



CITY OF NORTH SALT LAKE

CITY COUNCIL BUDGET MEETING NOTICE & AGENDA March 31, 2020

Posted March 27, 2020

Notice is given that the North Salt Lake City Council will hold their annual budget meeting at 6:00 pm on **MARCH 31, 2020** via electronic meeting. The following items of business will be discussed; the order of business may be changed as time permits.

1. Welcome
2. Consideration of the City's participation in a proposed virtual scavenger hunt on April 9-11, 2020.
3. Discussion of Fiscal Year 2021 Proposed Budget
4. Adjourn

Note: This meeting will be held via 3CX teleconference, and the host site will be located at City Hall. Members of the public are invited to view the meeting electronically at the following link:
<https://bit.ly/3akR4OE>

Notice of Posting:

I, the duly appointed City Recorder for the City of North Salt Lake, hereby certify that the foregoing agenda was posted on the Utah Public Notice website, at city hall, and sent to the required newspapers this 27th of March, 2020.

Dated this 27th of March, 2020.







CITY OF NORTH SALT LAKE

10 East Center Street
North Salt Lake, Utah 84054
(801) 335-8700
(801) 335-8719 Fax

Len Arave
Mayor

Ken Leetham
City Manager

MEMORANDUM

TO: Honorable Mayor and City Council

FROM: Ken Leetham, City Manager

DATE: March 31, 2020

SUBJECT: City's financial participation in the proposed Scavenger Hunt – April 9-11

As you all know, Robert Bishop, resident, has proposed a virtual scavenger hunt event in Woods Cross and North Salt Lake. This appears to me to be a great activity, but also should be a private activity given the short time needed to evaluate and understand the City's participation, if any. So, I believe that our role should be that of a donor rather than a sponsor. Something like this might be a great activity for our Parks, Arts, Recreation and Trails Committee, but should be vetted properly and the City's role clearly identified before we sponsor an event.

I spoke with Gary Uresk in Woods Cross and he committed that if North Salt Lake would donate \$200 for prizes for the event, they would match that amount. I thought that the easiest way to make this decision would be to have the Council discuss it in a meeting and quickly determine how you would like to participate.



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MEMORANDUM

TO: Honorable Mayor and City Council

FROM: Ken Leetham, City Manager

DATE: March 31, 2020

SUBJECT: Materials for City Council retreat on March 31, 2020

The attached materials include contain two principal documents: Budget schedules for all funds and a report that describes recommended management initiatives and proposals for the upcoming fiscal year. These two documents will be the content of our meeting on Tuesday night and we will not be having individual department reports as we have in the past. All department heads will be in the meeting, however, so that we'll all be able to answer questions that may come up.

Briefly, Janice and I are very aware that we may be on the precipice of an unusual and unpredictable economic period. We have adjusted our sales tax projection to account for a 5% reduction which is sizable since we have been experiencing large increases in sales tax each year for the past several years. We have also been very conservative in our projection of development projects, though we have actual developers and applicants indicating that they will build quickly. We do know that even in the face of economic uncertainty, housing demand on the Wasatch Front is still strong and is likely to continue to grow even if economic circumstances become less than ideal.

In short, there are some economic unknowns for the near future, but there also may be a very robust recovery. We have tried our best to make conservative estimates in revenue generation and in expenses. For the Council's information, we have some additional work to do on the Cost of Living Adjustment for the upcoming year, but it continues to be strong and so we built in 3% into the budget you will receive for the meeting. The City's health insurance costs are increasing 7.8%.

We look forward to discussing these matters with you in our meeting.

**GENERAL FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Taxes:				
Property	2,885,300	\$ 2,932,000	\$ 2,862,000	\$ 2,877,000
Sales and use	4,482,100	5,019,600	5,019,600	4,769,000
Franchise	1,781,300	1,851,000	1,842,000	1,761,500
Licenses and permits	225,900	228,000	228,000	230,000
Intergovernmental revenues	1,142,200	1,155,000	1,144,000	1,144,000
Charges for services	775,700	1,147,000	972,700	1,119,700
Fines and forfeitures	387,500	440,000	380,000	380,000
Interest	109,900	80,000	80,000	80,000
Miscellaneous	57,900	40,000	60,600	53,600
Total Revenues	<u>11,847,800</u>	<u>12,892,600</u>	<u>12,588,900</u>	<u>12,414,800</u>
Expenditures				
General government:				
Legislative	219,900	247,700	253,800	260,300
Administrative	931,700	1,102,600	1,049,000	1,110,000
Buildings	78,000	88,500	112,800	112,800
Judicial	311,100	341,800	341,100	345,500
Total general government	<u>1,540,700</u>	<u>1,780,600</u>	<u>1,756,700</u>	<u>1,828,600</u>
Public safety:				
Police department	3,770,900	4,318,900	4,216,500	4,477,400
Fire department	1,334,700	1,351,000	1,351,000	1,418,600
Total public safety	<u>5,105,600</u>	<u>5,669,900</u>	<u>5,567,500</u>	<u>5,896,000</u>
Public works:				
Streets department	1,472,900	1,666,900	1,643,400	1,641,700
Engineering	197,200	245,800	233,900	218,300
Total public works	<u>1,670,100</u>	<u>1,912,700</u>	<u>1,877,300</u>	<u>1,860,000</u>
Community Development				
Planning and zoning	335,100	422,900	407,000	454,500
Building inspection	192,100	212,000	212,300	226,700
Total community development	<u>527,200</u>	<u>634,900</u>	<u>619,300</u>	<u>681,200</u>
Parks	969,800	1,046,500	1,026,000	1,074,700
Total Expenditures	<u>\$ 9,813,400</u>	<u>\$ 11,044,600</u>	<u>\$ 10,846,800</u>	<u>\$ 11,340,500</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>\$ 2,034,400</u>	<u>\$ 1,848,000</u>	<u>\$ 1,742,100</u>	<u>\$ 1,074,300</u>
Other Financing Sources (Uses)				
Transfer in - RDA	22,000	30,000	30,000	75,000
Transfer out-capital fund	(639,000)	(647,500)	(647,500)	-
Transfer out-park fund	-	(100,000)	(100,000)	(100,000)
Transfer out-road fund	(1,568,000)	(1,140,500)	(1,181,500)	(1,056,800)
Contributions	8,000	10,000	7,500	7,500
Total Other Financing Sources (Uses)	<u>(2,177,000)</u>	<u>(1,848,000)</u>	<u>(1,891,500)</u>	<u>(1,074,300)</u>
Net Change in Fund Balance	<u>\$ (142,600)</u>	<u>\$ -</u>	<u>\$ (149,400)</u>	<u>\$ -</u>
Fund Balance, Beginning	<u>3,289,700</u>	<u>3,147,100</u>	<u>3,147,100</u>	<u>2,997,700</u>
Fund Balance, Ending	<u>\$ 3,147,100</u>	<u>\$ 3,147,100</u>	<u>\$ 2,997,700</u>	<u>\$ 2,997,700</u>

**REDEVELOPMENT FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	Actual FY 2019	Budget FY 2020	Projected FY 2020	Recommended FY 2021
Revenues				
Taxes	\$ 921,800	\$ 1,395,700	\$ 1,582,782	\$ 1,700,000
Interest	1,200	1,000	2,500	2,500
Total Revenues	<u>923,000</u>	<u>1,396,700</u>	<u>1,585,282</u>	<u>1,702,500</u>
Expenditures				
Community *	710,400	1,151,800	1,286,247	1,285,000
Total Expenditures	<u>710,400</u>	<u>1,151,800</u>	<u>1,286,247</u>	<u>1,285,000</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>212,600</u>	<u>244,900</u>	<u>299,035</u>	<u>417,500</u>
Other Financing Sources (Uses)				
Transfer out	(72,000)	(90,300)	(137,670)	(195,000)
Total Other Financing Sources (Uses)	<u>(72,000)</u>	<u>(90,300)</u>	<u>(137,670)</u>	<u>(195,000)</u>
Net Change in Fund Balance	<u>\$ 140,600</u>	<u>\$ 154,600</u>	<u>\$ 161,365</u>	<u>\$ 222,500</u>
Fund Balance, Beginning	<u>(31,600)</u>	<u>109,000</u>	<u>109,000</u>	<u>270,365</u>
Fund Balance, Ending	<u>\$ 109,000</u>	<u>\$ 263,600</u>	<u>\$ 270,365</u>	<u>\$ 492,865</u>

*Includes developer reimbursements

HOUSING FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED

	Actual FY 2019	Budget FY 2020	Projected FY 2020	Recommended FY 2021
Revenues				
Intergovernmental- grants	\$ 47,900	\$ 87,500	\$ 87,500	\$ -
Interest	2,600	1,000	4,200	4,500
Total Revenues	<u>50,500</u>	<u>88,500</u>	<u>91,700</u>	<u>4,500</u>
Expenditures				
Community development	44,400	147,500	137,500	-
Total Expenditures	<u>44,400</u>	<u>147,500</u>	<u>137,500</u>	<u>-</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>6,100</u>	<u>(59,000)</u>	<u>(45,800)</u>	<u>4,500</u>
Other Financing Sources (Uses)				
Transfer in	50,000	60,300	107,670	120,000
Total Other Financing Sources (Uses)	<u>50,000</u>	<u>60,300</u>	<u>107,670</u>	<u>120,000</u>
Net Change in Fund Balance	<u>\$ 56,100</u>	<u>\$ 1,300</u>	<u>\$ 61,870</u>	<u>\$ 124,500</u>
Fund Balance, Beginning	<u>30,000</u>	<u>86,100</u>	<u>86,100</u>	<u>147,970</u>
Fund Balance, Ending	<u>\$ 86,100</u>	<u>\$ 87,400</u>	<u>\$ 147,970</u>	<u>\$ 272,470</u>

**LOCAL BUILDING AUTHORITY
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Rent	\$ 55,600	\$ 60,000	\$ 65,000	\$ 60,000
Interest	-	200	500	500
Total Revenues	<u>55,600</u>	<u>60,200</u>	<u>65,500</u>	<u>60,500</u>
Expenditures				
Property rental	26,200	30,500	35,300	32,300
Debt service:				
Principal	92,000	94,000	94,000	96,000
Interest	27,800	26,300	26,300	24,000
Total Expenditures	<u>\$ 146,000</u>	<u>\$ 150,800</u>	<u>\$ 155,600</u>	<u>\$ 152,300</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>\$ (90,400)</u>	<u>\$ (90,600)</u>	<u>\$ (90,100)</u>	<u>\$ (91,800)</u>
Other Financing Sources (Uses)				
Transfer in	82,000	75,000	90,000	100,000
Total Other Financing Sources (Uses)	<u>82,000</u>	<u>75,000</u>	<u>90,000</u>	<u>100,000</u>
Net Change in Fund Balance	<u>\$ (8,400)</u>	<u>\$ (15,600)</u>	<u>\$ (100)</u>	<u>\$ 8,200</u>
Fund Balance, Beginning	35,000	26,600	26,600	26,500
Fund Balance, Ending	<u>\$ 26,600</u>	<u>\$ 11,000</u>	<u>\$ 26,500</u>	<u>\$ 34,700</u>

**DEBT SERVICE
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Sales taxes - RAP	\$ 454,600	\$ 450,000	\$ 455,000	\$ 460,000
Intergovernmental	45,900	45,000	22,000	-
Interest	13,600	7,200	8,000	8,000
Total Revenues	<u>514,100</u>	<u>502,200</u>	<u>485,000</u>	<u>468,000</u>
Expenditures				
Principal	185,000	190,000	189,000	217,000
Interest	142,000	134,100	134,100	45,042
Total Expenditures	<u>\$ 327,000</u>	<u>\$ 324,100</u>	<u>\$ 323,100</u>	<u>\$ 262,042</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>\$ 187,100</u>	<u>\$ 178,100</u>	<u>\$ 161,900</u>	<u>\$ 205,958</u>
Other Financing Sources (Uses)				
Transfer out-	<u>(257,000)</u>	<u>(175,000)</u>	<u>(190,000)</u>	<u>(200,000)</u>
Total Other Financing Sources (Uses)	<u>(257,000)</u>	<u>(175,000)</u>	<u>(190,000)</u>	<u>(200,000)</u>
Net Change in Fund Balance	<u>\$ (69,900)</u>	<u>\$ 3,100</u>	<u>\$ (28,100)</u>	<u>\$ 5,958</u>
Fund Balance, Beginning	<u>329,300</u>	<u>259,400</u>	<u>259,400</u>	<u>231,300</u>
Fund Balance, Ending	<u>\$ 259,400</u>	<u>\$ 262,500</u>	<u>\$ 231,300</u>	<u>\$ 237,258</u>

**CAPITAL PROJECT FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Intergovernmental - grant	\$ 24,000	\$ -	\$ -	\$ -
Interest	48,800	25,000	50,000	50,000
Total Revenues	<u>72,800</u>	<u>25,000</u>	<u>50,000</u>	<u>50,000</u>
Expenditures				
General government - projects	742,700	682,400	300,000	382,400
Total Expenditures	<u>\$ 742,700</u>	<u>\$ 682,400</u>	<u>\$ 300,000</u>	<u>\$ 382,400</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>\$ (669,900)</u>	<u>\$ (657,400)</u>	<u>\$ (250,000)</u>	<u>\$ (332,400)</u>
Other Financing Sources (Uses)				
Transfer in-	684,000	672,500	672,500	200,000
Total Other Financing Sources (Uses)	<u>684,000</u>	<u>672,500</u>	<u>672,500</u>	<u>200,000</u>
Net Change in Fund Balance	<u>\$ 14,100</u>	<u>\$ 15,100</u>	<u>\$ 422,500</u>	<u>\$ (132,400)</u>
Fund Balance, Beginning	<u>3,088,800</u>	<u>3,102,900</u>	<u>3,102,900</u>	<u>3,525,400</u>
Fund Balance, Ending	<u>\$ 3,102,900</u>	<u>\$ 3,118,000</u>	<u>\$ 3,525,400</u>	<u>\$ 3,393,000</u>
Due From Golf Fund	(2,737,400)	(2,910,200)	(3,314,700)	(3,601,100)

**PARK CAPITAL FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Impact fees	\$ 128,000	\$ 475,000	\$ 410,700	\$ 1,014,800
Interest	13,900	6,000	17,000	16,000
Total Revenues	<u>141,900</u>	<u>481,000</u>	<u>427,700</u>	<u>1,030,800</u>
Expenditures				
Parks, recreation, and	141,900	516,700	390,000	200,000
Total Expenditures	<u>\$ 141,900</u>	<u>\$ 516,700</u>	<u>\$ 390,000</u>	<u>\$ 200,000</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>\$ -</u>	<u>\$ (35,700)</u>	<u>\$ 37,700</u>	<u>\$ 830,800</u>
Other Financing Sources (Uses)				
Transfer in	175,000	200,000	200,000	300,000
Transfer out	-	-	-	(100,000)
Total Other Financing Sources (Uses)	<u>175,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
Net Change in Fund Balance	<u>\$ 175,000</u>	<u>\$ 164,300</u>	<u>\$ 237,700</u>	<u>\$ 1,030,800</u>
Fund Balance, Beginning	<u>224,200</u>	<u>399,200</u>	<u>399,200</u>	<u>636,900</u>
Fund Balance, Ending	<u>\$ 399,200</u>	<u>\$ 563,500</u>	<u>\$ 636,900</u>	<u>\$ 1,667,700</u>

**PUBLIC SAFETY FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Impact fees	\$ 28,800	\$ 84,000	\$ 90,100	\$ 214,300
Interest	600	600	600	600
Total Revenues	<u>29,400</u>	<u>84,600</u>	<u>90,700</u>	<u>214,900</u>
Other Financing Sources (Uses)				
Transfer out-	<u>(45,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(200,000)</u>
Total Other Financing Sources (Uses)	<u>(45,000)</u>	<u>(25,000)</u>	<u>(25,000)</u>	<u>(200,000)</u>
Net Change in Fund Balance	<u>\$ (15,600)</u>	<u>\$ 59,600</u>	<u>\$ 65,700</u>	<u>\$ 14,900</u>
Fund Balance, Beginning	<u>67,600</u>	<u>52,000</u>	<u>52,000</u>	<u>117,700</u>
Fund Balance, Ending	<u>\$ 52,000</u>	<u>\$ 111,600</u>	<u>\$ 117,700</u>	<u>\$ 132,600</u>

**ROAD CAPITAL FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Revenues				
Impact fees	\$ 196,600	\$ 352,000	\$ 355,900	\$ 910,700
Intergovernmental- grants	282,600	884,572	620,500	-
Interest	50,300	33,000	52,000	62,000
Miscellaneous	6,300	-	-	-
Total Revenues	<u>535,800</u>	<u>1,269,572</u>	<u>1,028,400</u>	<u>972,700</u>
Expenditures				
Highways and streets - projects	1,513,600	3,754,402	3,372,234	1,930,000
Total Expenditures	<u>\$ 1,513,600</u>	<u>\$ 3,754,402</u>	<u>\$ 3,372,234</u>	<u>\$ 1,930,000</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	<u>\$ (977,800)</u>	<u>\$ (2,484,830)</u>	<u>\$ (2,343,834)</u>	<u>\$ (957,300)</u>
Other Financing Sources (Uses)				
Transfer-in restricted tax revenue	1,301,500	940,000	981,500	923,200
Transfer-in unrestricted general fund	200,000	200,000	200,000	133,600
Total Other Financing Sources (Uses)	<u>1,501,500</u>	<u>1,140,000</u>	<u>1,181,500</u>	<u>1,056,800</u>
Net Change in Fund Balance	<u>\$ 523,700</u>	<u>\$ (1,344,830)</u>	<u>\$ (1,162,334)</u>	<u>\$ 99,500</u>
Fund Balance, Beginning	<u>1,871,400</u>	<u>2,088,000</u>	<u>2,088,000</u>	<u>925,666</u>
Fund Balance, Ending	<u>\$ 2,088,000</u>	<u>\$ 743,170</u>	<u>\$ 925,666</u>	<u>\$ 1,025,166</u>

FISCAL YEAR	ROAD CAPITAL PROJECTS	BEGINNING CASH ALLOCATION	TRANS TAX REVENUE	CROAD TAX REVENUE	RESTRICTED CASH- IMPACT FEE	ONE TIME GRANTS	TOTAL
FY 2020	BEGINNING CASH	\$ 422,840	\$ 381,630	\$ 66,480	\$ 1,873,500	\$ -	\$ 2,744,450
	REVENUES						
	IMPACT FEE REVENUE	\$ -	\$ -	\$ -	\$ 352,000	\$ -	\$ 352,000
	TRANSPORTATION TAX	-	390,000	525,000	-	-	915,000
	TRANSFER UNRESTRICTED FUNDS FROM GENERAL FUND	200,000	-	-	-	-	200,000
	GRANTS & CONTRIBUTIONS	-	-	-	-	620,475	620,475
	TOTAL REVENUE	200,000	390,000	525,000	352,000	620,475	2,087,475
	PROJECTS						
	ANNUAL SEAL COAT C ROAD	-	718,000	-	-	-	718,000
	130 EAST-CENTER TO ORCHARD DR	-	-	43,960	14,660	-	58,600
	UPPR QUEUE CUTTER SIGNAL @ CTR	-	-	-	8,500	-	8,500
	725 EAST REPAIR @LDS CHURCH PR	-	-	15,000	-	-	15,000
	REDWOOD ROAD BETTERMENT	-	-	132,420	-	-	132,420
	NSL CITY CENTER 25 EAST REIMB	-	-	-	231,000	-	231,000
	ORCHARD DR/E-RIDGE DR R-ABOUT	438,000	-	107,000	-	-	545,000
	MAIN STREET RECONSTRUCTION	91,670	20,330	-	-	-	112,000
	EAGLERIDGE DR RD-ABOUT-PRKVIEW	-	-	293,100	-	-	293,100
	OVERLAY - CENTER STREET	14,200	-	-	-	-	14,200
	BUS SHELTERS	16,400	-	-	-	64,400	80,800
	REDWOOD RD TRAIL(HAMPTON APTS)	34,250	-	-	-	98,750	133,000
	1100 NO RR CROSS WIDEN (60-80)	-	-	-	240,000	-	240,000
	ORCHARD DR SIDEWALK (CTR-83 S)	-	-	-	60,150	192,750	252,900
	ORCHARD DR SIDEWALK 89 S-183 S	-	33,300	-	-	-	33,300
	JORDAN RIVER TRAIL EXP PH 2	127,000	-	-	-	205,000	332,000
	TREE PLANTING CTR ST PH 1	-	-	-	75,000	-	75,000
	EDGEWOOD/LANDSLIDE TRAIL	26,000	-	-	-	14,000	40,000
	REDWOOD RD SIDEWALK	-	-	-	12,000	45,575	57,575
	TOTAL EXPENDITURES	747,520	771,630	591,480	641,310	620,475	3,372,395
	ENDING CASH	\$ (124,680)	\$ -	\$ -	\$ 1,584,190	\$ -	\$ 1,459,530

FISCAL YEAR	ROAD CAPITAL PROJECTS	BEGINNING CASH ALLOCATION	TRANS TAX REVENUE	CROAD TAX REVENUE	RESTRICTED CASH- IMPACT FEE	ONE TIME GRANTS	TOTAL
FY 2021	BEGINNING CASH	\$ -	\$ -	\$ -	\$ 1,584,000	\$ -	\$ 1,584,000
	REVENUES						
	IMPACT FEE REVENUE	-	-	-	627,000	-	627,000
	TRANSPORTATION TAX	-	390,000	533,200	-	-	923,200
	TRANSFER UNRESTRICTED FUNDS FROM GENERAL FUND	133,600	-	-	-	-	133,600
	TOTAL REVENUE	133,600	390,000	533,200	627,000	-	1,683,800
	PROJECTS						
	ANNUAL SEAL COAT C ROAD	200,000	200,000	-	-	-	400,000
	250 N, 300 N STREET RECON	-	110,000	-	-	-	110,000
	2ND WTR & STR RECON-E-WD LOOP S, ROCKWD, TANGLEWD S	-	80,000	533,200	-	-	605,000
	EAGLERIDGE DR RECON-VISTA VIEW TO E-WOOD LOOP S	510,000	-	-	-	-	510,000
	FOXBORO DR RECON-ELEM SCHOOL- FOX HOLLOW RND-ABOUT	285,000	-	-	-	-	285,000
	190 EAST RECON	20,000	-	-	-	-	20,000
	TOTAL EXPENDITURES	1,015,000	390,000	533,200	-	-	1,930,000
	ENDING CASH	\$ (881,400)	\$ -	\$ -	\$ 2,211,000	\$ -	\$ 1,329,600

FISCAL YEAR	ROAD CAPITAL PROJECTS	BEGINNING CASH ALLOCATION	TRANS TAX REVENUE	CROAD TAX REVENUE	RESTRICTED CASH- IMPACT FEE	ONE TIME GRANTS	TOTAL
FY 2022	BEGINNING CASH	\$ -	\$ -	\$ -	\$ 2,211,000	\$ -	\$ 2,211,000
	REVENUES						
	IMPACT FEE REVENUE	\$ -	\$ -	\$ -	\$ 352,000	\$ -	\$ 352,000
	TRANSPORTATION TAX	-	400,000	510,000	-	-	910,000
	TRANSFER UNRESTRICTED FUNDS FROM GENERAL FUND	200,000	-	-	-	-	200,000
	GRANTS & CONTRIBUTIONS	-	-	-	-	-	-
	TOTAL REVENUE	200,000	400,000	510,000	352,000	-	1,462,000
	PROJECTS						
	ANNUAL SEAL COAT C ROAD	-	400,000	-	-	-	400,000
	75 E, 125 E & 175 E MILL & OVERLAY	-	-	160,000	-	-	160,000
	LACEY WAY RECON-MARIALANA TO NANCY	-	-	350,000	-	-	350,000
	150 NORTH RECON.	145,000	-	-	-	-	145,000
	CONSTITUTION WAY RECON-MARIALANA TO FREEDOM	130,000	-	-	-	-	130,000
	EAGLERIDGE DR. MILL & OVERLAY-EDGEWD TO VISTA VW	750,000	-	-	-	-	750,000
	TOTAL EXPENDITURES	1,025,000	400,000	510,000	-	-	1,935,000
	ENDING CASH	\$ (825,000)	\$ -	\$ -	\$ 2,563,000	\$ -	\$ 1,738,000

FISCAL YEAR	ROAD CAPITAL PROJECTS	BEGINNING CASH ALLOCATION	TRANS TAX REVENUE	CROAD TAX REVENUE	RESTRICTED CASH- IMPACT FEE	ONE TIME GRANTS	TOTAL
FY 2023	BEGINNING CASH	\$ -	\$ -	\$ -	\$ 2,563,000	\$ -	\$ 2,563,000
	REVENUES						
	IMPACT FEE REVENUE	\$ -	\$ -	\$ -	\$ 352,000	\$ -	352,000
	TRANSPORTATION TAX	-	410,000	520,000	-	-	930,000
	TRANSFER UNRESTRICTED FUNDS FROM GENERAL FUND	200,000	-	-	-	-	200,000
	TOTAL REVENUE	200,000	410,000	520,000	352,000	-	1,482,000
	PROJECTS						
	ANNUAL SEAL COAT C ROAD	-	-	400,000	-	-	400,000
	475 N & CLOVERDALE MILL & OVERLAY	-	-	75,000	-	-	75,000
	EAGLEWOOD LOOP NORTH RECON	-	265,000	45,000	-	-	310,000
	EAGLEWOOD DR RECON - ORCHARD TO EAGLERIDGE	645,000	145,000	-	-	-	790,000
	CYNTHIA WAY MILL & OVERLAY	160,000	-	-	-	-	160,000
	TOTAL EXPENDITURES	805,000	410,000	520,000	-	-	1,735,000
	ENDING CASH	\$ (605,000)	\$ -	\$ -	\$ 2,915,000	\$ -	\$ 2,310,000

FISCAL YEAR	ROAD CAPITAL PROJECTS	BEGINNING CASH ALLOCATION	TRANS TAX REVENUE	CROAD TAX REVENUE	RESTRICTED CASH- IMPACT FEE	ONE TIME GRANTS	TOTAL
FY 2024	BEGINNING CASH	\$ -	\$ -	\$ -	\$ 2,915,000	\$ -	\$ 2,915,000
	REVENUES						
	IMPACT FEE REVENUE	\$ -	\$ -	\$ -	\$ 352,000	\$ -	352,000
	TRANSPORTATION TAX	-	420,000	530,000	-	-	950,000
	TRANSFER UNRESTRICTED FUNDS FROM GENERAL FUND	200,000	-	-	-	-	200,000
	TOTAL REVENUE	200,000	420,000	530,000	352,000	-	1,502,000
	PROJECTS						
	ANNUAL SEAL COAT C ROAD	-	-	400,000	-	-	400,000
	NO FRONTAGE ROAD RECON - WILSON TO COBBLE CREEK	-	61,500	10,000	-	-	71,500
	ELK HOLLOW (EAGLEWD LOOP TO COVE CIR. & ROSEWD	-	-	120,000	-	-	120,000
	400 WEST RECONSTRUCTION - CENTER TO 1100 N.	1,570,000	-	-	-	-	1,570,000
	TOTAL EXPENDITURES	1,570,000	61,500	530,000	-	-	2,161,500
	ENDING CASH	\$ (1,370,000)	\$ 358,500	\$ -	\$ 3,267,000	\$ -	\$ 2,255,500

WATER FUND - Bond Paid in FY 2021
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED

	Actual FY 2019	Budget FY 2020	Projected FY 2020	Recommended FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
Operating Revenues							
Charges for services:							
Metered water sales	\$ 3,962,500	\$ 4,181,400	\$ 4,075,000	\$ 4,197,300	\$ 4,323,200	\$ 4,452,900	\$ 4,586,500
Connection fees	37,100	35,000	60,000	60,000	25,000	25,800	26,600
Miscellaneous	1,600	5,000	4,000	4,000	4,000	4,100	4,200
Total Operating Revenues	4,001,200	4,221,400	4,139,000	4,261,300	4,352,200	4,482,800	4,617,300
Operating Expenses							
Salaries and benefits	945,700	1,061,000	1,081,500	1,156,800	1,201,200	1,237,200	1,274,300
Office expense and supplies	105,900	118,800	99,600	106,300	109,800	113,100	116,500
Equipment - supplies and maintenance	78,600	86,300	90,500	93,000	93,600	96,400	99,300
Buildings and grounds - supplies and maintenance	67,100	57,500	54,500	57,500	57,800	59,500	61,300
Special department supplies	330,800	305,000	303,000	432,000	401,300	413,300	425,700
Power purchases	370,600	450,000	400,000	430,000	442,900	456,200	469,900
Water purchases	590,800	665,000	706,000	707,000	728,200	750,000	772,500
Professional services	120,200	123,000	123,000	126,000	123,900	127,600	131,400
Miscellaneous	26,900	28,000	27,000	28,000	29,000	29,900	30,800
Total Operating Expenses	2,636,600	2,894,600	2,885,100	3,136,600	3,187,700	3,283,200	3,381,700
Operating Income (Loss)	1,364,600	1,326,800	1,253,900	1,124,700	1,164,500	1,199,600	1,235,600
Non-operating							
Capital-infrastructure & equipment	(339,200)	(2,898,400)	(2,898,400)	(1,610,000)	(1,680,000)	(1,735,000)	(1,590,000)
Debt service payments	(706,400)	(728,500)	(1,114,000)	(2,321,000)	-	-	-
Build America bond interest subsidy	49,700	46,600	46,600	44,000	-	-	-
Interest income	146,500	40,000	151,000	102,000	80,000	100,000	100,000
Impact fee revenues	227,200	480,000	686,600	1,847,100	1,200,000	1,200,000	1,200,000
Total Non-operating	(622,200)	(3,060,300)	(3,128,200)	(1,937,900)	(400,000)	(435,000)	(290,000)
Fund Balance - use off(-) cont to +	742,400	(1,733,500)	(1,874,300)	(813,200)	764,500	764,600	945,600
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Cash beginning balance- unrestricted		\$ 5,362,200	\$ 5,362,200	\$ 3,993,500	\$ 3,632,000	\$ 3,196,500	\$ 3,311,100
Fund Balance - use off(-) cont to +		(1,733,500)	(1,874,300)	(813,200)	764,500	764,600	945,600
Impact fee revenues		(480,000)	(686,600)	(1,847,100)	(1,200,000)	(1,200,000)	(1,200,000)
Impact related debt		843,200	843,200	1,798,800	-	-	-
Impact related capital expenditures		348,999	349,000	500,000	-	550,000	770,000
Cash ending balance	\$ 5,362,200	\$ 4,340,899	\$ 3,993,500	\$ 3,632,000	\$ 3,196,500	\$ 3,311,100	\$ 3,826,700
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Cash beginning balance - restricted impact revenue		\$ (296,900)	\$ (296,900)	\$ (802,500)	\$ (1,254,200)	\$ (54,200)	\$ 595,800
Impact fee revenues		480,000	686,600	1,847,100	1,200,000	1,200,000	1,200,000
Impact related debt		(843,200)	(843,200)	(1,798,800)	-	-	-
Impact related capital expenditures		(349,000)	(349,000)	(500,000)	-	(550,000)	(770,000)
Cash ending balance	\$ (296,900)	\$ (1,009,100)	\$ (802,500)	\$ (1,254,200)	\$ (54,200)	\$ 595,800	\$ 1,025,800
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Total cash balance (restricted and unrestricted)	5,065,300	3,331,799	3,191,000	2,377,800	3,142,300	3,906,900	4,852,500
Target Cash - Ratio	1,964,809	2,157,072	2,149,992	2,337,412	2,375,492	2,446,659	2,520,061

**WATER FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	Actual FY 2019	Budget FY 2020	Projected FY 2020	Recommended FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
Operating Revenues							
Charges for services:							
Metered water sales	\$ 3,962,500	\$ 4,181,400	\$ 4,075,000	\$ 4,197,300	\$ 4,323,200	\$ 4,452,900	\$ 4,586,500
Connection fees	37,100	35,000	60,000	60,000	25,000	25,800	26,600
Miscellaneous	1,600	5,000	4,000	4,000	4,000	4,100	4,200
Total Operating Revenues	4,001,200	4,221,400	4,139,000	4,261,300	4,352,200	4,482,800	4,617,300
Operating Expenses							
Salaries and benefits	945,700	1,061,000	1,081,500	1,156,800	1,201,200	1,237,200	1,274,300
Office expense and supplies	105,900	118,800	99,600	106,300	109,800	113,100	116,500
Equipment - supplies and maintenance	78,600	86,300	90,500	93,000	93,600	96,400	99,300
Buildings and grounds - supplies and maintenance	67,100	57,500	54,500	57,500	57,800	59,500	61,300
Special department supplies	330,800	305,000	303,000	432,000	401,300	413,300	425,700
Power purchases	370,600	450,000	400,000	430,000	442,900	456,200	469,900
Water purchases	590,800	665,000	706,000	707,000	728,200	750,000	772,500
Professional services	120,200	123,000	123,000	126,000	123,900	127,600	131,400
Miscellaneous	26,900	28,000	27,000	28,000	29,000	29,900	30,800
Total Operating Expenses	2,636,600	2,894,600	2,885,100	3,136,600	3,187,700	3,283,200	3,381,700
Operating Income (Loss)	1,364,600	1,326,800	1,253,900	1,124,700	1,164,500	1,199,600	1,235,600
Non-operating							
Capital-infrastructure & equipment	(339,200)	(2,898,400)	(2,898,400)	(1,610,000)	(1,680,000)	(1,735,000)	(1,590,000)
Debt service payments	(706,400)	(728,500)	(1,114,000)	(299,900)	(296,000)	(294,000)	(289,000)
Build America bond interest subsidy	49,700	46,600	46,600	44,000	42,000	40,000	38,000
Interest income	146,500	40,000	151,000	102,000	80,000	100,000	100,000
Impact fee revenues	227,200	480,000	686,600	1,847,100	1,200,000	1,200,000	1,200,000
Total Non-operating	(622,200)	(3,060,300)	(3,128,200)	83,200	(654,000)	(689,000)	(541,000)
Fund Balance - use off(-) cont to +	742,400	(1,733,500)	(1,874,300)	1,207,900	510,500	510,600	694,600
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Cash beginning balance- unrestricted		\$ 5,362,200	\$ 5,362,200	\$ 3,993,500	\$ 4,056,500	\$ 3,567,700	\$ 3,629,000
Fund Balance - use off(-) cont to +		(1,733,500)	(1,874,300)	1,207,900	510,500	510,600	694,600
Impact fee revenues		(480,000)	(686,600)	(1,847,100)	(1,200,000)	(1,200,000)	(1,200,000)
Impact related debt		843,200	843,200	202,200	200,700	200,700	198,300
Impact related capital expenditures		348,999	349,000	500,000	-	550,000	770,000
Cash ending balance	\$ 5,362,200	\$ 4,340,899	\$ 3,993,500	\$ 4,056,500	\$ 3,567,700	\$ 3,629,000	\$ 4,091,900
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Cash beginning balance - restricted impact revenue		\$ (296,900)	\$ (296,900)	\$ (802,500)	\$ 342,400	\$ 1,341,700	\$ 1,791,000
Impact fee revenues		480,000	686,600	1,847,100	1,200,000	1,200,000	1,200,000
Impact related debt		(843,200)	(843,200)	(202,200)	(200,700)	(200,700)	(198,300)
Impact related capital expenditures		(349,000)	(349,000)	(500,000)	-	(550,000)	(770,000)
Cash ending balance	\$ (296,900)	\$ (1,009,100)	\$ (802,500)	\$ 342,400	\$ 1,341,700	\$ 1,791,000	\$ 2,022,700
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Total cash balance (restricted and unrestricted)	5,065,300	3,331,799	3,191,000	4,398,900	4,909,400	5,420,000	6,114,600
Target Cash - Ratio	1,964,809	2,157,072	2,149,992	2,337,412	2,375,492	2,446,659	2,520,061

FISCAL YEAR	WATER CAPITAL PROJECTS	GROWTH %	EXISTING %	ESTIMATED COST	GROWTH	EXISTING
FY 2020	MISC REHAB CUL WATER RESEVOIR		100%	\$ 37,671	\$ -	\$ 37,671
	EQUALIZATION 350 E AND MORTON		100%	205,065	-	205,065
	MISC INTERIOR PIPING RESEVOIRS	40%	60%	78,748	31,499	47,249
	5200 PUMP BLSDG #1 RETROFIT		100%	80,000	-	80,000
	PRV VAULT & VALVE REPLACEMENT		100%	100,000	-	100,000
	PRV VAULT & VALVE REPLACE 2020		100%	150,000	-	150,000
	TANK REPAIRS 2020		100%	150,000	-	150,000
	CNTR ST WATERLINE UPPERCROSS	100%		200,000	200,000	-
	WOODBRIAR - CONV TO 2ND		100%	7,621	-	7,621
	E-WOOD COVE SECONDARY PHASE 2		100%	449,275	-	449,275
	5480 TANK CONVERT TO SECONDARY	50%	50%	50,000	25,000	25,000
	TRANS LINE - TANGLEWOOD - 5480		100%	110,000	-	110,000
	EAGLEWOOD PUMP ST MORTON BY		100%	985,000	-	985,000
	150 NO, EXISTING 4" MAIN-FRWAY	50%	50%	185,000	92,500	92,500
MACHINERY & CAPITAL EQUIPMENT		100%	110,000	-	110,000	
			\$ 2,898,379	\$ 348,999	\$ 2,549,380	
FY 2021	250 N, 300 N WATER LINE REPLACEMENT		100%	\$ 450,000	\$ -	\$ 450,000
	2ND WATER - E-WOOD LOOP S, ROCKWOOD & TANGLEWOOD S	100%		500,000	500,000	-
	CENTENNIAL WAY WATER LINE REPLACEMENT		100%	460,000	-	460,000
	PRV VAULT REPLACEMENT		100%	150,000	-	150,000
	MACHINERY & CAPITAL EQUIPMENT		100%	50,000	-	50,000
			\$ 1,610,000	\$ 500,000	\$ 1,110,000	
FY 2022	75 E, 125 E & 175 E WATER LINE REPLACEMENT		100%	\$ 440,000	\$ -	\$ 440,000
	LACEY WAY WATER LINE REPLACEMENT - VALLEY VIEW TO GARY		100%	875,000	-	875,000
	150 NORTH WATER LINE REPLACEMENT		100%	165,000	-	165,000
	PRV VAULT REPLACEMENT		100%	150,000	-	150,000
	MACHINERY & CAPITAL EQUIPMENT		100%	50,000	-	50,000
			\$ 1,680,000	\$ -	\$ 1,680,000	
FY 2023	475 N & CLOVERDALE WATER LINE REPLACEMENT		100%	\$ 360,000	\$ -	\$ 360,000
	2ND WATER - E-WOOD LOOP NORTH	100%		550,000	550,000	-
	NORTH PARK VILLAGE CONDOS WATER LINE REPLACEMENT		100%	475,000	-	475,000
	MISCELLANEOUS TANK REPAIRS		100%	150,000	-	150,000
	PRV VAULT REPLACEMENT		100%	150,000	-	150,000
	MACHINERY & CAPITAL EQUIPMENT		100%	50,000	-	50,000
			\$ 1,735,000	\$ 550,000	\$ 1,185,000	
FY 2024	NORTH FRONTAGE ROAD WATER LINE REPLACEMENT		100%	\$ 325,000	\$ -	\$ 325,000
	2ND WATER - ELK HOLLOW (EAGLERIDGE TO COVE CIR) & ROSEWOOD	100%		475,000	475,000	-
	MAIN ST. WATER LINE REPLACEMENT - US89 TO CENTER	50%	50%	275,000	137,500	137,500
	US89 WATER LINE REPLACEMENT - 71 NORTH TO ODELL	50%	50%	315,000	157,500	157,500
	PRV VAULT & VALVE REPLACEMENT		100%	150,000	-	150,000
	MACHINERY & CAPITAL EQUIPMENT		100%	50,000	-	50,000
			\$ 1,590,000	\$ 770,000	\$ 820,000	
FY 2025	850 N & MADSEN LN (500 E)		100%	\$ 365,000	\$ -	\$ 365,000
	2ND WATER - WOODCREST/TANGLEWOOD	100%		335,000	335,000	-
	200 N WATER LINE (AC PIPE REPLACEMENT)		100%	615,000	-	615,000
	PRV VAULT & VALVE REPLACEMENT		100%	150,000	-	150,000
	MACHINERY & CAPITAL EQUIPMENT		100%	50,000	-	50,000
			\$ 1,515,000	\$ 335,000	\$ 1,180,000	

**SECONDARY WATER FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	<u>Actual FY 2019</u>	<u>Budget FY 2020</u>	<u>Projected FY 2020</u>	<u>Recommended FY 2021</u>
Operating Revenues				
Charges for services:				
Metered water sales	\$ 390,300	\$ 448,000	\$ 410,000	\$ 415,000
Total Operating Revenues	<u>390,300</u>	<u>448,000</u>	<u>410,000</u>	<u>415,000</u>
Operating Expenses				
Salaries and benefits	112,400	180,000	169,500	177,600
Office expense and supplies	13,200	15,600	16,000	16,100
Equipment - supplies & maintenance	30,200	30,000	30,000	75,000
Water purchases	138,900	145,000	157,500	160,000
Professional services	8,800	4,000	4,200	4,300
Miscellaneous	9,700	14,400	8,700	13,100
Total Operating Expenses	<u>313,200</u>	<u>389,000</u>	<u>385,900</u>	<u>446,100</u>
Operating Income (Loss)	<u>77,100</u>	<u>59,000</u>	<u>24,100</u>	<u>(31,100)</u>
Nonoperating Income (Expense)				
Interest income	21,900	9,000	22,000	22,000
Impact fee revenues	6,500	6,000	3,000	2,000
Total Nonoperating	<u>28,400</u>	<u>15,000</u>	<u>25,000</u>	<u>24,000</u>
Fund Balance - use of(-) cont to +	105,500	74,000	49,100	(7,100)
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Cash beginning balance- unrestricted		\$ 797,500	\$ 797,500	\$ 843,600
Cash ending balance	\$ 797,500	865,500	843,600	834,500
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Cash beginning balance - restricted		\$ 94,800	\$ 94,800	\$ 97,800
Cash ending balance	\$ 94,800	100,800	97,800	99,800

**STORM WATER FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	Actual FY 2019	Budget FY 2020	Projected FY 2020	Recommended FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024
Operating Revenues							
Charges for services:							
User Fees	\$ 764,500	\$ 760,000	\$ 765,000	\$ 768,000	\$ 791,000	\$ 814,700	\$ 839,100
Total Operating Revenues	764,500	760,000	765,000	768,000	791,000	814,700	839,100
Operating Expenses							
Salaries and benefits	250,700	315,500	297,500	339,100	356,100	373,900	392,600
Office expense and supplies	21,700	31,100	25,100	28,800	29,700	30,600	31,500
Equipment - supplies and maintenance	145,800	171,600	171,600	176,500	181,800	187,300	192,900
Professional services	27,800	31,000	26,000	26,500	27,300	28,100	28,900
Miscellaneous	2,700	5,000	2,500	2,500	2,600	2,700	2,800
Total Operating Expenses	448,700	554,200	522,700	573,400	597,500	622,600	648,700
Operating Income (Loss)	315,800	205,800	242,300	194,600	193,500	192,100	190,400
Nonoperating Income (Expense)							
Capital-infrastructure & equipment	(226,023)	(719,600)	(719,600)	(690,000)	(560,000)	(400,000)	(850,000)
Developer reimbursement	-	-	(100,000)	(150,000)	(50,000)	(50,000)	(50,000)
Debt service payments	(103,200)	(122,200)	(47,200)	(46,600)	(45,800)	(44,900)	(44,500)
Build America bond interest subsidy	7,700	7,500	7,500	7,500	7,500	7,500	7,500
Interest income	35,400	14,000	37,000	414,300	414,300	414,300	414,300
Impact fee revenues	139,900	248,000	140,900	323,000	323,000	323,000	323,000
Total Non-operating	(146,223)	(572,300)	(681,400)	(141,800)	89,000	249,900	(199,700)
Fund Balance - use of(-) cont to +	169,577	(366,500)	(439,100)	52,800	282,500	442,000	(9,300)
Cash beginning balance- unrestricted		\$ 1,213,000	\$ 1,213,000	\$ 772,700	\$ 541,600	\$ 539,400	\$ 695,800
Fund Balance - use of(-) cont to +		(366,500)	(439,100)	52,800	282,500	442,000	(9,300)
Impact fee revenues		(248,000)	(140,900)	(323,000)	(323,000)	(323,000)	(323,000)
Impact related debt		39,700	39,700	39,100	38,300	37,400	37,000
Impact related capital expenditures		100,000	100,000	-	-	-	450,000
Cash ending balance	\$ 1,213,000	\$ 738,200	\$ 772,700	\$ 541,600	\$ 539,400	\$ 695,800	\$ 850,500
Cash beginning balance - restricted impact revenue		\$ 269,100	\$ 269,100	\$ 270,300	\$ 554,200	\$ 838,900	\$ 1,124,500
Impact fee revenues		248,000	140,900	323,000	323,000	323,000	323,000
Impact related debt		(39,700)	(39,700)	(39,100)	(38,300)	(37,400)	(37,000)
Impact related capital expenditures		(100,000)	(100,000)	-	-	-	(450,000)
Cash ending balance	\$ 269,100	\$ 377,400	\$ 270,300	\$ 554,200	\$ 838,900	\$ 1,124,500	\$ 960,500

FISCAL YEAR	STORM WATER CAPITAL PROJECTS	GROWTH %	EXISTING %	ESTIMATED COST	GROWTH	EXISTING
FY 2020	28 NO VALLEY VIEW DR DETENTION	100%		\$ 100,000	\$ 100,000	\$ -
	NATHAN CLARK BASIN TO COVENTRY		100%	371,600	-	371,600
	PIPE ALONG UPPR- UNION TO MAIN		100%	100,000	-	100,000
	DEER HOLLOW PARK-UPPER BASIN		100%	88,000	-	88,000
	EAGLEWOOD VILL DET BASIN IMPRO		100%	60,000	-	60,000
				<u>\$ 719,600</u>	<u>\$ 100,000</u>	<u>\$ 619,600</u>
FY 2021	DAVID / RAYGENE CANYON IMPROVEMENTS		100%	\$ 350,000	\$ -	\$ 350,000
	986 EAST RAIRWAY PIPE REPLACEMENT		100%	90,000	-	90,000
	NEW WASH BAY AT PUBLIC WORKS BUILDING		100%	250,000	-	250,000
				<u>\$ 690,000</u>	<u>\$ -</u>	<u>\$ 690,000</u>
FY 2022	PIPE HADDAD DITCH BETWEEN REDWOOD AND CUTLER		100%	\$ 160,000	\$ -	\$ 160,000
	CONSTITUTION WAY CANYON IMPROVEMENTS - PH 1		100%	400,000	-	400,000
				<u>\$ 560,000</u>	<u>\$ -</u>	<u>\$ 560,000</u>
FY 2023	CONSTITUTION WAY CANYON IMPROVEMENTS - PH 2		100%	\$ 400,000	\$ -	\$ 400,000
FY 2024	CONSTITUTION WAY CANYON IMPROVEMENTS - PHASE 1		100%	\$ 400,000	\$ -	\$ 400,000
	CENTER STREET BOX CULVER - 650 WEST TO 700 WEST	100%		450,000	450,000	-
				<u>\$ 850,000</u>	<u>\$ 450,000</u>	<u>\$ 400,000</u>

**SOLID WASTE FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED**

	Actual FY 2019	Budget FY 2020	Projected FY 2020	Recommended FY 2021
Operating Revenues				
Charges for services:				
User fees	\$ 1,047,500	\$ 1,188,000	\$ 1,160,000	\$ 1,194,800
	<u>1,047,500</u>	<u>1,188,000</u>	<u>1,160,000</u>	<u>1,194,800</u>
Total Operating Revenues	<u>1,047,500</u>	<u>1,188,000</u>	<u>1,160,000</u>	<u>1,194,800</u>
Operating Expenses				
Salaries and benefits	78,600	115,500	105,000	101,400
Office expense and supplies	20,800	23,500	16,700	17,600
Equipment - supplies and maintenance	44,900	55,000	55,000	65,000
Special department supplies	25,100	32,000	26,000	26,000
Professional services	2,400	5,000	5,000	5,000
Contracted services	804,000	955,100	944,000	972,400
	<u>975,800</u>	<u>1,186,100</u>	<u>1,151,700</u>	<u>1,187,400</u>
Total Operating Expenses	<u>975,800</u>	<u>1,186,100</u>	<u>1,151,700</u>	<u>1,187,400</u>
Operating Income (Loss)	<u>71,700</u>	<u>1,900</u>	<u>8,300</u>	<u>7,400</u>
Nonoperating Income (Expense)				
Interest income	7,100	4,000	9,500	9,500
	<u>7,100</u>	<u>4,000</u>	<u>9,500</u>	<u>9,500</u>
Total Nonoperating	<u>7,100</u>	<u>4,000</u>	<u>9,500</u>	<u>9,500</u>
Fund Balance - use of(-) cont to +	78,800	5,900	17,800	16,900
	<u>78,800</u>	<u>5,900</u>	<u>17,800</u>	<u>16,900</u>
Cash beginning balance- unrestricted		\$ 265,100	\$ 265,100	\$ 282,900
Cash ending balance	\$ 265,100	271,000	282,900	299,800

GOLF FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED

	Actual	Budget	Projected	Recommended
	FY 2019	FY 2020	FY 2020	FY 2021
Operating Revenues				
Charges for services:				
Admissions and lesson fees	\$ 572,300	\$ 580,000	\$ 490,000	\$ 634,100
Equipment and facility rents	381,300	432,000	405,200	411,900
Concession and merchandise sales	158,800	213,000	182,000	207,000
Total Operating Revenues	1,112,400	1,225,000	1,077,200	1,253,000
Operating Expenses				
Salaries and benefits	781,700	809,200	782,400	916,400
Office expense and supplies	10,100	9,400	8,200	10,100
Equipment - supplies and maintenance	136,400	129,500	125,500	125,500
Buildings and grounds - supplies and maintenance	40,400	34,500	34,100	37,100
Power purchases	35,000	36,000	37,000	38,000
Water purchases	106,200	105,500	106,200	109,300
Professional services	34,900	39,000	39,000	39,000
Merchandise	102,100	95,000	118,400	124,000
Miscellaneous	36,700	40,000	35,000	69,500
Total Operating Expenses	1,283,500	1,298,100	1,285,800	1,468,900
Operating Income (Loss)	(171,100)	(73,100)	(208,600)	(215,900)
Nonoperating Income (Expense)				
Capital-Infrastructure & Equipment	(96,900)	-	(269,000)	-
Debt Service Payments	(78,600)	(80,500)	(80,500)	(53,000)
Interest expense	(12,200)	(19,200)	(19,200)	(17,500)
Total Non-operating	(187,700)	(99,700)	(368,700)	(70,500)
Fund Balance - use of(-) cont to +	(358,800)	(172,800)	(577,300)	(286,400)
Cash beginning balance- unrestricted		\$ (2,737,400)	\$ (2,737,400)	\$ (3,314,700)
Cash ending balance - due to capital support	\$ (2,737,400)	(2,910,200)	(3,314,700)	(3,601,100)

FLEET FUND
REVENUE AND EXPENDITURES
ACTUAL, BUDGET, PROJECTED AND RECOMMENDED

	Actual	Budget	Projected	Recommended
	FY 2019	FY 2020	FY 2020	FY 2021
Operating Revenues				
Charges for services:	\$ 892,000	\$ 970,200	\$ 969,600	\$ 1,005,500
Intergovernmental- grants	-	-	127,000	-
Total Operating Revenues	<u>892,000</u>	<u>970,200</u>	<u>1,096,600</u>	<u>1,005,500</u>
Operating Expenses				
Salaries and benefits	187,900	177,600	185,000	213,300
Equipment - supplies and maintenance	191,900	204,000	202,000	228,000
Total Operating Expenses	<u>379,800</u>	<u>381,600</u>	<u>387,000</u>	<u>441,300</u>
Operating Income (Loss)	<u>512,200</u>	<u>588,600</u>	<u>709,600</u>	<u>564,200</u>
Nonoperating Income (Expense)				
Interest income	8,300	5,000	8,000	8,000
Gain (loss) from sale of capital assets	79,300	12,000	40,000	20,000
Interest expense	(12,400)	(11,500)	(11,500)	(7,700)
Debt Service Payments	(129,300)	(133,000)	(133,000)	(136,000)
Capital-Infrastructure & Equipment	(545,400)	(250,100)	(377,100)	(450,000)
Total Nonoperating Income (Expense)	<u>(599,500)</u>	<u>(377,600)</u>	<u>(473,600)</u>	<u>(565,700)</u>
Fund Balance - use of(-) cont to +	<u>(87,300)</u>	<u>211,000</u>	<u>236,000</u>	<u>(1,500)</u>
<hr/>				
Cash beginning balance- unrestricted		\$ 554,900	\$ 554,900	\$ 790,900
Cash ending balance	\$ 554,900	765,900	790,900	789,400

DEBT SUMMARY - BUDGET FISCAL YEAR 2020-2021

	Long-term debt payable at June 30, 2019	Additions	Reductions	Long-term debt payable at June 30, 2020	Due within One Year FY 2021	Fiscal Year Final Payment
Governmental activities						
Series 2010 Sales Tax	\$ 2,490,000	\$ -	\$ 2,490,000	\$ -	\$ -	2020
Series 2019 Sales Tax- Refunding	2,521,000	-	189,000	2,332,000	217,000	2030
Series 2016 Lease Revenue Bond	832,000	-	94,000	738,000	94,000	2027
2016 Public Works Lease	110,452	-	21,004	89,448	21,534	2024
2017 Public Works Lease	154,237	-	49,946	104,291	51,259	2022
2018 Public Works Lease	189,232	-	61,566	127,666	63,065	2022
Governmental activity long-term liabilities	<u>\$ 6,296,921</u>	<u>\$ -</u>	<u>\$ 2,905,516</u>	<u>\$ 3,391,405</u>	<u>\$ 446,858</u>	
Business-type activities						
Series 2010 Water Revenue	\$ 2,710,000	\$ -	\$ 185,000	\$ 2,525,000	\$ 190,000	2031
Series 2015 Water Revenue	791,000	-	791,000	-	-	2020
2015 Golf Equipment Capital Lease	28,638	-	28,638	-	-	2020
2018 Golf Equipment Capital Lease	158,945	-	50,628	108,317	52,973	2022
Eaglewood Development N/P	657,000	-	-	657,000	-	N/A
Compass Development N/P	247,478	-	31,776	215,702	-	N/A
Business-type activity long-term liabilities	<u>\$ 4,593,061</u>	<u>\$ -</u>	<u>\$ 1,087,042</u>	<u>\$ 3,506,019</u>	<u>\$ 242,973</u>	

Management Recommendations

Budget Retreat for FY2021

March 31, 2020

Department Head Wage Change

Issue/Problem

Two of the City's department heads are currently compensated far below market rate for their positions. These department heads are highly educated and valued employees and their compensation should be adjusted to reflect their qualifications.

Proposed Solution

Adjustment of wages for Sherrie Llewelyn and David Frandsen to a rate that is fair and competitive with market rates for similar positions on the Wasatch Front.

Background

The City completed revisions to an in-house salary and compensation survey at the beginning of 2020 and found that two of our department heads are paid well below the market for their positions. Those department heads are Sherrie Llewelyn and David Frandsen. Attached to this item are tables and graphs for each of these positions together with the average wage for each position shown below each table.

Sherrie Llewelyn is compensated at a wage of \$95,622. Since she began her service with the City in 2015, she has completed a Master's Degree in Public Administration and has performed outstanding work overseeing many development projects and upgrades to the City's ordinances. She has a wonderful relationship with builders and developers and represents the City with outstanding professionalism. The City Manager recommends a significant increase for Sherrie or a movement of 6 steps on our 20 step pay chart. Her proposed salary is \$107,695 and would place her slightly below the average (\$108,786) wage of all cities reporting (see table below).

David Frandsen is compensated at a wage of \$101,567. David began working for the City in 2016 and also has a Master's Degree in Public Administration and has made incredible contributions to the Public Works Department and the City at large. David has accomplished two principal objectives since he started. He re-organized the PW Department and worked to eliminate some staff that needed to change. He also introduced an incredible amount of tracking, data collection, mapping and other ways to measure the City's maintenance activities and performance. The City Manager also recommends a significant increase for David by moving him 5 steps further on our 20 step pay chart. His proposed salary would be \$112,046 and places him at the average (\$112,970) for all cities reporting.

Project Cost and Proposed Funding Source

It is estimated that these two changes could cost approximately \$28,000. Sherrie Llewelyn's wages are all in the General Fund. David Frandsen's wages are allocated to various funds in the City including the General Fund, Water, Storm Drain and Solid Waste.

Community Development

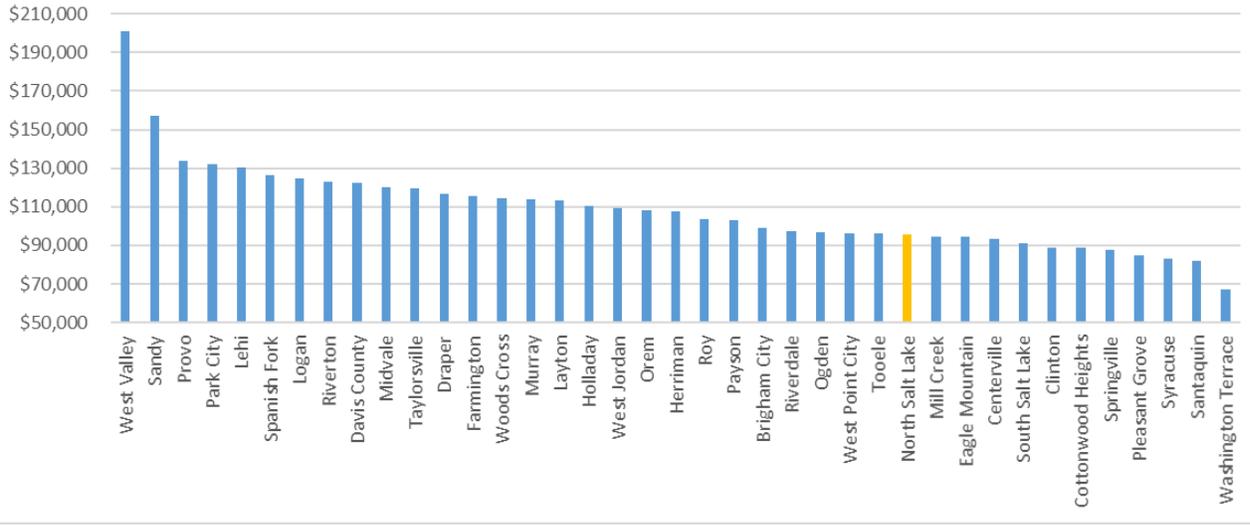
Community Development Director

North Salt Lake City is at the lower end of the spectrum for the Community Development Director position.

Position	City	Yearly Pay
Community and Economic Development Director	West Valley	\$ 201,000
Community Development Director	Sandy	\$ 157,243
Community Development Director	Provo	\$ 133,881
Community Development Director	Park City	\$ 132,022
Community Development Director	Lehi	\$ 130,208
Community Development Director	Spanish Fork	\$ 126,522
Community Development Director	Logan	\$ 124,433
Community Development Director	Riverton	\$ 122,970
Community Development Director	Davis County	\$ 122,262
Community Development Director	Midvale	\$ 120,000
Community Development Director	Taylorsville	\$ 119,631
Community Development Director	Draper	\$ 116,698
City Planner/Development Director	Farmington	\$ 115,652
Community Development Director	Woods Cross	\$ 114,483
Community and Economic Development Director	Murray	\$ 113,975
Community Development Director	Layton	\$ 113,356
Community Development Director	Holladay	\$ 110,320
Director of Community Development	West Jordan	\$ 109,008
Development Services Director	Orem	\$ 108,242
Community Development Director	Herriman	\$ 107,619
Community Development Director	Roy	\$ 103,740
Public Works Director/Community Development Director	Payson	\$ 103,007
Community Development Director	Brigham City	\$ 99,000
Community Development Director	Riverdale	\$ 97,302
Community Development Director	Ogden	\$ 96,591
Community Development Director	West Point City	\$ 95,996
Community Development Director	Tooele	\$ 95,909
Community Development Director	North Salt Lake	\$ 95,622
Community Development Director	Mill Creek	\$ 94,648
Community Development Director	Eagle Mountain	\$ 94,266
Community Development Director	Centerville	\$ 93,466
Community Development Director	South Salt Lake	\$ 90,988
Community Development Director	Clinton	\$ 88,944
Community and Economic Development Director	Cottonwood Heights	\$ 88,716
Community Development Director	Springville	\$ 87,485
Community Development Director	Pleasant Grove	\$ 85,010
Community Development Director	Syracuse	\$ 83,328
Community Development Director	Santaquin	\$ 82,057
CBO	Washington Terrace	\$ 67,059

Average Wage of all reporting cities: \$108,786

Community Development Director Annual Pay



PUBLIC WORKS

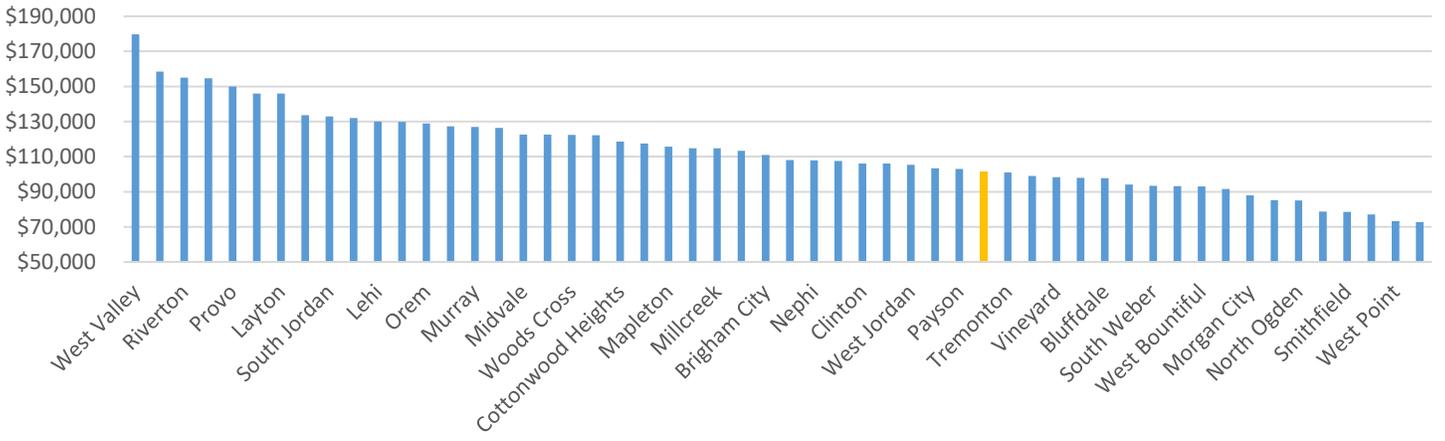
Public Works Director

North Salt Lake City is at the lower end of the spectrum for the Public Works Director position.

Position	City	Yearly Pay
Public Works Director	West Valley	\$ 179,746
Public Works Director	Sandy	\$ 158,505
Public Works Director	Riverton	\$ 155,106
Director Public Services	Salt Lake City	\$ 154,728
Public Works Director	Provo	\$ 149,971
Public Works Director	Spanish Fork	\$ 146,040
Public Works Director	Layton	\$ 145,912
Public Works Director/City Engineer	Draper	\$ 133,696
Director of Public Works	South Jordan	\$ 132,928
Public Works Director/General Manager	Park City	\$ 132,022
Public Works Director	Lehi	\$ 130,042
Public Services Director	Ogden	\$ 129,904
Public Works Director	Orem	\$ 128,912
Public Works Director	Herriman	\$ 127,215
Public Works Director	Murray	\$ 126,952
Public Works Director	Riverdale	\$ 126,443
Public Works Director	Midvale	\$ 122,653
Public Works Director	Syracuse	\$ 122,553
Public Works Director	Woods Cross	\$ 122,483
PW Director	Logan	\$ 122,175
Public Works Director	Cottonwood Heights	\$ 118,505
Public Works Director	Clearfield	\$ 117,553
Public Works Director	Mapleton	\$ 115,769
Public Works Director/City engineer	Pleasant Grove	\$ 114,754
Public Works Director	Millcreek	\$ 114,726
Director of Public Works	Lindon	\$ 113,401
Public Works Director	Brigham City	\$ 110,902
Public Works Director	South Ogden	\$ 108,075
Public Works Director	Nephi	\$ 107,832
Public Works Director/City Engineer	Bountiful	\$ 107,494
Public Works Director	Clinton	\$ 106,015
Public Services Director	Holladay	\$ 106,000
Public Works Director	West Jordan	\$ 105,356
Public Works Director	Roy	\$ 103,397
Public Works Director/Community Development Director	Payson	\$ 103,007
Public Works Director	North Salt Lake	\$ 101,567
Public Works Director	Tremonton	\$ 100,963
Public Works Director	West Bountiful	\$ 99,000
Public Works Director/General Manager	Vineyard	\$ 98,346
Public Works Director	Centerville	\$ 97,936
Public Works Director	Bluffdale	\$ 97,793
Public Works Director	Farmington	\$ 94,095

Average wage of all reporting cities: \$112,970

Public Works Director Annual Pay



Police Department Wage Adjustments

Issue/Problem

The Police Department is losing employees to other agencies due to salary and wage disparity between North Salt Lake and surrounding agencies offering higher wages and benefits.

Proposed Solution

The Chief of Police has proposed increases in wages for sworn officers and believes the proposed adjustments will solve the disparity issue and achieve better retention amongst our sworn police officers.

Background

The City has made very effective strides in the past to keep up with large increases in pay among public safety agencies on the Wasatch Front. A few years ago, the City adopted a different pay scale for the Police Department with larger merit steps than the scale used for other departments. Unfortunately, these wages have fallen behind in the last two years, particularly in entry level pay and in pay levels within the first few years of service. Chief Black has made a proposal to solve this discrepancy in pay and that proposal has been included in the draft budget proposal.

A contributing factor related to this issue is that it has been an employee market for the past two years and the City is not getting as many qualified applicants for police positions as it used to. While this is true for most City positions, public safety is also affected by societal concerns about the police profession generally. This has not only produced fewer applicants, but also less qualified applicants. These factors have combined to create rising levels of compensation on the Wasatch Front. The City has not been fully staffed until now and has had to place some of its new officers on the payroll while they attended the police academy. In the last eighteen months, the City has lost four officers to other agencies related to pay issues. Two officers have also left the police profession.

Project Cost and Proposed Funding Source

The specific proposal is to adjust by 8% the entire wage scale for all sworn officers (except for the Chief and the Assistant Chief). This adjustment is in addition to the regular Cost of Living Adjustment and merit increases that are in the current budget and wage schedule. The total estimated additional cost for this proposal is \$150,000. All of these costs are in the General Fund.

Administration Restructuring

Issue/Problem

The City needs a full-time employee to manage public outreach, social media, public information and support the advertising and disseminating of information for civic events and emergencies.

Proposed Solution

Re-organizing the Administration Department can be done without a significant budgetary impact. The Management Analyst position will be eliminated (reduction in force) and a new communications position created to meet this need. The City will also need to appoint a new City Recorder.

Background

This proposal includes the re-assignment of Linda Horrocks, City Recorder, to a new communications position and the hiring of a new city recorder. Linda has been performing the functions of the communications position by being primarily responsible for web development, social media postings, public outreach and supporting the creation of most of the City's artwork and graphics that are distributed for various City events. Linda is a very talented professional in all of these tasks and the City Manager has found a need to increase the amount of time that Linda can devote to these activities. In addition, the City needs to launch its new outreach through Qualtrics and this new position will be managing that important and weighty project.

A brief summary of the City's needs for this position includes:

- 1) Support and management of Qualtrics public outreach;
- 2) Support of the Parks, Arts, Recreation and Trails Committee and many other civic events for graphics and social media outreach;
- 3) Public information officer that can capably interact with the media;
- 4) One of the City's response team in emergencies where public communication is needed; and,
- 5) Management of the constant need to upgrade websites and post to social media.

Linda is also an accomplished City Recorder, but this proposal includes the search for, and appointment of, a new City Recorder. This proposal also includes the elimination of the Management Analyst position. While this position has been important and has completed some valuable projects to the City, the new communications position is far more important and needed for support of other initiatives as described in this proposal.

Project Cost and Proposed Funding Source

This proposal is nearly fully funded within the City's current budget and operations. The fiscal impact is estimated to be an additional \$5,000 at the current time. All of these costs are in the General Fund.

Impact Fee Proposal (parks)

Issue/Problem

There is a need to revise the City's parks, recreation facilities, open space and trails impact fee and investigate the imposition of an Environmental Mitigation Impact Fee for the Foxboro Wetlands Park.

Proposed Solution

Completion of revisions to the City's Capital Facilities Plan for parks, recreation facilities, open space and trails, an impact fee study and adoption of a new ordinance revising the City's impact fees for these facilities.

Background

There are many reasons, both in State Code and based upon local needs, for a City to amend its Capital Facilities Plan (CFP) and Impact Fee Ordinance. In this case, the City should amend its impact fee ordinance to include new contemplated projects and to update the cost estimates in the current CFP. The City should also revise these plans and ordinances periodically and in five-year increments to the greatest degree possible. This is also critically important since the City is prohibited by State Code from spending these impact fees on any project that is not in the adopted CFP or impact fee calculation.

The City has three new park initiatives that would be the subject of a revised CFP and impact fee ordinance. They are:

- 1) Continued property purchase, re-design and re-build of Hatch Park;
- 2) West half of Tunnel Springs Park new design and build; and,
- 3) Completion of the Foxboro Wetlands Park.

With respect to the Foxboro Wetlands Park, there is also in State Code the ability to impose an Environmental Mitigation Impact Fee and this project would also explore the feasibility of an impact fee for that purpose. This could be an excellent source of revenue for many portions of the proposed improvements which are meant to enhance wetland performance and greatly increase animal habitat for the 23-acre park.

In summary, this item relates to the revision and possible imposition of two impact fees:

- 1) Parks, recreation facilities, open space and trails impact fee;
- 2) Environmental mitigation impact fee.

Project Cost and Proposed Funding Source

It is estimated that these projects could cost up to \$50,000. State Code allows cities to expend impact fees for these purposes and so the proposed funding for this project is \$50,000 from the parks, recreation facilities, open space and trails impact fees.

Impact Fee Proposal (Roadway)

Issue/Problem

Revision of the City's Roadway Facilities impact fee to include new projects that qualify for use of this revenue source.

Proposed Solution

Completion of revisions to the City's Capital Facilities Plan for roadway facilities, an impact fee study and adoption of a new ordinance revising the City's impact fees for roadway facilities.

Background

There are many reasons, both in State statute and based upon local needs, for a City to amend its Capital Facilities Plan (CFP) and Impact Fee Ordinance. In this case, the City should amend its impact fee ordinances to include new contemplated projects and to update the cost estimates in the current CFP. The City should also revise these plans and ordinances periodically and in five-year increments to the greatest degree possible. This is also critically important since the City is prohibited by State Code from spending these impact fees on any project that is not in the adopted CFP or impact fee calculation.

The qualifying projects for the Roadway Impact Fee are the new proposed bridge facility on 1100 North and any other projects in the City that expand the capacity of roads, sidewalks or other active transportation facilities. This impact fee may also be used for amending the City's trail plans and for development of new trails.

Project Cost and Proposed Funding Source

It is estimated that this project could cost up to \$25,000. State Code allows cities to expend impact fees for these purposes and so the proposed funding for this project is \$25,000 from the Roadway facilities impact fees.

Annual Road Maintenance & Repair

Issue/Problem

Current available funding for road maintenance is not enough to cover the estimated annual costs to keep up with recommended preventative maintenance and repairs of roads in the City.

Proposed Solution

Solutions include:

- 1) Adoption of a less aggressive road maintenance schedule that fits within the City's capability to pay.
- 2) Use of one-time City reserves, combined with a less aggressive road maintenance schedule (hybrid solution).
- 3) Property tax increase(s) to pay for some or all of the City's needed repair and maintenance projects. Could be a one-time adjustment or phased in when combined with use of City reserve funds.
- 4) Use of special assessment districts to pay for specific road repairs such as Eaglewood Loop.

Background

In April, 2018, the City completed an analysis of all road conditions using the Local Technical Assistance Program (LTAP) through Utah State University. That report, together with a subsequent road condition analysis completed this year, is the basis for the City's recommended repairs, road preservation and maintenance schedule. Put simply, these reports and the City staff's recommendation indicate that the City should be spending at least \$1.9 million annually on these activities.

The City has made great progress in increasing its investment in repairs, road preservation and maintenance activities in the last two years. Several roads and road segments have been rebuilt or repaired using grant funds, gas tax revenues and Class C road funds. In addition, the City Council has doubled the City's annual preventative maintenance budget from \$200,000 to \$400,000 for activities such as crack sealing and slurry seals. These efforts should extend the life and quality of the City's roads for many years.

Unfortunately, existing revenue streams related to these activities only provide about \$1 million dollars annually; thus, creating a shortfall of approximately \$900,000.

As noted above, there are several options for correcting this revenue deficiency. First, the City can adopt a less aggressive road maintenance and repair schedule. City staff would recommend against this approach and suggest that this method is principally responsible for the current poor condition of the City's roads.

Second, and only slightly less objectionable, is the use of one-time City reserves together with slight modifications (less aggressive) to the City's repair schedule. This option can clearly be done, but it is not a sustainable model and, ultimately, may continue to perpetuate the problem of road deterioration and failure.

Third, the City can raise property tax in order to permanently cover the structural deficiency in the annual budget. This could be done in a one-time increase or implemented in two or three increases (year over year) until the structural correction is fixed. Use of City reserves can supplement these deficiencies if such a tax is implemented incrementally. In addition, the City has been able to transfer General Fund balance for the past several years into our Capital Projects Fund and so there is cash to supplement this option on a short-term basis.

Fourth, the City could strategically review its list of needed projects and create special assessment areas which have the effect of taxing property owners who benefit directly from road repairs. These areas could be created for the Eaglewood Loop neighborhood and may be possible for segments of Eagleridge Drive. These districts are highly public and almost always produce numerous local objections and protests and so are problematic in many ways. But, they can be effective solutions, particularly for projects where this is a direct nexus to failing road conditions in foothill locations where it may be argued that the burden to maintain and repair is greater in these areas due to harsher conditions.

Part of the consideration for this difficult issue could include going out to the public with the City's new Qualtrics capability and seeking public willingness on property tax increases, special assessment areas and other ideas. This is an excellent public issue and reaching out to the citizens could inform the City Council very well on what types of solutions the public would support.

Project Cost and Proposed Funding Source

There is no budgetary impact proposed for this item. There is a deficiency identified in the Road Capital Project Fund for FY2021 of approximately \$881,000.

Culinary and Secondary Water Planning

Issue/Problem

The City must revise and complete long-term water planning including, but not limited to, evaluating water source needs, expansion of the secondary water system, scenario-based long-term planning in the case of annexation, growth, or removal of large water users, and emergency water planning. The City also currently lacks a comprehensive water conservation strategy other than some attempts to affect behavior through punitive rates.

Proposed Solution

Proposed project includes the revision of the City's culinary and secondary water master plans, including a review of the City's current water model, updates to the CFPs for water and creation of a new water impact fee ordinance, if needed. This project also includes the creation of a strategic water conservation policy together with a comprehensive rate study. All of these studies are engineering studies that will require a qualified consultant to perform analysis and formulate recommendations.

Background

Portions of this project were proposed in a previous fiscal year and the City did excellent work in-house to update its water performance model. The City has a robust data collection system in place that has been used to improve the performance of pumping and use of power. The City also submitted the draft updated water performance model to the Weber Basin Water Conservancy District (WBWCD) for their review and received some helpful comments. WBWCD staff did not perform (nor do they) a water modeling project for the City, but was helpful by providing critical technical review of the City's modeling report.

The City has some critical and potentially expensive decisions to make regarding if, and how, to expand the secondary water system in the foothills. The system has more source and storage capacity than is currently being used, but it is unknown how to most cost-effectively expand the system and best utilize the unused capacity. City staff has performed some analysis of this issue, but an engineering cost-benefit analysis should be performed by a third party.

The City's water model also has a wealth of information that makes future projections. An engineering review of this model, together with a scenario-based analysis, is needed in order to accurately project future needs for source, distribution and water rights planning. The City has excelled in the past in providing sufficient source and water rights to its customers, but there are new scenarios that need to be reviewed and modeled to be certain that the City can continue to properly plan for its long-range water needs. Some of the scenarios include the annexation of territory, higher than expected growth in the Town Center, status of large water users and others.

Finally, the City and the region are engaging in water conservation efforts. The best way to accomplish a water conservation strategy and corresponding rate analysis is for a third party to perform an analysis, prepare options or methodologies and then also propose some ratepayer strategies. The City Manager and Public Works Director both have experience managing this type of analysis and strongly recommend that an outside party perform this work. City staff does not have the expertise in-house to properly perform this type of analysis.

In summary, the deliverable items for this project are below. It is likely that this will become one large study which includes the following information:

- 1) Review and possible upgrade (if needed) of the City's water performance model;
- 2) A specific cost-benefit analysis of the possible expansion of the secondary water system;
- 3) Scenario-based long-range water planning that would address source, supply (water rights), distribution and any needed capital facilities;
- 4) Updating of the City's CFP for water and its impact fee ordinance; and,
- 5) A water conservation and rate study.

Project Cost and Proposed Funding Source

It is estimated that these projects could cost up to \$125,000. However, this is simply a preliminary estimate for the purpose of budgeting. The actual cost is unlikely to be known until bids are obtained. The funding source for this project is Water Impact Fees in the Water Fund.