\$22.33	\$26.43
Public Relations	Public Relations & Civic Events Supervisor	\$29.26	\$35.84	\$42.42
Public Relations	Civic Events Coordinator	\$24.86	\$30.45	\$36.05
Public Relations	Communities that Care Coordinator	\$18.08	\$22.15	\$26.22
Community Development	Community Development Director	\$51.61	\$63.22	\$74.83
Community Development	Economic Development Director	\$40.35	\$49.43	\$58.50
Court	Court Clerk	\$16.70	\$20.46	\$24.22
Court	Lead Court Clerk	\$21.81	\$26.71	\$31.62
Engineering	City Engineer	\$48.01	\$58.81	\$69.62
Engineering	Assistant City Engineer	\$38.82	\$47.55	\$56.28
Engineering	Engineer I (EIT)	\$24.29	\$29.75	\$35.22
Engineering	Engineer II	\$36.36	\$44.55	\$52.73
Fire	Administrative Assistant (Fire)	\$16.91	\$20.71	\$24.52
Fire	Deputy Fire Chief	\$41.12	\$50.38	\$59.63
Fire	Fire Captain/Paramedic	\$26.26	\$32.17	\$38.08

Fire	Fire Chief	\$53.08	\$65.02	\$76.96
Fire	Firefighter/AEMT	\$16.33	\$20.01	\$23.68
Fire	Firefighter/Paramedic (Full-time)	\$19.26	\$23.59	\$27.92
Fire	Firefighter/Paramedic (Part-time)	\$17.79	\$21.80	\$25.80
Fire	Fire Engineer/Paramedic	\$20.71	\$25.36	\$30.02
Fire	Firefighter/Critical Care Paramedic	\$24.41	\$29.90	\$35.39
IT Specialist	Information Technologies Administrator	\$33.67	\$41.25	\$48.82
IT Specialist	GIS Administrator	\$34.44	\$42.19	\$49.94
IT Specialist	GIS Specialist	\$24.84	\$30.43	\$36.92
IT Specialist	GIS Technician	\$22.12	\$27.10	\$32.08
IT Specialist	Information Technology (IT) Specialist	\$25.39	\$31.11	\$36.82
Library	Library Assistant	\$18.63	\$22.83	\$27.02
Library	Library Clerk	\$15.63	\$19.15	\$22.67
Library	Library Director	\$37.68	\$46.16	\$54.64
Planning	Administrative Assistant (Planning)	\$17.80	\$21.80	\$25.89
Planning	Code Compliance Inspector	\$22.27	\$27.28	\$32.29
Planning	Planner I	\$25.63	\$31.40	\$37.16
Planning	Planner II	\$28.56	\$34.98	\$41.41
Planning	Planning Director	\$46.36	\$56.79	\$67.22
Planning	Senior Planner	\$32.29	\$39.56	\$46.82
Police	Assistant Chief of Police	\$41.36	\$50.66	\$59.97
Police	Code Enforcement/Animal Control Officer	\$21.13	\$25.88	\$30.64
Police	Crossing Guard	\$15.44	\$18.91	\$22.38
Police	Crossing Guard Supervisor	\$18.43	\$22.57	\$26.72
Police	Neighborhood Watch/Volunteer Coordinator	\$16.94	\$20.75	\$24.56
Police	Police Chief	\$55.14	\$67.55	\$79.96
Police	Police Officer*	\$27.55	\$34.25	\$40.85
Police	Lieutenant	\$34.50	\$42.27	\$50.03
Police	Corporal*	\$36.43	\$39.33	\$43.50
Police	Investigation Technician	\$18.64	\$22.83	\$27.03
Police	Evidence Technician	\$18.64	\$22.83	\$27.03
Police	Logistics Technician	\$18.64	\$22.83	\$27.03
Police	Records Clerk	\$17.20	\$21.07	\$24.94
Police	Records Clerk Supervisor/Office Adm.	\$23.71	\$29.05	\$34.39
Police	Reserve Officer/Bailiff	\$21.33	\$26.13	\$30.93
Police	Sergeant*	\$38.45	\$41.52	\$45.90
Police	Victims Advocate	\$19.35	\$23.70	\$28.05
Public Works	Administrative Assistant (Public Works)	\$19.81	\$24.27	\$28.72
Public Works	Assistant Public Works Director	\$34.99	\$42.87	\$50.74
Public Works	Electrician	\$27.46	\$33.64	\$39.82
Public Works	Fleet Administrator	\$30.41	\$37.25	\$44.10

Public Works	Maintenance I	\$18.50	\$22.67	\$26.83
Public Works	Maintenance II	\$20.13	\$24.66	\$29.18
Public Works	Maintenance III	\$21.90	\$26.82	\$31.75
Public Works	Maintenance IV	\$23.94	\$29.33	\$34.71
Public Works	Maintenance Supervisor	\$25.50	\$31.24	\$36.98
Public Works	Parks Superintendent	\$32.64	\$39.98	\$47.32
Public Works	Public Improvement Inspector III	\$29.22	\$35.79	\$42.37
Public Works	Public Improvement Inspector II	\$26.98	\$33.05	\$39.12
Public Works	Public Improvement Inspector I	\$24.47	\$29.98	\$35.49
Public Works	Public Improvements Lead Inspector	\$32.65	\$39.99	\$47.34
Public Works	Public Works Director	\$53.30	\$65.29	\$77.28
Public Works	SCADA Technician	\$26.39	\$32.33	\$38.27
Public Works	Senior Electrician	\$32.68	\$40.04	\$47.39
Public Works	Seasonal Maintenance	\$13.44	\$16.46	\$19.49
Public Works	Storm Water Management Engineer	\$30.27	\$37.09	\$43.90
Public Works	Storm Water Inspector	\$22.88	\$28.03	\$33.18
Recorder	City Recorder	\$34.76	\$42.58	\$50.40
Recorder	Deputy City Recorder	\$23.21	\$28.43	\$33.66
Recorder	Business License Administrator/Deputy City Recorder	\$21.69	\$26.58	\$31.46
Recreation	Adult Sports Official	\$18.00	\$22.05	\$26.10
Recreation	Assistant Recreation Coordinator	\$17.86	\$21.87	\$25.89
Recreation	Recreation Coordinator	\$21.92	\$26.85	\$31.79
Recreation	Recreation Director	\$34.91	\$42.77	\$50.62
Recreation	Site Supervisor	\$15.82	\$19.39	\$22.95
Recreation	Sports Official	\$13.44	\$16.46	\$19.49
Treasurer	City Treasurer	\$29.67	\$36.35	\$43.02
Utility Billing	Receptionist/Utility Billing Clerk	\$17.26	\$21.14	\$25.02
Utility Billing	Utility Billing Supervisor	\$25.08	\$30.72	\$36.36

*Police Officers, Corporals, and Sergeants operate on a step system, so the numbers provided are from that step system with the steps that would be equivalent to minimum, mid and maximum hourly pay

Elected and Appointed Positions

Official	Minimum	Midpoint	Maximum
Mayor	\$2,101/month	\$2,573/month	\$3,046/month
City Council	\$1,232/month	\$1,509/month	\$1,786/month
Judge	\$4,319/month	\$4,319/month	\$4,319/month
Planning Commissioner	\$50/meeting		

Appendix D-Personnel



Personnel

Recruiting and retaining high quality employees is a primary goal of Human Resources as the City progresses and fills vacancies. There continues to be a competitive market for municipal employees. Unemployment rates in Utah have changed drastically this year, from 2.5 % (February 2020) to 10.4 % (April 2020) to 5.1% (June, 2020). Utah is below the national average of 11.1% (June 2020).

Compensation

Each position has an established pay range with a minimum, midpoint, and maximum base wage. Employees will be eligible for an annual merit-based increase as determined by their performance evaluation and annual review. Each employee, depending on where their current base wage falls on their range, will receive one of three annual merit increases (see table below)

Wage Placement	Annual Merit Increase
Minimum up to Midpoint	Amount awarded shall be added to the employee's base pay
Midpoint up to Maximum	Amount awarded shall be divided between the employee's base pay and a bonus
At Maximum	Amount awarded will be in the form of a bonus

City-Provided Benefits

Health Insurance

The City contracts with Select Health to provide both traditional and high deductible health insurance plans. The City pays a significant portion of the premiums for each full time employee.

Dental Insurance

The City contracts with EMI Health to provide dental insurance. The city pays 90% of the premiums. If an employee opts out of health insurance but elects to have dental insurance, the cost of the premium is deducted from the 401(k) contribution.

Retirement

The City offers pension retirement benefits through Utah Retirement Systems (URS). Three retirement programs are offered including the Public Employees' Noncontributory Plan, Public Safety Retirement Plan (sworn police personnel), and the Firefighter Retirement Plan. Employer paid retirement contributions are governed by Utah State law and are subject to change annually. Current rates can be found in the table below. In 2008, the City opted out of Social Security. In lieu of Social Security payroll taxes, the City contributes the 6.2 % into a 401(k) plan for the employee.

Budgeted Retirement Plans	Contribution Rate (%)
Public Employees - Noncontributory	18.47%
Public Safety	32.20%
Firefighters	23.41%

Life/Long-Term Disability

The City pays for a life insurance plan for each employee regardless of participation in health or dental insurance. The basic coverage is \$50,000 with \$5,000 for the spouse and up to \$2500 for each child. As part of the employee's life insurance policy, there is an AD&D rider for up to \$50,000. The City also pays for long-term disability insurance to provide up to 66% of an employee's salary if they are separated due to disability.

Holiday and Leave Time

The City provides 100 hours of holiday leave during a calendar year. In addition, the City provides tiered paid leave based on position and longevity.

Optional Employee-Funded Benefits

Vision Insurance

The City has contracted with EyeMed to provide vision insurance options for employees. Employees pay the full premium.

Flexible Spending Account (FSA)

The City offers Flexible Spending Accounts for employees to place pre-tax monies for medical or dependent care expenses.

Health Savings Account (HSA)

The City provides Health Savings Accounts to employees who have elected a high-deductible health insurance plan. The City contributes the difference between the traditional and the high-deductible plan premiums into those accounts.

401(k)/457/Traditional IRA/ROTH IRA

The City participates in URS and has an employer contract with ICMA. Through these contracts, employees can elect to contribute to any of the following: 401(k), 457, Traditional IRA, or ROTH IRA account.

