



*2011 - 2016
BUDGET*

*CITY OF
SARATOGA SPRINGS*

JUNE 2011



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EXECUTIVE SUMMARY – INTRODUCTION

CITY OF SARATOGA SPRINGS
1307 N. Commerce Drive, Suite 200
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801-766-9793

MAYOR AND CITY COUNCIL AS OF JULY 1, 2011

Mayor Mia B. Love

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Council Member Cecil E. Tuley

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Term: 01/2010 - 01/2012

EXECUTIVE SUMMARY – INTRODUCTION

To the Mayor, City Council, and Residents of Saratoga Springs:

The City's FY 2011 adjusted budget and the FY 2012 tentative budget reflects a local and national economy beginning to recover after surviving the worst economic downturn since the great depression. The national economy appears to be improving from the housing and banking crisis that has gripped the county starting in 2008. Unemployment and the lowest consumer confidence in decades has destabilized the economy and left our nation reeling in the wake of historical financial change. Federal bailout money has been poured into the economy and appears to have stabilized state economies for a year, the Federal Reserve Board has adjusted markets, and the nation watches as the stock market seems to be stabilizing after a two years of volatility. When and how will our community emerge from this crisis?

I am hesitant to predict the long term national economic outlook or recovery given current trends and volatility. The tentative budget that is presented in this document assumes a flat and low rate of growth projected for next fiscal year and that the City will likely not begin to see revenues increasing until the middle of FY 2012. We anticipate rising fuel costs beginning and are looking at ways to mitigate this. Where revenue growth projections are made the City has assumed levels that are consistent with the most current trends and actual revenues that we are seeing. I can with confidence report that Saratoga Springs is in good shape and we hope for a bright future. With the annexation of nearly 3,000 acres of farmland into what will be the vibrant City Center we have great opportunities for growth.

The City finished Fiscal year 2010 with the General Fund Reserve at the 18 percent maximum level allowed under state law. In addition, the City has begun a series of updates to its Capital Facilities Plans and the preparation of 20 year comprehensive capital plan and Impact Fee studies. In conjunction with the capital and infrastructure planning the City is undertaking a substantial policy review and a recodification of the City Codes. Since the economic downturn the City has begun repositioning itself in anticipation of recovery and future development markets. I am hopeful of the future changes that are underway while remaining conservative in our fiscal and managerial practices.

In July of 2008, the City faced its toughest economic times. Through the budgeting process the City drastically reduced staffing levels and underwent a major financial correction. Since that time the City has focused on sustainable fiscal growth with an eye on insuring that one time revenues are not used for ongoing expenses. This budget anticipates this trend to continue through conservative proposed financial plan contained in this document. The amended FY 2011 budget represents few adjustments that maintain flat budgeted expenditures for the current fiscal year. The proposed FY 2012 budget is a balanced conservative budget for the upcoming fiscal year. This year the budget has a dramatic change from previous years in that we are implementing a 5 year fiscal operating plan. This long range plan projects future funding and expenditure growth based on the trends and operational changes that are occurring. The long range plan tries to present an attainable operations plans through FY 2016. Plans understandably change over time but by anticipating future long term operating and capital needs on an annual basis we believe we can continue to weather the current crisis and plan for our communities future needs.

EXECUTIVE SUMMARY – INTRODUCTION

The budget assumptions used for preparing this budget may change if the national economy experiences a relapse or other financial crisis arise. The City will continue to offer high quality City services delivered to our customers in a cost-effective, timely manner. We are naturally going to experience operating expense increases due to inflationary pressures but staff remain committed to keeping customer service levels high despite inadequate funding. In this difficult economic environment, City staff has diligently looked for ways to operate the City more efficiently. Despite these difficult economic times it is anticipated that the proposed budget will allow City staff to carry out Council's goals and high levels of service within identified resources (i.e., without a property tax increase).

Pursuant to §10-6-109, Utah Code Annotated, the following budgets: FY 2011 Adjusted, FY 2012, and FY 2013 - 2016 Plan, 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 and represents a fiscally conservative budget to meet the current demands imposed by the national economy. The proposed budget presented herein has been compiled with goals and objectives outlined by City Council during Council Goal setting as guiding principles.

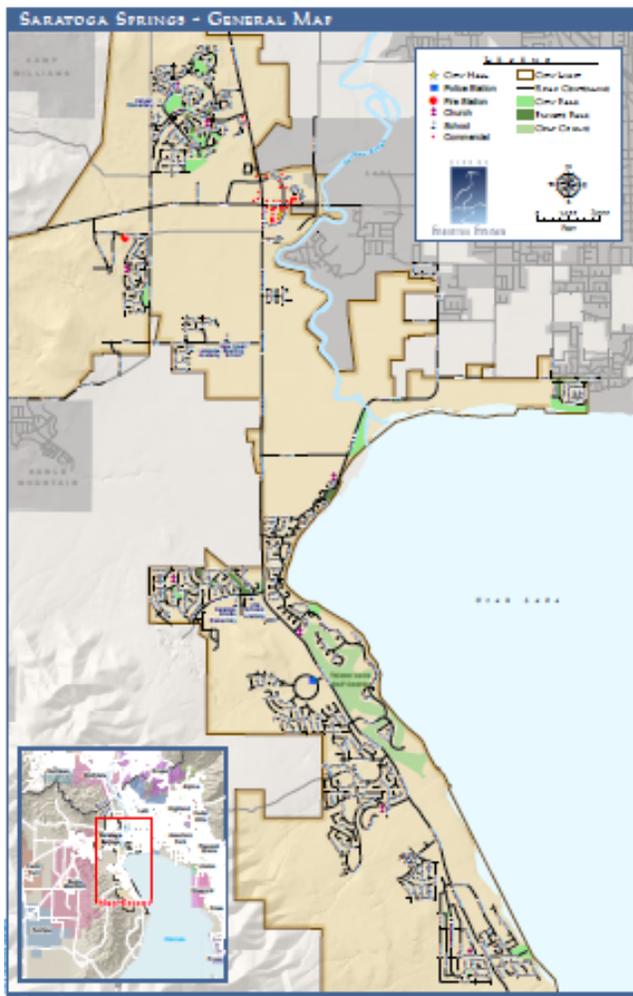
In preparing this budget, City staff began with base budget levels set as part of the FY 2011 Adopted Budget approved by Council in June of 2010. Any one time authorizations were removed from this base budget. Any additional changes will be highlighted for the City Council's review. Proposed changes to these approved budget levels were developed based on direction from City Council and in consultation with department managers, City staff, and the Capital Improvement Project prioritization recommended to the City Council herein. Due to the limited fiscal constraints the City is operating under, the recommended budget items may meet the established criteria for approval or recommendation to the City Council but are being denied by the City Manager because of a lack of ongoing funding through the City's operating accounts.

I present the City Manager Recommended Budget for FY 2011 and FY 2012 - 2016 fiscal plans to the City Council, residents of Saratoga Springs, and other interested stakeholders for your review.

Sincerely,

Mark J. Christensen
City Manager
City of Saratoga Springs

EXECUTIVE SUMMARY – INTRODUCTION



The City of Saratoga Springs is an exciting pro-development 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 lakeshore living, a quiet and rural atmosphere, 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, 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 17,781 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 highest growth cities in Utah, and as a region the northern Utah County area has also experienced rapid development and growth in recent years. Even in a down 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 expansions map to population growth rates. The estimated combined population of these cities is 91,730 residents, mostly located west of the I-15 corridor.

Land development in the City has taken the form of large "master planned" communities with progressive land-use and zoning practices which have resulted in quality and diverse housing styles. Since the incorporation of the City, several ordinances have been adopted and a land development code has been created that encourages planned developments, clustering of residential units, preservation of open space, creation of parks and trail systems, and the maximization of views along the Utah Lake shore.

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 25 percent 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.

EXECUTIVE SUMMARY – INTRODUCTION

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 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 these agencies.

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 five members and two alternates of the Planning Commission with the advice and consent of the City Council. The Planning Commission is a volunteer 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.

Mark J. Christensen – City Manager
J. Spencer Kyle – Assistant City Manager
Kyle Maurer – Senior Accountant

Please visit the City online at www.saratogaspringscity.com

EXECUTIVE SUMMARY – INTRODUCTION

OVERVIEW

The purpose of this document is to present a budget document of the highest professional quality reflecting sound financial management practices in the following essential areas:

Serve as a Policy Document – Clearly describing the City’s short-term and long-term financial and non-financial goals and objectives.

Serve as a Financial Plan – Describe the fund environment including structure, balances, and major revenues and expenditures.

Serve as an Operations Guide – Describe the activities, services, and functions carried out by the organizational units.

Serve as a Communication Device – Provide a clear summary of significant budget issues and trends in resources, requirements, and policies.

The principal objective of this executive summary is to clearly describe the City’s budget process and highlight significant changes to the budget. This will enable the Mayor and City Council to provide policy direction during the budget process. This objective will be accomplished by addressing the following tasks:

1. Overview of goals and outcomes of the Budget Summary
2. Provide a summary of the City’s financial position
3. Outline the overall budget process & changes to the budget format
4. Provide a Budget Summary for Fiscal Year 2011 adjusted budget, 2012 tentative budget, and 2013 - 2016 financial plan
5. Discuss capital project prioritization and CIP funding issues
6. Provide an overview of the City Manager’s Recommended Budget
7. Discuss the status of the various City projects
8. Highlight future issues
9. Discuss Citywide budget policy changes

This budget document should be read and considered with the City’s Audited Financial Statements to provide an in depth understanding of the City’s financial and economic condition including historical trend data.

CITY MISSION STATEMENT

The City of Saratoga Springs promotes and serves the community's general well being, health, and safety by preserving our natural beauty and enhancing the quality of life through long-term planning, providing a quality community experience, and sound fiscal responsibility.

Life's just better here!

EXECUTIVE SUMMARY – INTRODUCTION

CITY COUNCIL SHORT TERM GOALS AND PRIORITIES (12 – 18 Months)

First Priority

- City Center Annexation and Master Planning
- Fire Services Delivery: Discussion on UFA/Metro/ or no change.
- Establish Volunteer Library and study long term service delivery models.
- Present a Balanced Budget
- Complete Long Term: Capital, Fleet, and Operations Planning
- Formalize City Brand: logo and marketing materials
- Develop Pioneer Crossing Phase 2 plan.
- Facilitate Satellite University Campus Discussions
- Establish an All-Terrain Vehicle Ordinance
- Develop a Financial Crisis Plan for City
- Provide additional City Council Training. (ULCT)
- Begin Construction on Shay and Neptune Parks in FY 2012. Park completion in future phases.

Second Priority

- Develop and help facilitate a survey and/or conduct a vote for Library Services discussion.
- Begin the development of an Annexation Boundary Agreement with neighboring cities.

Third Priority

- Apply for additional Grants including energy efficiency and alternative energy technologies.
- Review and amend the City Animal Ordinance.

CITY COUNCIL LONG TERM GOALS (2 years to 20 years)

- Create a community that has diverse and sustainable resources. This should include a strong workforce, infrastructure planning and coordination, water system rights and delivery, consumer and sales tax base, be economically and environmentally sustainable.
- Create and support arts in the community including civic events, performing, and visual arts.
- Create a diverse community including cultural, housing opportunities, and age distribution.
- Provide a full range of quality of life facilities for citizens of all ages and backgrounds that include: full service library, diverse recreation programs and outdoor recreation opportunities.
 - Parks
 - Trails
 - Shoreline and/or a boardwalk trail
 - Trail heads for off-road vehicles
- Create a diverse educational base including all phases of childhood education and post high school educational opportunities.

EXECUTIVE SUMMARY – INTRODUCTION

- Facilitate mass transit facilities and opportunities within the community.
- Develop long term plans for a sewer recycling and reuse center.
- Develop long term plans and opportunities to utilize geothermal, solar, wind, and renewable power sources.
- Apply for funding grants.
- Create a long term lakeshore business development plan.
- Facilitate a private or public cemetery within the City.

MAYOR AND COUNCIL GOALS

In January of each year, the Mayor and City Council meet to discuss their vision for the community and to establish “Short Term Goals” and action items as part of their long-term and short-term planning process. The goals and objectives identified above have been identified by the Mayor and Council as community priorities for FY 2011 – 2012 and beyond that are tied to the City’s Mission and Organizational Philosophy, to act as leader in providing quality governmental services. The strategies or specific procedures to achieve the goals can be found in Operating and Capital Budgets incorporated in this budget.

BUDGET PROCESS

The budget process is a way to link Council’s goals to the day-to-day operations of the City. Through the budget process, the Council will adopt a budget and financial plan that will serve as a policy document for implementing the Council’s goals and objectives. The budget provides the staff and resources necessary to accomplish the goals and program service levels established by the City Council and a plan that establishes performance expectations for each department.

The budget process is an essential element of financial planning, management, control, and evaluation for the City. Additionally, the budget process offers a series of public hearings for customers of governmental services to give input on city sponsored programs and levels of services.

According to state statutes, 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

EXECUTIVE SUMMARY – INTRODUCTION

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 first City Council meeting in May 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. 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. Enterprise fund budgets may be increased by the City Council without a public hearing. Expenditures may not exceed appropriations at the department level.

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 that 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 with offsetting existing funds other than personnel are discouraged and will be subjected to a heightened review.
4. Requests that demonstrate an exceptional need that could not have been anticipated during the budget process.
5. Requests that are specific for a Council program or goal.
6. Requests that generate new revenues.
7. Federal, State, or local mandates.

EXECUTIVE SUMMARY – INTRODUCTION

BUDGET CALENDAR
<p>Preparation of Tentative Budget</p> <p>November - January Legislative body identifies community goals and objectives. Tentative capital improvement plan released. December Budget Calendar and instructions presented to departments. Department mid-year performance measures due. Pay plan benchmarking updated.</p> <p>January Department's submit budget options and tentative performance measures. Department's meet with City Manager and Finance Manager to discuss options and performance measures. Begin rate and fee analysis.</p> <p>February – March Compilation of Tentative Budget</p> <p>April Tentative Budget presented to Council. Staff presents introduction, executive summary, and budget policies.</p> <p>Council Presentation and Public Hearings</p> <p>May The Council holds public hearings on the proposed tentative budget. Staff presents operating and capital budgets and tentative rate and fee schedule. Council adopts tentative budget.</p> <p>Adopt Final Budget and Set Certified Tax Rate</p> <p>June The Council holds public hearings on the proposed tentative budget; Council adopts final budget, certified tax rate and fee schedule (adopted prior to June 22nd state deadline if no property tax increase)</p> <p>July - August The Council notices and holds Truth-in-Taxation Public Hearing (ad run twice in the two weeks preceding the hearing). Council adopts final budget and certified tax rate.</p> <p>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 and Citizens Budget made available</p>

Table 1-Budget Calendar

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

EXECUTIVE SUMMARY – INTRODUCTION

solicit public input.

Budget Format: This is the first year the City has completed a multi-year budget and published a formal budget document in this format and scope. This year the City has introduced a five-year financial plan. The City's budget process is different in many ways when compared to the past. Some of the most notable changes in the budget process include moving from an annual budget to a multi-year budgeting process beginning in fiscal year 2012-2013, the incorporation of a long term Capital Plan, and the implementation of performance measures. In FY 2012 staff will work with the Council to develop a multi-year pay-for-performance compensation philosophy. A multi-year budget process encourages a forward thinking approach to programs and services offered by offering a comprehensive financial outlook.

A multi-year budget is a process in which the City anticipates revenues and expenditures for two or more budgetary years. Each budget year beyond the required appropriations period is referred to as a multi-year financial plan which *does not* act as a formal spending document but rather serves as a plan that can be amended freely without legislative approval. The financial plan only becomes a formal spending document with approval by the legislative body at which time the plan becomes a budget.

Implementing a multi-year budget offers the City numerous advantages, including but not limited to:

- Improved financial management
- Improve long-term planning
- Ability to evaluate program and service delivery

A primary change internal to the organization is that departments have been instructed to anticipate budgetary needs for a 72-month period (the remaining 3 months of Fiscal Year 2011 and Fiscal Years 2012 – 2016) While going from a one-year budget to a five-year budget is relatively new, the concept appears to be favorably accepted throughout our organization. The process requires an even greater deal of planning and preparation for upcoming years from each of the departments.

The first year of a five-year budget process is when the majority of the planning occurs. The second year typically will include minor adjustments and anticipated programmatic changes. The goal of this type of planning is to insure the operational needs are meeting the long-term organization's direction. Each year the City will incorporate the current adjusted budget and a modified five-year plan.

For the first year (July 1, 2011 – June 30, 2012), City Council will approve a budget for the upcoming fiscal year and a fiscal plan for the four years thereafter. The Budget Document is a tool to be used by management and staff to implement the direction established by council to carry out the needs and direction of the community. The document is divided into five major areas: (1) Executive Summary, (2) Operating Budgets, (3) Summaries, (4) Policies and Objectives, and (5) Performance Measurement Program.

- A. The Executive Summary highlights: the City's goals, objectives, and budget processes;

EXECUTIVE SUMMARY – INTRODUCTION

economic and demographic facts and projections; significant budget issues for fiscal year 2012; and revenue and expense trends.

- B. The Operating Budget reports in detail how the City’s fiscal resources are used to deliver public services. Included with the operational budgets are the department’s performance measures.
- C. The Budget Summaries focuses on government-wide revenues and expenditure summaries and individual fund summaries.
- D. The Policies and Objectives section establishes guidelines for achieving fiscal accountability and management, full disclosure, and acts as a planning tool to assist in the decision making process.
- E. The Performance Measurement Program is included in this document and outlines the program developed for the City and highlights its creation, philosophy and implementation.

This year’s Executive Summary represents staff’s recommendations to carry out the Mayor and Council’s goals for the upcoming budget year. By adopting the Fiscal Year 2011-2012 budget, City Council is legally appropriating funds and authorizing expenditures in accordance with policies outlined in this document and in accordance with State law.

BUDGET AWARDS PROGRAM

It is the intent of the City Manager to formally present this budget document to The Government Finance Officers Association of the United States and Canada (GFOA) for the Distinguished Budget Presentation. The City hopefully will be successful in receiving this prestigious award. To receive this award, the City must publish the budget document that meets program criteria as a policy document, operations guide, financial plan, and communication device.

This award is significant for several reasons which include the City’s adherence to good budget policies and positive planning efforts. The City receiving this award is an external measure of the proactive budgeting practices the City is employing.

The award is valid for a period of one year. We believe this budget conforms to program requirements and will be submitted to GFOA to determine its eligibility for this prestigious award.

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

FISCAL FIRST AID

The Government Finance Officers Association (GFOA) in 2010 released fiscal first aid techniques 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:

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.

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 financial condition if used improperly.

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 the public’s support local taxes

Treatments Not Advised - are ones that can get you in trouble.

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. Table 2 compares the actions the City has employed in its current management practices against each treatment. As demonstrated in Table 2, 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.

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

Fiscal First Aid Techniques			
Action	Primary Treatments	Action	
	Revenue		Recognize opportunities within crisis
	Audit revenue sources	X	Manage perceptions
	Improve billing and collections procedures	X	Be willing to spend money to save money
X	Explore fees for services	X	Network with peer agencies and individuals
X	Propose taxes with a strong nexus		Human Resources and Benefits
X	Conduct a tax lien sale	X	Evaluate overtime use
		X	Address health care costs & workers' compensation claims patterns
	Capital and Debt		Re-examine labor structures
X	Start comprehensive capital project planning	X	Assess organization structure
X	Restructure debt	X	Integrate human resources and financial systems
		X	Investigate risk management
	Management Practices		
X	Make managers manage		Financial Planning and Analysis
X	Enhance purchasing practices		Evaluate financial condition & get benchmark data
	Pursue inter-organizational cooperation	X	Inventory programs and ascertain their costs
X	Revisit control system		Audit certain recurring expenditures
X	Centralize financial management and human resources activities		Divest of loss-generating enterprises
	Develop cash flow reporting	X	Seek state, federal, and/or regional assistance
X	Establish a culture of frugality		Identify sources of liquidity
Treatments to Use with Caution			
	Revenue		Human Resources and Benefits
	Sell assets		Offer early retirement program
	Obtain better returns on idle cash	X	Increase part-time labor
		X	Institute hiring/wage freezes
		X	Reduce hours worked and pay
	Capital and Debt		Financial Planning and Analysis
X	Use short-term debt to pay for vehicles		Revisit interfund transfer policies
X	Defer and/or cancel capital projects	X	Use Fund Balance to Soften the Landing
	Use debt to fund pay-go capital projects		Management Practices
		X	Close facilities (or reduce hours of operation)
			Outsource
Treatments to Use with Extreme Caution			
	Revenue		Human Resources and Benefits
X	Levy a broad tax increase		Make across-the-board wage cuts
	Create special taxing districts		Defer compensation
	Capital and Debt		Management Practices
			Make across-the-board budget cuts
Treatments Not Advised			
	Revenue		Human Resources and Benefits
			Underfund accrued liabilities like pensions
	Capital and Debt		Management Practices
	Shift operational costs into capital budgets		Use accounting manipulations

Table 2 – Fiscal First Aid Techniques, comparing City practices to techniques

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

PROPERTY VALUATION AND TAX ASSESSMENTS

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 on the basis of 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 percent of the fair market value of primary residential property as shown in the table below.

History of Property Statutory Assessment					
	Year	Statutory Assessment Level (% of Market Value)	Real Property Intangible Exemption (Apply to Locally Assessed Only)	Primary Residential Exemption	Total Taxable Value as a Percentage of Market Value
Primary Residential	1961 - 1978	30%	0%	0%	30%
	1979 - 1980	25%	0%	0%	25%
	1981 - 1982	20%	20%	0%	16%
	1983	20%	0%	25%	15%
	1984 - 1985	20%	20%	25%	12%
	1986 - 1990	100%	20%	25%	60%
	1991	100%	5%	29.75%	66.74%
	1992 - 1993	100%	5%	29.50%	66.98%
	1994	100%	0%	32%	68%
	1995 - Present	100%	0%	45%	55%
Other Locally Assessed Real Property	1961 - 1978	30%	0%	N/A	30%
	1979 - 1980	25%	0%	N/A	25%
	1981 - 1982	20%	20%	N/A	16%
	1983	20%	0%	N/A	20%
	1984 - 1985	20%	20%	N/A	16%
	1986 - 1990	100%	20%	N/A	80%
	1991	100%	5%	N/A	95%
	1992 - 1993	100%	5%	N/A	95%
	1994 - Present	100%	0%	N/A	100%
Personal Property	1961 - 1978	30%	N/A	N/A	30%
	1979 - 1980	25%	N/A	N/A	25%
	1981 - 1985	20%	N/A	N/A	20%
	1986 - Present	100%	N/A	N/A	100%
Centrally Assessed Property	1961 - 1978	30%	N/A	N/A	30%
	1979 - 1980	25%	N/A	N/A	25%
	1981 - 1985	20%	N/A	N/A	20%
	1986 - Present	100%	N/A	N/A	100%

Table 3 - State of Utah property tax statutory assessment from 1961 to present.

During the 1995 legislative session, the exemption for primary residential property was increased from 32 percent to the constitutional maximum of 45 percent. The local effect of this action was to shift the burden of supporting education, public safety, and general government from primary

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

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.

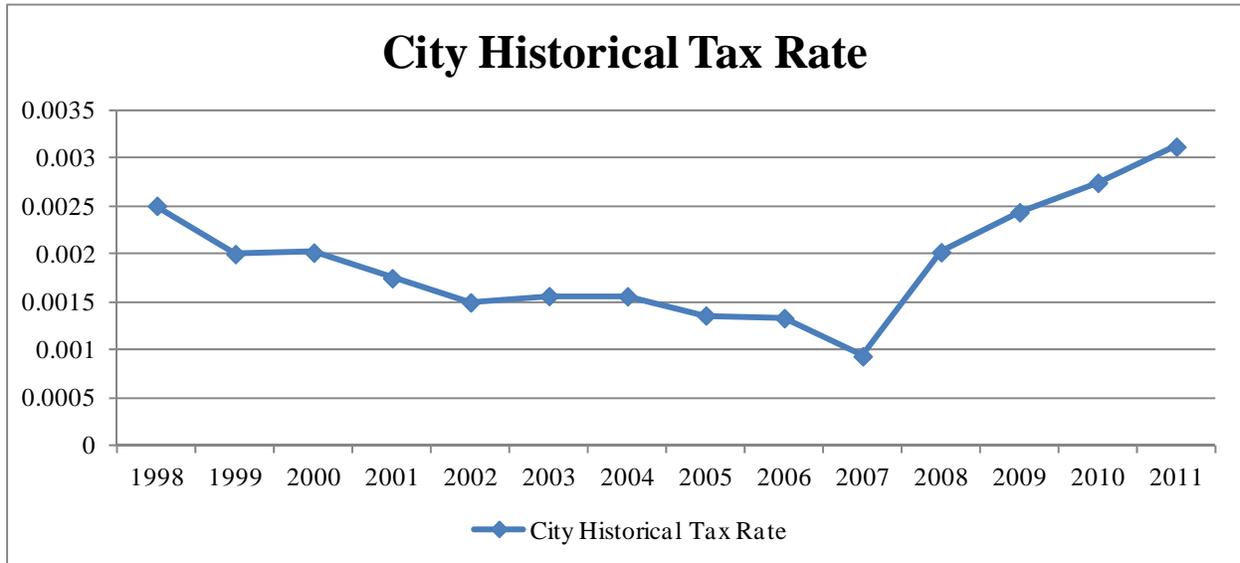


Figure 1 - illustrates the City Historical tax rate since 1998.

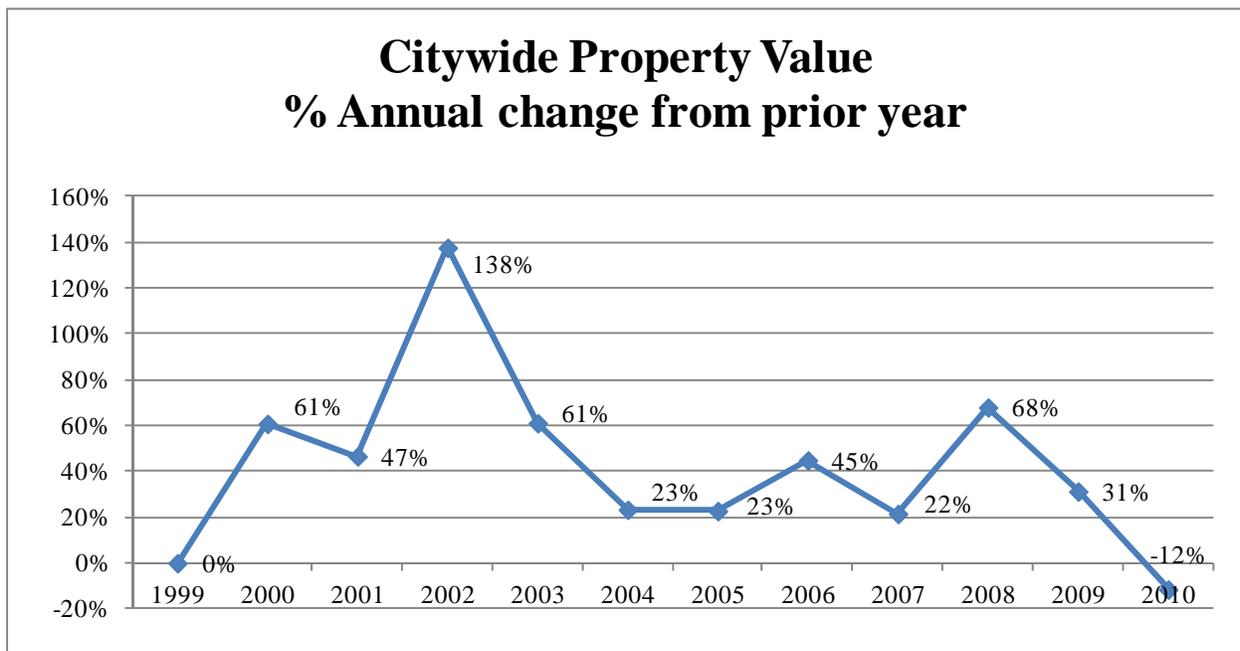


Figure 2 - illustrates the Citywide Property Value percent change for prior year since 1998.

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.

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

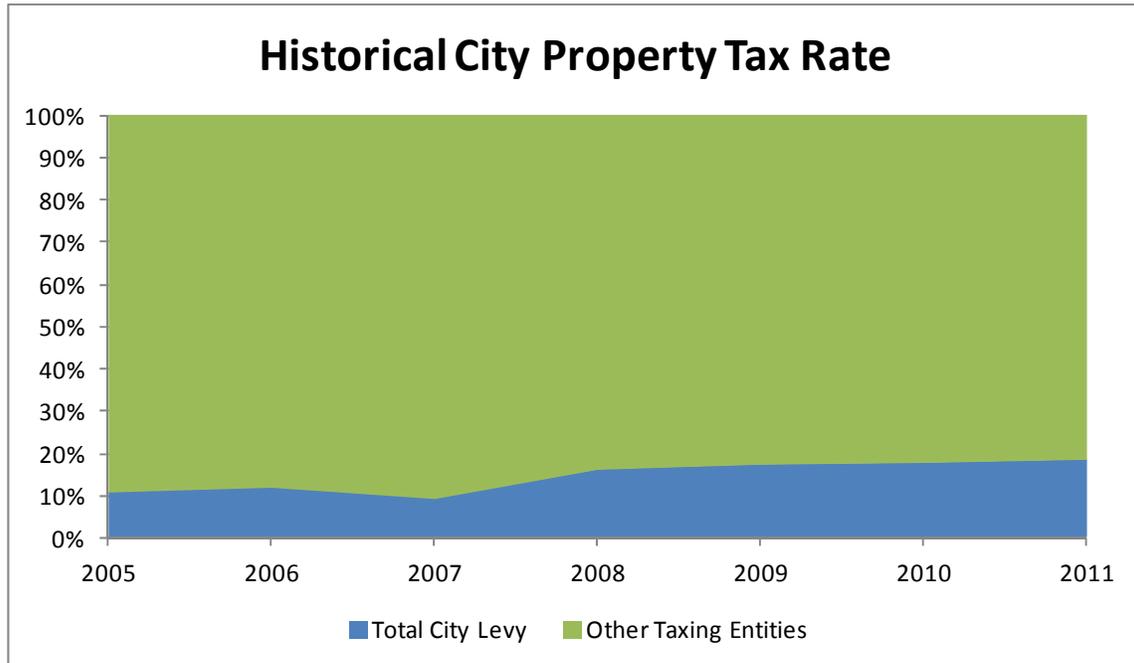


Figure 3 - illustrates each taxing entities share of the total levy for property taxes in 2010.

State statutes require that each year a certified tax rate be calculated. The certified tax rate is the rate which will provide the same amount of property tax revenue as was charged in the previous year, excluding the revenue generated by new growth. 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 percent of the amount of such taxes due or a \$10 minimum penalty. The delinquent taxes and penalties are charged interest at the federal discount rate plus 6 percent 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.

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

Historical City Property Tax Rate	Year						
	2005	2006	2007	2008	2009	2010	2011
City General Purpose	0.001358	0.001331	0.000933	0.002019	0.002436	0.002744	0.00312
City (GO Bond Debt)	0	0	0	0	0	0	0
Total City Levy	0.001358	0.001331	0.000933	0.002019	0.002436	0.002744	0.00312
Other Taxing Entities	0.009873	0.008502	0.008239	0.008448	0.009144	0.009935	0.010590
Total Tax Rate for City	0.011231	0.009833	0.009172	0.010467	0.011580	0.012679	0.013710
City rate as a % of Total	12%	14%	10%	19%	21%	22%	23%

Table 4 - represents the City’s and other taxing entities’ historical tax rates since 2005.

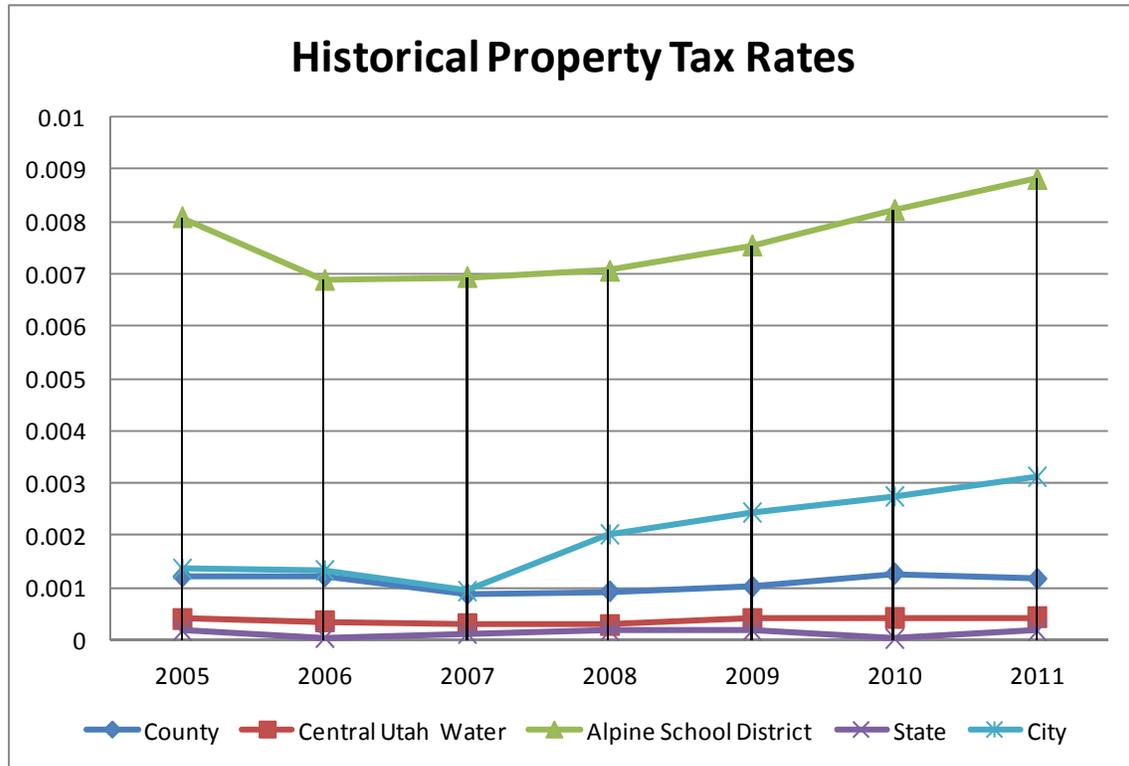


Figure 4 - illustrates each taxing entities tax rate for Saratoga Springs since 2005.

As depicted in Table 4, the City’s tax levy rate decreased from 0.001358 in 2005 to 0.000933 in 2007. In 2008 the City’s tax rate increased to 0.002019. Since that time the rate has increased as a result of declining assessed values City wide. It is interesting to note that the rate in 2010 (0.002744) is almost the same as the rate in 1998 (0.002503) when the City incorporated.

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

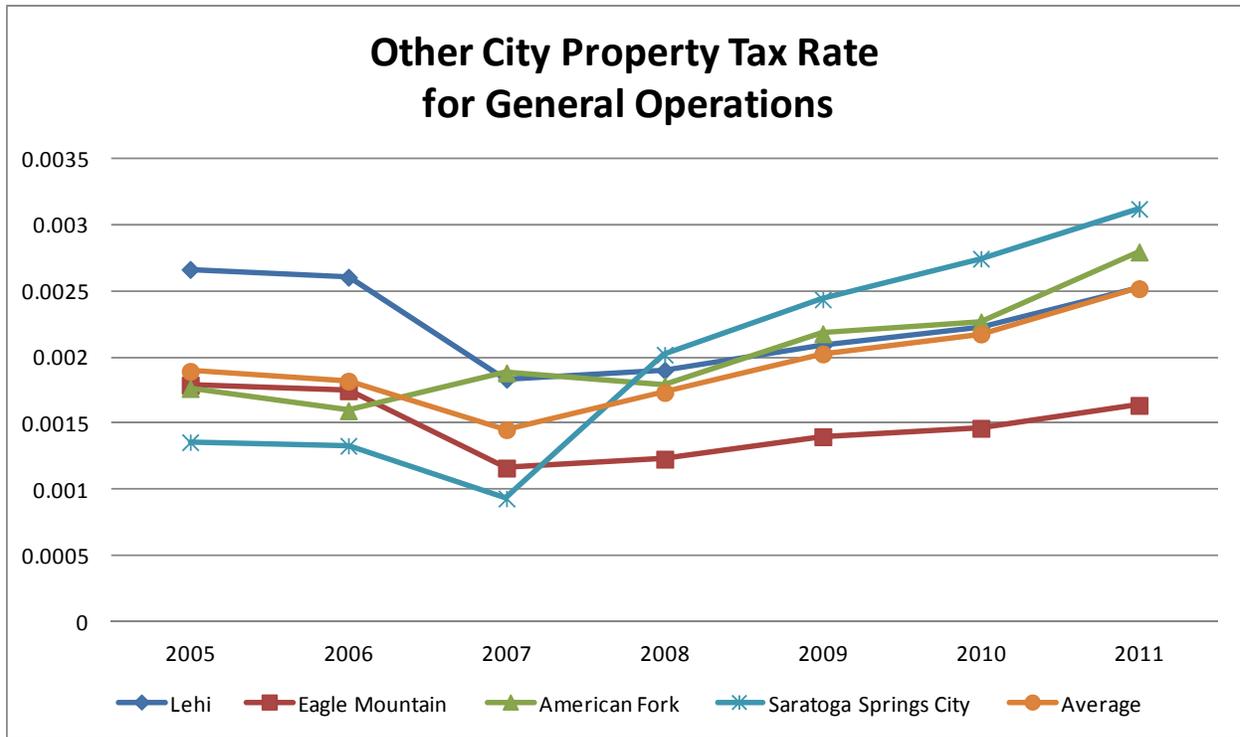
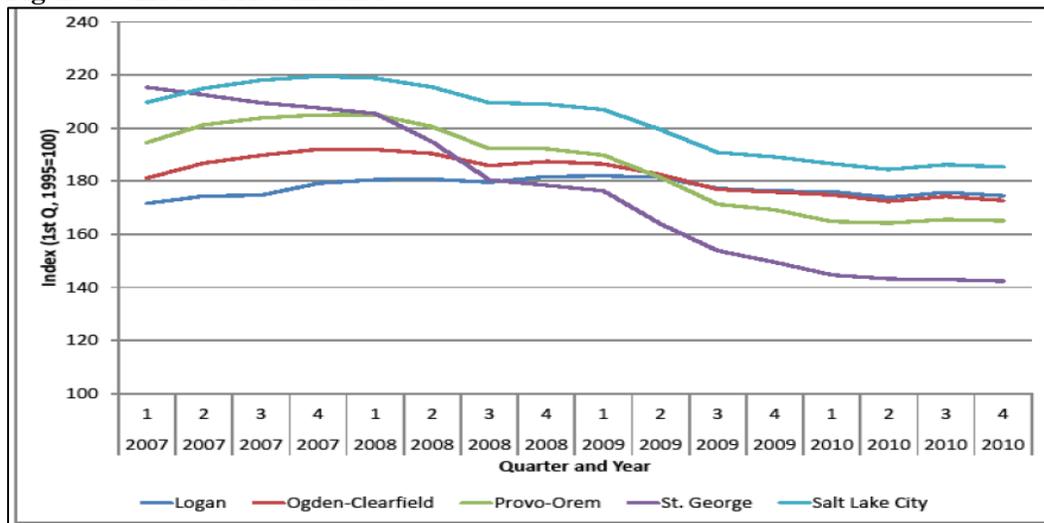


Figure 5 - illustrates each operating property tax rate compared to Saratoga Springs since 2005.

The City has a relatively high tax rate since 2008 compared to other communities in the surrounding areas. This is largely due to the City’s limited retail and commercial sector, large residential base with low to moderate taxable value, and a high area of tax exempt properties (Greenbelt Farm Properties). Since 2008, the City tax rate has been slightly higher than the neighboring communities but all of these rates have increased to offset the declining property values experienced nationwide.

Figure 6 - House Price Indexes



EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

City of Saratoga Springs, Top 10 Taxpayers, **2010			
<u>Taxpayer</u>	<u>Rank</u>	<u>*Taxable Valuation</u>	<u>% of Total Value</u>
Wal-Mart	1	\$14,185,632	1.53%
Scott McLachlan	2	\$11,453,726	1.24%
Stations West	3	\$6,186,446	0.67%
Questar Gas	4	\$5,574,781	0.60%
Utah Pacific Holding	5	\$4,890,800	0.53%
Pacificorp	6	\$4,781,679	0.52%
Cougars Rock Investments	7	\$3,768,786	0.41%
Towne Storage	8	\$3,269,422	0.35%
S3 Properties (Walgreens)	9	\$2,786,771	0.30%
Wardley	10	\$2,743,000	0.30%
Principal Tax Payer Totals		\$59,641,043	
Total Property Valuation		\$ 925,040,605	
Top 10 as a % of Total		6%	
*Includes Real, Personal and Centrally Assessed			
** Calendar Year			

Table 5 (left) represents the City’s largest property tax payers. (Utah County 2010 Taxable Values)

As shown in Table 5, the City’s top ten taxpayers are relatively stable and diverse with the principal tax payers representing only 6 percent of the taxable property value.

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

DEMOGRAPHIC INFORMATION

The City has experienced high population growth since the 2000 Census. The City’s population has grown from 1,003 in 2000 to 17,781 in 2010. Saratoga Springs grew approximately 1,673 percent during this ten year time span.

Census 2010 Demographic Profile Highlights

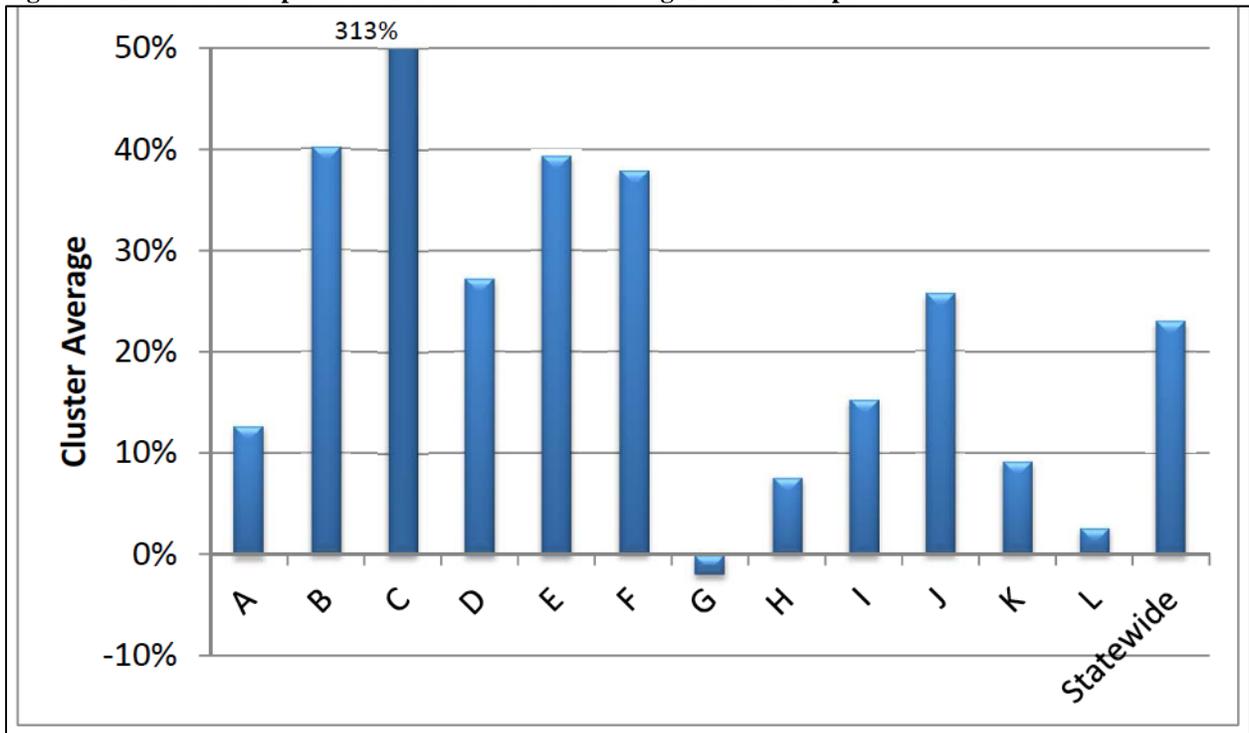
Subject	Total		18 years and over	
	Number	Percent	Number	Percent
POPULATION				
Total population	17,781	100.0	9,434	100.0
RACE				
One race	17,288	97.2	9,303	98.6
White	16,501	92.8	8,828	93.6
Black or African American	94	0.5	38	0.4
American Indian and Alaska Native	50	0.3	32	0.3
Asian	163	0.9	117	1.2
Native Hawaiian and Other Pacific	140	0.8	70	0.7
Some Other Race	340	1.9	218	2.3
Two or More Races	493	2.8	131	1.4
HISPANIC OR LATINO AND RACE				
Hispanic or Latino (of any race)	1,026	5.8	541	5.7
Not Hispanic or Latino	16,755	94.2	8,893	94.3
One race	16,370	92.1	8,796	93.2
White	15,902	89.4	8,526	90.4
Black or African American	89	0.5	35	0.4
American Indian and Alaska Native	43	0.2	26	0.3
Asian	163	0.9	117	1.2
Native Hawaiian and Other Pacific Islander	140	0.8	70	0.7
Some Other Race	33	0.2	22	0.2
Two or More Races	385	2.2	97	1.0
HOUSING UNITS				
Total housing units	4,685	100.0		
OCCUPANCY STATUS				
Occupied housing units	4,387	93.6		
Vacant housing units	298	6.4		

Table 6 – Saratoga Springs Demographic Information from 2010 Census

EXECUTIVE SUMMARY – ECONOMIC OUTLOOK

The Utah Benchmarking Project has clustered Cities into similar groups. Saratoga Springs is in cluster group “C” for high growth Cities. As you can see in the figure below, cluster C has seen a 313% increase in population over the last 10 years. Saratoga Springs’ growth has been 1,673% during the same time period.

Figure 7 - State Wide Population Growth in Benchmarking Cluster Groups



EXECUTIVE SUMMARY – BUDGET OVERVIEW

FISCAL YEAR 2012 BUDGET ISSUES

This section of the Budget outlines the basic premises associated with the budget and its major programs. It is an introduction to the basic assumptions underlying the tentative budget.

Service Level Changes

As the City's revenues see modest growth, the City has been careful about increasing service levels without a sustainable revenue stream. For this reason, most service levels have remained constant in this fiscal year. Some service level changes of note include:

- **Creation of Library.** The City opened its first library in 2011. Last year's budget included \$10,000 of seed money towards a library. A volunteer library was established and used the seed money to open a volunteer operated library. The majority of revenues associated with this library will come from donations from the community and the efforts of the library committee.
- **In-house Professional Staff.** In the previous budget year funding was approved for an in-house Attorney and Engineer. It is believed that for the same cost the City will receive greater service due to having these positions in house.

Enterprise Utility Funds

As staff continues to evaluate the current and future status of the water, sewer, street light, garbage, and storm drain enterprise funds, the analysis continues to highlight concerns regarding the funds' ability to fund future operations, capital projects, equipment, and build reserves for unforeseen events while keeping rates as low as possible. It is anticipated that pay-as-you-go financing in connection with other short-term and long-term financing sources may be necessary to fund necessary capital improvements and equipment replacement. City staff has been diligent in seeking grant revenue to assist with cost of funding necessary capital improvements and equipment replacement. The City in 2012 will be implementing a full cost allocation strategy for the enterprise funds that will detail administrative costs not currently being charged to these funds.

See Capital Projects Summary and Fee Schedule located in the Supplemental section for details on capital projects anticipated in the next five years and the proposed user fee schedule.

Future Considerations

In 2012-2013 budgets the City will implement a Fleet Management Plan developed to provide guidance in operating, maintaining, evaluating, financing, and replacement of City fleet. The budget plan anticipates that capital acquisitions for fleet and equipment replacement will be necessary.

Governmental Funds

Budgetary revenue projections have been difficult as economic assumptions, since FY 2011, have included a recessed economy and housing market, rising unemployment, low investment earnings, and low taxable sales. Budgetary assumptions moving forward anticipate nominal economic growth and taxable sales, stabilizing housing markets and unemployment, and low investment earnings. Stronger growth patterns are expected beginning in FY 2012-2013.

This year's budget process required staff to highly scrutinize their operating and capital budgets

EXECUTIVE SUMMARY – BUDGET OVERVIEW

requests while trying to maintain the same high level of service for our customers. Maneuvering through these economic uncertainties is becoming increasingly difficult; future expenditure reductions may require the reduction in levels of service.

Personnel costs, city-wide, are expected to remain relatively flat in the 2012 budget due to flat health benefit growth rates. This is a signal that staff are utilizing their health plans efficiently. All personnel positions and salaries are scheduled to remain the same although the City Manager suggests a one-time “pay for performance” incentive for FY 2012 based on performance in the following fiscal year.

Levels of Service

It is the desire of the City to provide a high level of public services that require maintaining sufficient staff, quality equipment and advanced technology, and professional facilities, at the lowest cost to our customers. The 2012 budget provides for maintaining existing services and programs levels that are outlined in the operating budgets. The services and programs offered provide for focusing on the goals and objectives established by the Mayor and Council.

City Financial Summary

In May 2011 the City received its first ever bond rating (Sales Tax Revenue 2011 Series for Public Works and other City Facilities improvements.) from Standard and Poor’s. The City received a rating of AA on its \$4,000,000 debt issuance and competitively sold these bonds. The City was able to receive a true interest cost (TIC) rate of 3.64 percent for this issuance in part because of the excellent bond rating the City received. The City was able to sale these bonds without a reserve fund.

Changes in Fund Balance

Table 7 reports current ending fund balances for fiscal year ended June 30, 2010, and depicts estimated fund ending balances for governmental funds for fiscal years ended 2011. Fund balances in the General Fund are expected to increase and remain at the 18 percent state limit. Capital and Enterprise funds rise and fall on an annual basis based on the size, scope, and timing of capital projects. This table represents cash and current liabilities and receivable and does to exactly match other tables in this report. Information given in this table is illustrative of the general balances and conditions of the various funds.

EXECUTIVE SUMMARY – BUDGET OVERVIEW

Ending Fund Balance Available for Appropriation					
	FY2011 (Projected)	FY2010	FY2009	FY2008	FY2007
General (10)	\$ 569,048	\$ 2,008,419	\$ 905,030	\$ 235,927	\$ 931,273
Street Lighting (22)	203,072	128,706	76,617	36,792	30,620
SSD Street Lighting (23)	47,199	35,220	24,167	21,349	17,952
Zone 2 SID (24)	2,816,662	8,893	(521,443)	(131,433)	(1,436,398)
Storm Drain Capital (31)	735,032	619,573	398,368	971,426	889,252
Parks Capital (32)	2,069,577	3,001,915	3,741,075	3,908,130	2,440,896
Roads Capital (33)	2,656,926	2,237,814	4,102,054	4,758,489	3,608,414
Public Safety (34)	(75,591)	(270,898)	1,093,882	901,752	545,363
General Capital Proj (35)	3,688,270	285,823	-	-	913,646
Water (51)	633,676	627,372	1,196,950	843,699	38,697
Sewer (52)	1,670,137	1,116,517	432,984	126,494	477,785
Wastewater Capital (53)	268,274	330,994	167,781	330,681	207,641
Storm Drain (54)	84,335	61,701	-	-	-
Garbage (55)	136,487	100,073	70,019	27,141	21,128
Water Capital Proj (56)	1,495,952	1,135,901	1,345,277	1,447,678	2,202,575
Secondary Capital Proj (57)	249,058	101,239	1,329,878	1,152,059	2,113,549
Ending Fund Balance	\$ 15,567,525	\$ 11,529,262	\$ 14,362,639	\$ 14,630,185	\$ 13,002,392
This includes Cash, Current Liabilities, and Current Receivables					

Table 7 – Ending Fund Balance for Appropriation

Changes in Fund Balance Greater than 10%

Six of the Cities funds had an ending fund balance that changed by more than 10 percent. The following is an explanation for these changes.

Street Light (Funds 22 and 23) This fund's balance changed by 11.1%. This was primarily due to changes in the administrative charge that came out of the allocation analysis. It was determined that the Street Light funds need to bear a higher cost of the services performed by other funds.

Parks Capital Projects (Fund 32) This fund's balance decreased greater than 10% due to completion of major park projects. Fund balance will be primarily used to pay for these projects.

General Capital Projects (Fund 35) This fund's balance decrease by greater than 10% due to the use of fund balance for construction projects.

Garbage Utility (Fund 55) This fund's balance increased by 55.8%. This is due to an increase in revenue of 12.7%.

Water Impact (Fund 56 & 57) These funds increased in fund balance because no new project have been budgeted for. New projects will be added once the capital facilities plan update is complete.

EXECUTIVE SUMMARY – BUDGET OVERVIEW

Beginning Fund Balance Available for Appropriation Table 8					
	FY2012 (Projected)	FY2011	FY2010	FY2009	FY2008
General (10)	\$ 2,804,894	\$ 2,008,419	\$ 905,030	\$ 235,927	\$ 931,273
Street Lighting (22)	200,560	128,706	76,617	36,792	30,620
SSD Street Lighting (23)	46,577	35,220	24,167	21,349	17,952
Zone 2 SID (24)	53,739	8,893	(521,443)	(131,433)	(1,436,398)
Storm Drain Capital (31)	710,065	619,573	398,368	971,426	889,252
Parks Capital (32)	2,425,572	3,001,915	3,741,075	3,908,130	2,440,896
Roads Capital (33)	2,534,871	2,237,814	4,102,054	4,758,489	3,608,414
Public Safety (34)	(105,129)	(270,898)	1,093,882	901,752	545,363
General Capital Proj (35)	2,702,759	285,823	-	-	913,646
Water (51)	1,374,413	627,372	1,196,950	843,699	38,697
Sewer (52)	720,442	1,116,517	432,984	126,494	477,785
Wastewater Capital (53)	533,141	330,994	167,781	330,681	207,641
Storm Drain (54)	90,700	61,701	-	-	-
Garbage (55)	154,755	100,073	70,019	27,141	21,128
Water Capital Proj (56)	1,017,747	1,135,901	1,345,277	1,447,678	2,202,575
Secondary Capital Proj (57)	302,418	101,239	1,329,878	1,152,059	2,113,549
Beginning Fund Balance	\$ 15,567,525	\$ 11,529,262	\$ 14,362,639	\$ 14,630,185	\$ 13,002,392
This includes Cash, Current Liabilities, and Current Receivables					

Table 8 indicates the Starting Fund Balances for the Various City funds.

FUND STRUCTURE

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). Major funds are as follows:

General Fund: The General Fund is the principal fund of the City. The General Fund accounts for the normal recurring operating activities of the City (i.e. general government, public safety, streets and public works, parks and recreation). User fees, property, sales, and franchise taxes primarily fund these activities.

Accounting records and budgets for governmental fund types are accounted for using the modified accrual basis of accounting. That is, revenues are recognized when they become measurable and available as net current assets. “Measurable” means the amount of the transaction can be determined and “available” means collective within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized under the modified accrual basis of accounting when the related liability is incurred.

Enterprise Funds: The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to a business. Accounting records for proprietary fund types are

EXECUTIVE SUMMARY – BUDGET OVERVIEW

maintained on an accrual basis. That is, their revenues are recognized when they are earned and their expenses are recognized when they are incurred. Budgets for all Enterprise Funds are prepared on a modified accrual basis. Depreciation is not budgeted for in the City’s enterprise funds.

- Water, Sewer, Garbage, and Storm Drain Enterprise Funds - Accounts for the operation of the City’s utilities, including the accumulation of monies for the repayment of water utility debt service.

Debt Service Fund: Accounts for the payment of the City’s 2011 Sales Tax Revenue Bond.

Tax Increment Fund: Accounts for operations and improvements within the TIF and the accumulation of money for the future repayment Tax Increment Financing Bonds. The principal source of revenue is property tax increment from properties located within the area and although the City does not currently have any TIF’s or EDA’s these may be utilized in the future for economic development within the City.

Special Improvement District Fund: Accounts for the operations and improvements within the SID and the accumulation of money for the repayment of the existing Special Assessment Bonds payable in annual installments. The principal source of revenue is levying a special tax on the properties located within the SID.

Capital Project Funds: Prepared accounting records and budgets for all capital project funds are maintained on a modified accrual basis. The capital project funds are used to account for the construction of major capital projects not included in the proprietary funds. The Capital Improvement Fund is used to account for capital projects of the City’s general government. The City has undertaken a capital facilities and impact fee analysis during 2012.

Functional Units by Fund Type		
<u>General Fund</u>	<u>Enterprise Funds</u>	<u>Special Improvement</u>
General Government	Water	Street Lighting
Public Safety	Sewer	
Highways & Public Improvements	Storm Drain	
Parks and Recreation	Garbage	
Economic Development		
Library		

Table 9 – Functional Units by Fund Type

EXECUTIVE SUMMARY – REVENUES

FISCAL YEAR 2011 MAJOR REVENUES SUMMARY

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

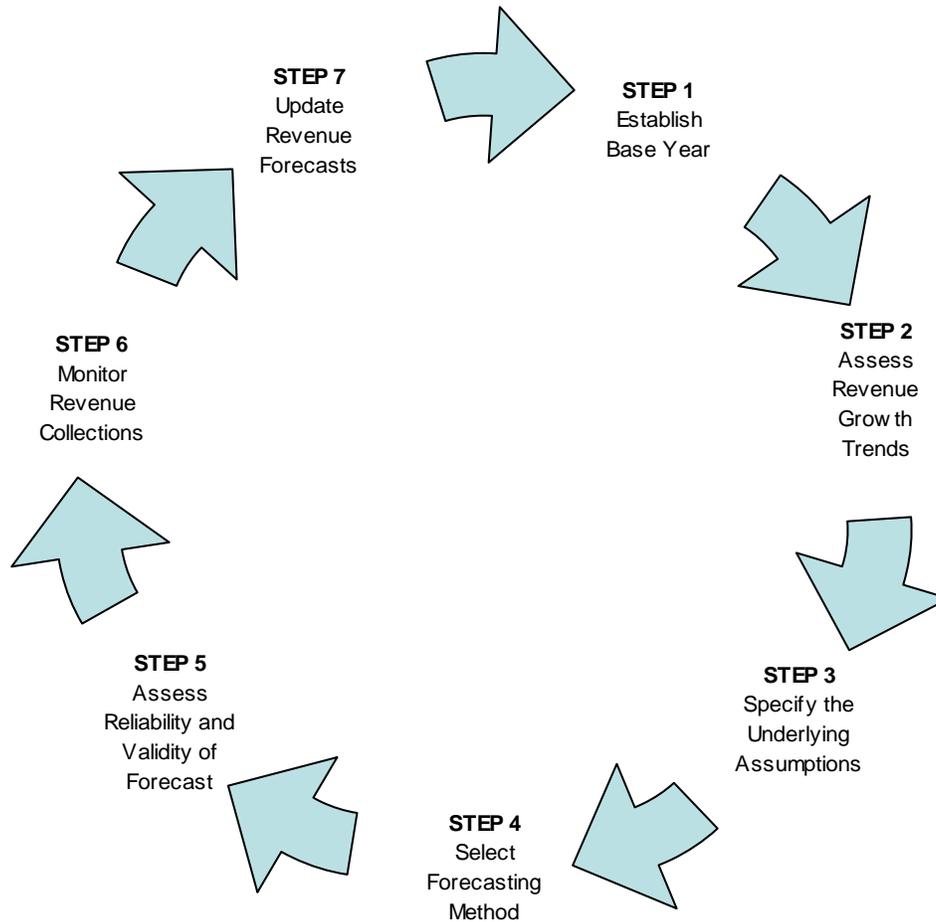
Forecasting Methodology- The City uses *qualitative* and *quantitative* approaches to forecasting revenues that include, but are not limited to:

- 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 impact revenues and financial planning.

EXECUTIVE SUMMARY – REVENUES

Figure 8 - Revenue Forecasting Process



Government-Wide: Revenues by Fund							
Fund	2010 Actual	2011 Adj Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan
10 General Fund	7,173,385	7,620,791	9,211,890	9,563,792	9,926,904	10,307,083	10,705,235
22, 23 Street Lighting Funds	140,183	130,020	127,443	129,542	131,683	133,866	136,094
31 Storm Drain Capital Projects Fund	237,975	124,980	115,509	-	-	-	-
32 Parks Capital Projects Fund	484,869	936,075	457,950	-	-	-	-
33 Roads Capital Projects Fund	3,879,387	568,000	476,608	-	-	-	-
34 Public Safety Capital Projects Fund	223,899	187,400	187,015	-	-	-	-
35 Capital Projects Fund	288,018	2,181,251	50,000	-	-	-	-
40 Debt Service Fund	-	-	291,000	290,999	290,999	290,999	290,999
51 Water Utility Fund	2,596,196	2,155,642	1,828,589	1,807,630	1,916,606	2,031,021	2,151,149
52 Sewer Utility Fund	1,693,149	1,634,622	1,705,231	3,485,724	3,662,384	1,970,431	2,067,815
53 Wastewater Impact Fee Fund	259,094	488,292	185,200	-	-	-	-
54 Storm Drain Utility Fund	260,347	145,082	264,684	280,292	296,680	313,888	331,956
55 Garbage Utility Fund	679,239	683,304	770,059	785,460	801,170	817,193	833,537
56 Culinary Water Impact Fee Fund	788,672	762,500	719,306	-	-	-	-
57 Secondary Water Impact Fee Fund	72,887	152,400	159,193	-	-	-	-
Total Revenues by Fund	\$ 18,777,300	\$ 17,770,359	\$ 16,549,677	\$ 16,343,440	\$ 17,026,425	\$ 15,864,481	\$ 16,516,785

Table 10 Government-Wide Revenues by Fund

EXECUTIVE SUMMARY – REVENUES

Government-Wide: Revenues by Major Object							
Major Object	2010 Actual	2011 Adj Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Tax Revenue	4,804,683	4,634,945	5,085,196	5,309,152	5,544,536	5,792,000	6,052,234
% Change from Prior Year	18%	-4%	10%	4%	4%	4%	4%
Licenses and Permits	301,258	265,678	290,900	304,500	318,762	333,719	349,405
% Change from Prior Year	32%	-12%	9%	5%	5%	5%	5%
Intergovernmental Revenue	4,017,488	1,351,255	921,178	828,427	854,038	880,921	909,140
% Change from Prior Year	845%	-66%	-32%	-10%	3%	3%	3%
Charges for Services	5,143,399	4,987,610	5,557,466	5,797,645	6,049,215	6,312,734	6,588,788
% Change from Prior Year	25%	-3%	11%	4%	4%	4%	4%
Other Revenue	3,918,105	6,280,741	3,259,974	3,071,317	3,201,283	1,459,802	1,504,664
% Change from Prior Year	29%	60%	-48%	-6%	4%	-54%	3%
Contributions and Transfers	592,357	250,131	1,434,959	1,032,400	1,058,591	1,085,305	1,112,554
% Change from Prior Year	-65%	-58%	474%	-28%	3%	3%	3%
Total	\$ 18,777,300	\$ 17,770,359	\$ 16,549,677	\$ 16,343,440	\$ 17,026,425	\$ 15,864,481	\$ 16,516,785
% Change from Previous Year	38%	-5%	-7%	-1%	4%	-7%	4%

Table 11 Government-Wide Revenues by Major Object

Charges for Services, fees charged to users for goods or services, are expected to decrease by 5% in 2012. The projected decline in charges for services revenue is attributed to a conservative estimate of development related revenue. The city has budgeted most development related revenue at 90% of the previous year's amount to allow for some room in case of a slowdown in construction. The city has also seen a decline in ambulance revenues due to fewer residents with medical insurance and more people declining ambulance transport after being treated. Between 2012 and 2016 charges for services are expected to increase at an average annual rate of 3-4 percent as the city expects some increase in construction, recreation programming fees, and ambulance fees. Charges for services represent 7 percent of general fund revenues for 2012.

Property Tax Revenues in 2012 are estimated at \$2,015,196 or 22 percent of City's general fund revenue. This estimate is close to the property tax collected in 2011 even though the city has observed some increase in developed property during the previous year. While new properties may have been developed, the State of Utah has changed the formula for the property tax calculations to more accurately account for delinquent property tax payments. This change in calculation will lower the City's collections. Property tax revenue pays for general governmental programs.

Government-Wide: Revenues by Major Object as a Percentage							
Major Object	2010 Actual	2011 Adj Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Tax Revenue	26%	26%	31%	32%	33%	37%	37%
Licenses and Permits	2%	1%	2%	2%	2%	2%	2%
Intergovernmental Revenue	21%	8%	6%	5%	5%	6%	6%
Charges for Services	27%	28%	34%	35%	36%	40%	40%
Other Revenue	21%	35%	20%	19%	19%	9%	9%
Contributions and Transfers	3%	1%	9%	6%	6%	7%	7%
Total	100%	100%	100%	100%	100%	100%	100%

Table 12: Government-Wide Revenues by Major Object as a Percentage of Total Revenues

Sales, Franchise, and Energy Tax receipts are estimated to reach \$2,910,000 or 31 percent of general fund revenue in 2012, up 14 percent from the 2011 adjusted budget. Sales Tax receipts of \$2,100,000, Franchise Tax receipts of \$210,000, and Energy Tax receipts of \$600,000 are deposited into the General Fund to help pay for general government operations. Table 13 represents the **Sales and Use Tax** rates for the City in the Utah County locality as of January 1,

EXECUTIVE SUMMARY – REVENUES

2011. 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	
Tax	Rate
State Sales & Use Tax	4.70%
Local Sales & Use Tax	1.00%
Mass Transit Tax	0.25%
Mass Transit Fixed Guideway	0.30%
County Airport, Highway, Public Transit	0.25%
County Option Sales Tax	0.25%
Total Sales Tax	6.75%

Table 13 Sales Tax Rates for the City effective January 1, 2009

Sales tax rates remained unchanged at 6.00 percent from January 1, 2000, through April 1, 2007, when the rate decreased 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. Sales tax rates for the City have remained constant since April 2009.

Historical Sales Tax Rates		
Effective	Rate (%)	% Change from Prior Period
January 1, 2000	6.00	-
April 1, 2007	6.25	4.17%
January 1, 2008	6.20	-0.80%
January 1, 2009	6.50	4.84%
April 1, 2009	6.75	3.85%

Table 14 Historical Sales Tax Rates for the City since January 1, 2000

The tax on food and ingredients is 3 percent statewide. This includes the state rate of 1.75 percent, local option rate of 1 percent, and county option rate of 0.25 percent. In general, for each dollar collected from the sales and use tax, 50 percent is paid to each county, city, and town on the basis of the percentage that the population bears to the total population of all counties, cities, and towns in the state. An additional 50 percent is paid to each county, city, and town on the basis of the location the point of sale. The City receives one half of 1 percent of the Local Sales and Use Tax.

Changes in Sales Tax Revenue Due to 2010 Census

As a result of the 2010 census, Saratoga Springs received a higher than projected population figure. This will result in greater sales tax revenue due to the distribution formula. Not all cities were affected equally as many cities are expecting to see reductions

EXECUTIVE SUMMARY – REVENUES

Figure 9 - Changes in State Wide Sales Tax Distribution

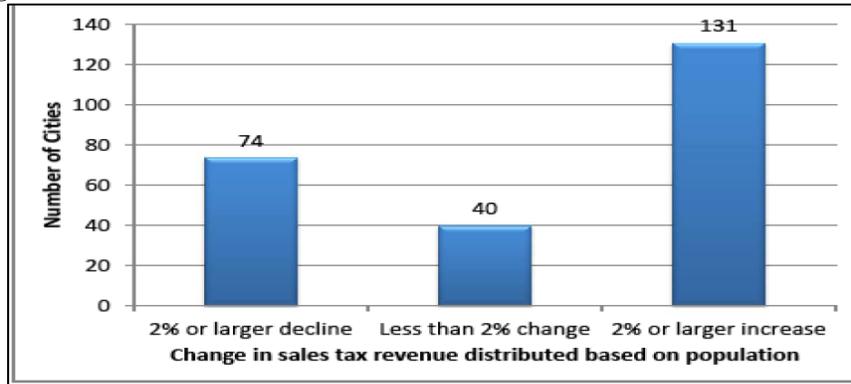


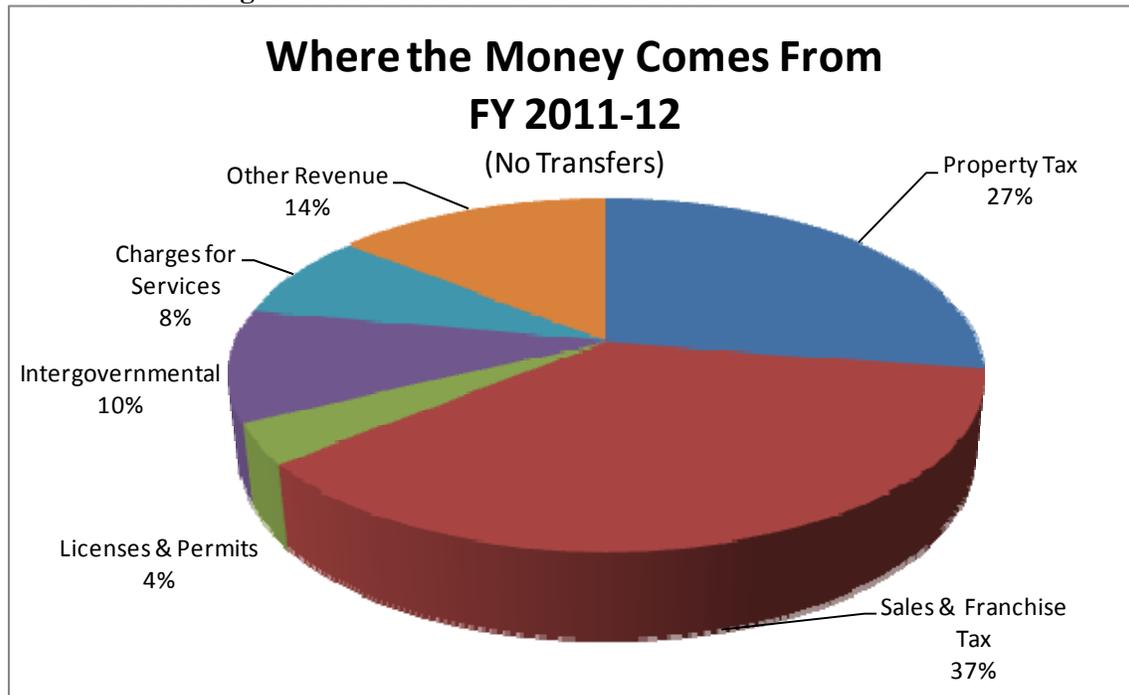
Table 15 - State Wide Largest Gains and Losses in Sales Tax Reallocation

Largest likely losses:	Largest likely gains:
Sandy (about \$650,000)	West Valley City (about \$380,000)
Provo (about \$460,000)	Salt Lake City (about \$340,000)
Orem (about \$450,000)	Herriman (about \$260,000)
South Jordan (about \$280,000)	Spanish Fork (about \$165,000)
American Fork (about \$150,000)	North Salt Lake (about \$160,000)
Cottonwood Heights (about \$120,000)	South Salt Lake (about \$145,000)
Bountiful (about \$115,000)	Syracuse (about \$140,000)
Pleasant Grove (about \$100,000)	Clearfield (about \$140,000)
Riverton (about \$100,000)	Saratoga Springs (about \$125,000)

Franchise Taxes receipts for cable services are collected at 3 percent of gross sales and telecommunications taxes are collected at 3.5 percent of gross sales. **Energy Taxes** for power and gas services are collected at 6 percent.

EXECUTIVE SUMMARY – REVENUES

Figure 10 “Where The Money Comes From FY 2011” identifies the major resources for the General Fund excluding fund balance and interfund transfers.



Intergovernmental Revenue receipts are estimated to reach \$804,028 or 9 percent of the City’s general fund revenue in 2012. Intergovernmental Revenue includes \$480,000 of 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 percent based on population and 50 percent based on weighted road miles. Since 2009, the City has reported 81.31 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 \$307,728 of grant revenue. The majority of grant revenue is from a Staffing for Adequate Fire and Emergency Response (SAFER) grant that provides federal money for the hiring of full-time firefighters. This grant revenue will gradually reduce each year and end in three years.

Licenses and Permits receipts are estimated to reach \$290,900 or 3 percent of the City’s general fund revenue in 2012. 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. Receipts in 2012 are expected to increase by 9 percent from 2011 due to additional commercial and residential development permits being issued, thereby affecting the number of building permit, planning fees, and impact fees collected.

Other Revenue receipts are estimated to reach \$1,120,498 or 12 percent of the City’s projected general fund revenues for FY 2012. 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. Other revenue is expected to decrease 9 percent in the FY 2011 adjusted budget. This decrease is due to a loss in rental revenue from office space in the City Hall building that is now occupied by the city’s library.

EXECUTIVE SUMMARY - REQUIREMENTS

FISCAL YEAR 2011 MAJOR REQUIREMENTS SUMMARY

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 must be 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. See the "Budget Process" section on page 8 for more information.

Government-Wide: Requirements by Fund							
Fund	2010 Actual	2011 Adj Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan
10 General Fund	6,069,995	8,258,924	9,293,386	9,563,792	9,926,905	10,307,083	10,705,235
22, 23 Street Lighting Funds	77,040	130,020	107,039	109,600	112,272	115,061	117,971
31 Storm Drain Capital Projects Fund	16,770	63,563	57,500	-	-	-	-
32 Parks Capital Projects Fund	1,224,028	3,747,184	2,269,853	-	-	-	-
33 Roads Capital Projects Fund	5,743,628	750,269	392,500	-	-	-	-
34 Public Safety Capital Projects Fund	1,588,680	187,000	187,000	-	-	-	-
35 Capital Projects Fund	2,195	2,994,376	2,649,663	-	-	-	-
40 Debt Service Fund	-	-	291,000	291,800	292,450	292,950	293,300
51 Water Utility Fund	2,138,306	2,327,393	1,819,595	1,828,836	1,864,798	1,904,727	1,942,218
52 Sewer Utility Fund	1,689,030	1,521,070	1,745,194	1,701,263	1,711,764	1,723,272	1,733,271
53 Wastewater Impact Fee Fund	162,831	1,504,194	175,100	-	-	-	-
54 Storm Drain Utility Fund	467,758	145,367	269,540	272,033	266,738	261,532	265,998
55 Garbage Utility Fund	649,154	677,060	711,610	725,310	739,285	753,541	768,084
56 Culinary Water Impact Fee Fund	1,136,867	1,437,000	1,175,124	-	-	-	-
57 Secondary Water Impact Fee Fund	335,384	162,500	135,740	-	-	-	-
Total Revenues by Fund	\$ 21,301,666	\$ 23,905,920	\$ 21,279,843	\$ 14,492,634	\$ 14,914,212	\$ 15,358,166	\$ 15,826,078

Table 16 Government-Wide Requirements by Fund

Government-Wide: Requirements by Major Object							
Major Object	2010 Actual	2011 Adj Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	4,847,624	6,538,598	6,913,873	7,069,210	7,453,876	7,682,470	8,014,668
% Change from Prior Year	5%	35%	6%	2%	5%	3%	4%
Materials, Supplies, and Services	5,665,046	5,222,481	6,466,419	6,738,147	6,853,629	7,104,905	7,254,545
% Change from Prior Year	28%	-8%	24%	4%	2%	4%	2%
Debt Service	361,948	521,989	664,481	576,858	498,288	462,372	448,446
% Change from Prior Year	-4%	44%	27%	-13%	-14%	-7%	-3%
Capital	10,312,437	11,349,539	7,083,976	7,325	7,325	7,325	7,325
% Change from Prior Year	260%	10%	-38%	-100%	0%	0%	0%
Transfers	114,611	350,130	151,095	101,094	101,094	101,094	101,094
% Change from Prior Year		205%	-57%	-33%	0%	0%	0%
Ending Balance	15,371,776	(40,899)	309,097	1,851,607	2,113,664	508,266	693,007
% Change from Prior Year	745%	-100%	-856%	499%	14%	-76%	36%
Total	\$ 36,673,442	\$ 23,941,838	\$ 21,588,940	\$ 16,344,241	\$ 17,027,876	\$ 15,866,432	\$ 16,519,086
% Change from Previous Year	160%	-35%	-10%	-24%	4%	-7%	4%

Table 17 Government-Wide Requirements by Major Object

EXECUTIVE SUMMARY - REQUIREMENTS

Government-Wide: Requirements by Major Object as a Percentage							
Major Object	2010 Actual	2011 Adj Budget	2012 Plan	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	13%	27%	32%	43%	44%	48%	49%
Materials, Supplies, and Services	15%	22%	30%	41%	40%	45%	44%
Debt Service	1%	2%	3%	4%	3%	3%	3%
Capital	28%	47%	33%	0%	0%	0%	0%
Transfers	0%	1%	1%	1%	1%	1%	1%
Ending Balance	42%	0%	1%	11%	12%	3%	4%
Total	100%	100%	100%	100%	100%	100%	100%

Table 18 Government-Wide Requirements by Major Object as a Percentage of Total

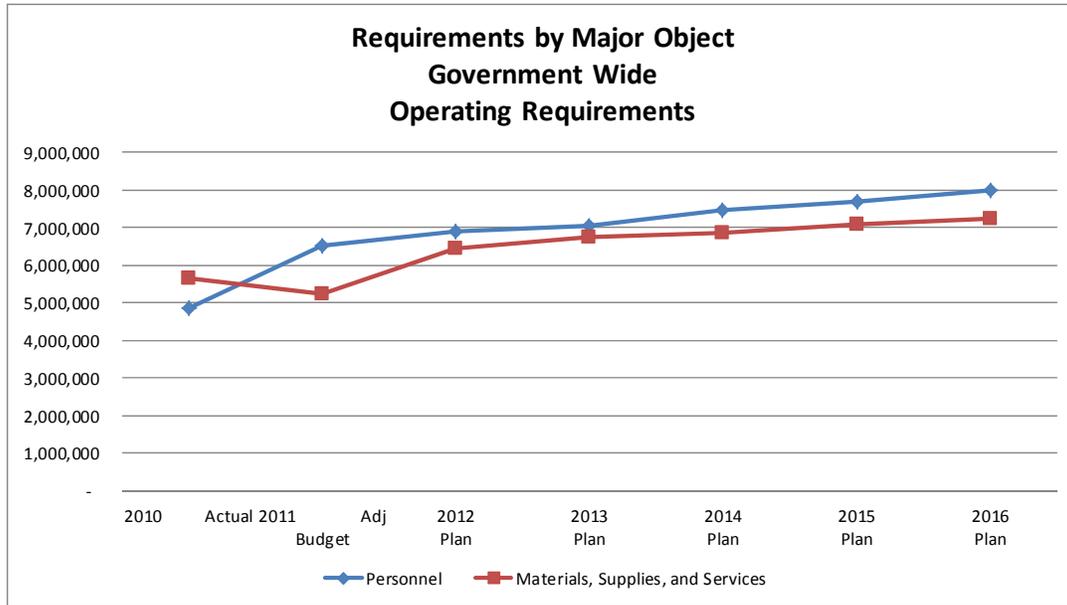


Figure 11 Government-Wide Operating Requirements by Major Object

Government-wide operating requirements include Personnel and Materials, Supplies, and Services. Operating requirements are expected to increase by 14 percent in 2012 and average 3 percent annual increases between 2013 and 2016. Excluding interfund transfers, operating requirements represent 62 percent of total requirements in the 2012 budget.

EXECUTIVE SUMMARY - REQUIREMENTS

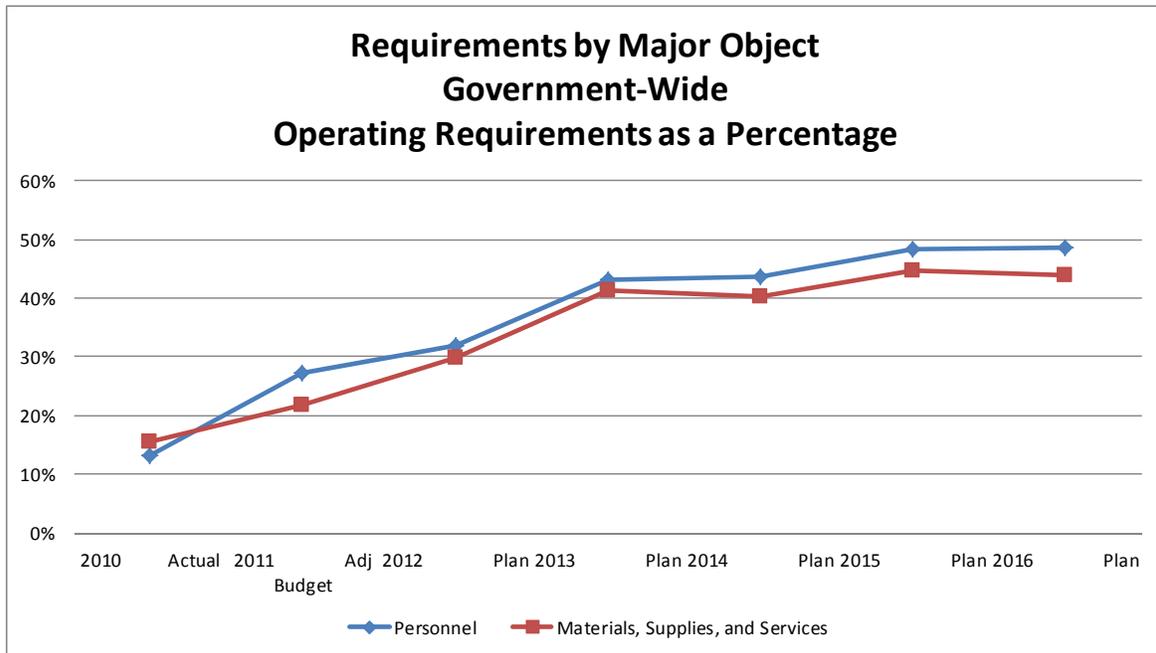


Figure 12 represents Personnel and Materials, Services, and Supplies as a percentage of Operating requirements for all funds combined.

Personnel requirements are projected to increase by 6 percent in 2012 and average 3.75 percent between 2013 and 2016. Personnel costs are expected to show the greatest increase in 2012 of approximately \$375,275 or a 6 percent increase from the prior year. Personnel costs increases are attributed to market adjustments, staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Salaries and wages are expected to remain flat until economic conditions improve. The significant increase in personnel expense for 2012 is attributed to additional part-time staff hired in the Parks Department and increases in required retirement contributions. Total employee benefit costs are estimated to increase by 8 percent per years for the next four years as retirement and health insurance costs continue to rise.

Materials, Supplies, and Service (MSS) are projected to increase by 24 percent in 2012 then average a 3 percent annual increase between 2013 and 2016. MSS are expected to experience the greatest change in 2012 increasing by \$1,243,938 from 2011. Additional detailed information on MSS and personnel operating requirements can be found in the operating budgets.

EXECUTIVE SUMMARY - REQUIREMENTS

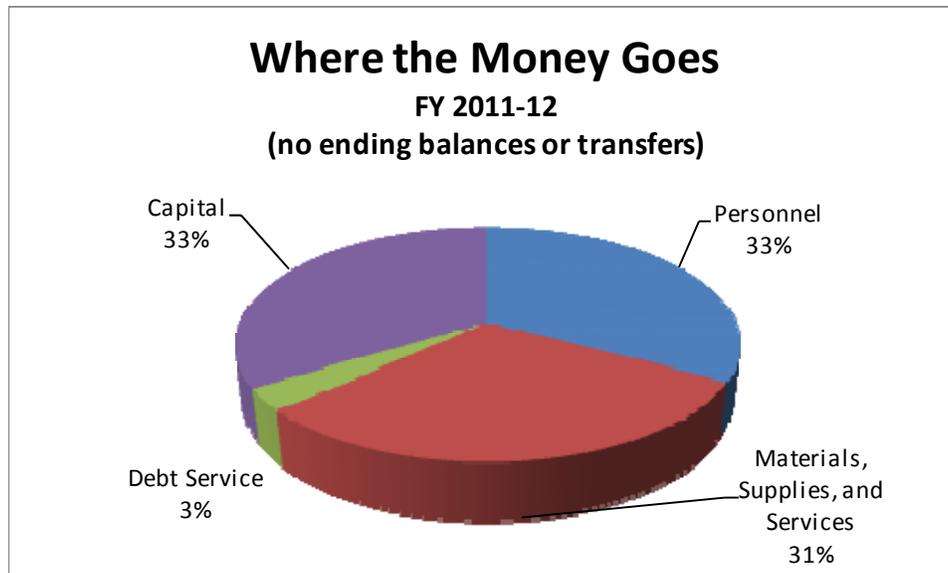


Figure 13 “Where The Money Goes FY 2011,” represents the four major city-wide requirements.

The largest major requirement for 2012 is department operations (personnel and materials, services, and supplies) representing 64 percent of total requirements. Capital requirements represent the second largest share at 33 percent of total requirements followed by debt service at 3 percent. It is a normal characteristic for departmental operations to be the largest requirement representing more than half of total requirements in municipalities.

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 an increasingly competitive market for municipal employees. Unemployment rates in Utah have decreased from 7.6 percent (July 2010) to 7.5 percent (July 2011). Utah is still below the national average of 9.1 percent (July 2011).

Pay and Benefits: The quality of life in and surrounding the City assists in attracting qualified candidates. The City must maintain a competitive total compensation package in order to attract and retain a competent workforce. As part of the adopted budget, a two percent pay for performance program was approved.

Compensation: During the 2012 fiscal year the city plans on performing a compensation plan analysis. Establishing a compensation plan that will attract and retain high quality employees while maintaining a fiscally responsible budget is challenging. Variables that may be considered in developing the City’s pay plan include the following: (1) salary and total compensation plans for similar positions among selected benchmark communities, (2) supply and demand of qualified candidates, (3) internal equity, (4) cost of living, and (5) available City resources.

Benefits: The City provides a comprehensive and competitive benefits package which includes: health, dental, life, and disability insurance, pension, 401k, 457, Roth IRA, and Traditional IRA savings plans, and a variety of leave benefits including personal time off (PTO) and short-term medical leave.

EXECUTIVE SUMMARY - REQUIREMENTS

Health, Dental, Vision, and Life Insurance: The City implements a cost sharing strategy with employees for health and dental premiums. Employees are responsible to pay for 10% of health and dental insurance premiums. The city has contracted with First West Benefits to broker the City’s insurance policies. Health insurance is provided by Select Health. Dental insurance is provided by Humana. Vision insurance is provided by Eye Med and is fully funded through employee payroll deductions. Life insurance is provided by Guardian. Long Term Disability insurance is provided by Lincoln Insurance Company.

Select Health offers two different plans for employees to choose from. One plan is a traditional health insurance plan. It has a \$500 deductible and pays for 80 percent of the costs after the deductible is met. The second plan is a high deductible plan accompanied by a health savings account (HSA). The HSA has a deductible of \$2,000 for single coverage and \$4,000 for double and family coverage. The premiums are lower for the high deductible plan. The City contributes the savings into the employees’ HSA. The two plans are cost neutral for the City.

As a way to save on unnecessary insurance costs, if an employee has comparable health insurance benefits through a spouse, they may opt out of health insurance coverage from the City. When an employee opts out of health insurance the City contributes \$250 per month into a 401(k) retirement account on their behalf. The contribution is significantly lower than the cost of health insurance.

Plan	Single	Double	Family	Total
Traditional	1%	7%	33%	42%
High Deductible/Health Savings	7%	6%	33%	46%
Opted Out	0%	0%	0%	12%

Table 19 Breakdown of City Employee Health Plan Participation

For the first time in the City’s history, health insurance premiums were reduced by 0.9 percent for the 2012 plan year. However, the City expects these rates to go up in the future.

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 percent into a 401(k) plan for the employee.

Plan	Rate (%)
Public Employees Noncontributory	13.77
Public Safety	28.24
Firefighters	16.18

Table 20 City Retirement Contribution Rates

Senate Bills 43 and 63 relating to retirement benefits were passed in the 2010 Legislative

EXECUTIVE SUMMARY - REQUIREMENTS

Session. Senate Bill 43 amends provisions related to a retiree who returns to work for a participating employer and restrictions on the maximum retirement allowance certain employees can accrue. Senate Bill 63 modifies the retirement benefits for new public employees and new public safety and firefighters employees.

Market Pay Analysis

It is anticipated that beginning in fiscal year 2012 and each year as part of the budget process, the City will complete a pay benchmarking study with the Wasatch Comp Group and a number of governmental entities to determine how the City's salary, wage, and benefit packages compare with other benchmark communities. A predetermined group of cities will be identified by the City Council as a "benchmark" group whereby each position will be compared for market analysis to ensure that the City's compensation packages are comparable to that of other local communities. The City Manager will evaluate the compensation and benefits data with other benchmark communities and determine if any position changes or adjustments are necessary for the recommended pay plan for the next two years.

The personnel variance analysis chart shows that the total personnel cost growth rate has fluctuated greatly in the last five years. The largest variance occurred in 2008 when the Police Department was created and in 2009 when the City first experienced the economic slowdown and reduced its staffing levels in affected departments. Personnel costs are attributed to pay-for-performance, market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Salaries and wages are estimated to increase between 2013 and 2016 at an average rate of 3 percent annually. Benefits between 2012 and 2015 have been estimated to increase at an average rate of 8 percent annually.

Since 2007, full-time equivalents have increased by 79 percent. The greatest increase in FTEs occurred in 2008 when the city created the Police Department.

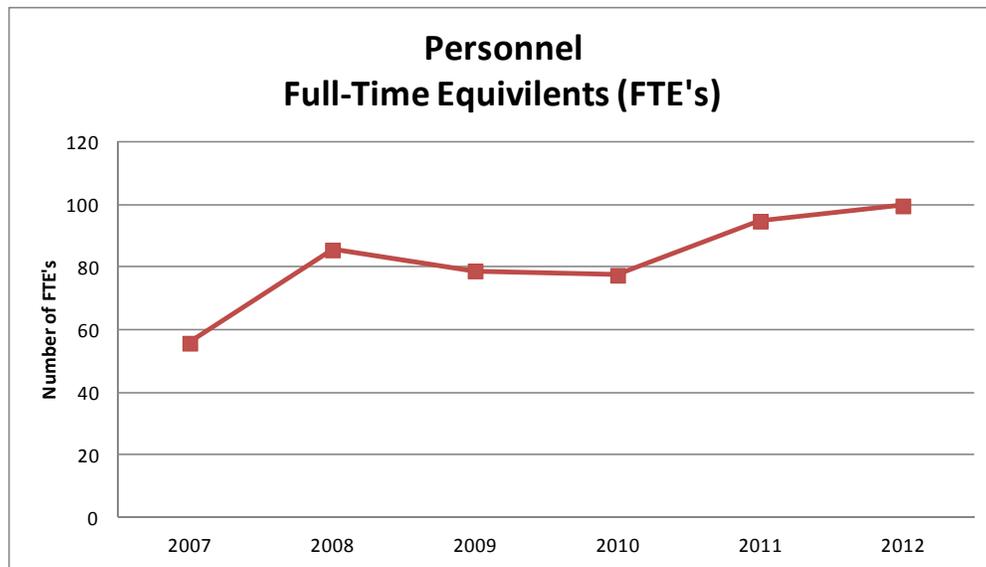


Figure 14 Personnel – Change in Full-Time Equivalents

EXECUTIVE SUMMARY - REQUIREMENTS

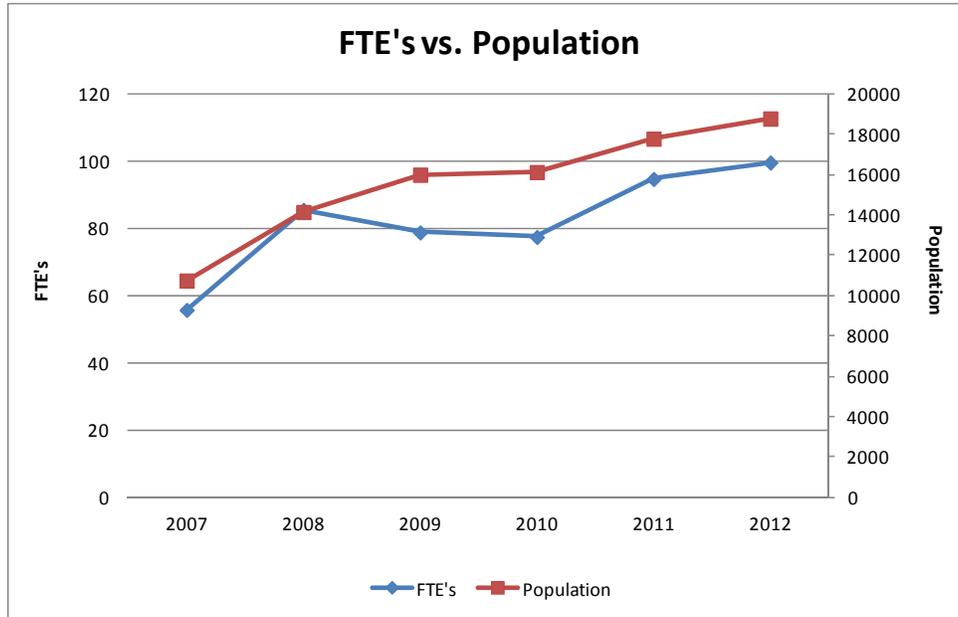


Figure 15 compares the number of employees to population.

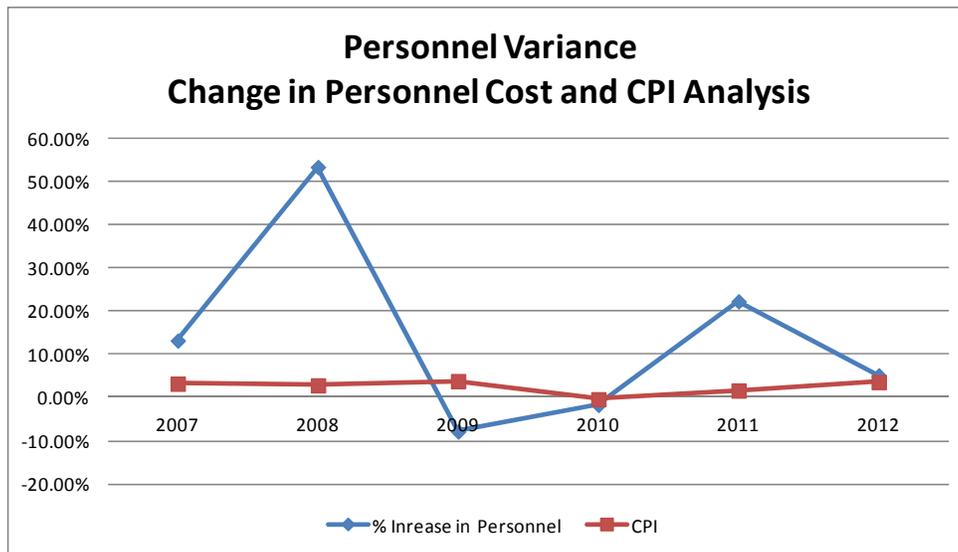


Figure 16 (compares Changes in Personnel Costs to the Change in the Consumer Price Index relative to growth patterns between 2006 and 2011).

Figure 12 indicates that historical average personnel growth rates are higher than the CPI in all

EXECUTIVE SUMMARY - REQUIREMENTS

years except 2009. This type of growth relative to the CPI is not inconsistent given that the City has been the fastest growing city in Utah over the past decade. The City has experienced rapid growth in population. This increase in population drives the increased need for services and their associated personnel costs.

Department	2007	2008	2009	2010	2011	2012
Administration	7.75	10.75	7.5	8	7.5	8
Recreation Services	1	1	0.5	0.66	0.66	2.05
Building	8	8	5	4	4	4
Planning	4	5.5	3	2	2.5	2.5
Public Works	18	20.75	17.5	18	21	22
Engineering	5	7	5.5	3.5	6.5	6.5
Fire	11	11	14	13	16	16
Police		21.5	23.3	25.8	33.05	34.05
Court			2	2	3	3
Attorney	1		0.5	0.5	0.5	1.5
Total	55.75	85.5	78.8	77.46	94.71	99.6

Table 21 Full-Time Equivalents by Function

The staffing strategies presented in the Introduction and Policies and Objectives sections of this document describe how alternatives to additional staffing requests are explored and approved before new positions are recommended.

CAPITAL AND DEBT SERVICE REQUIREMENTS

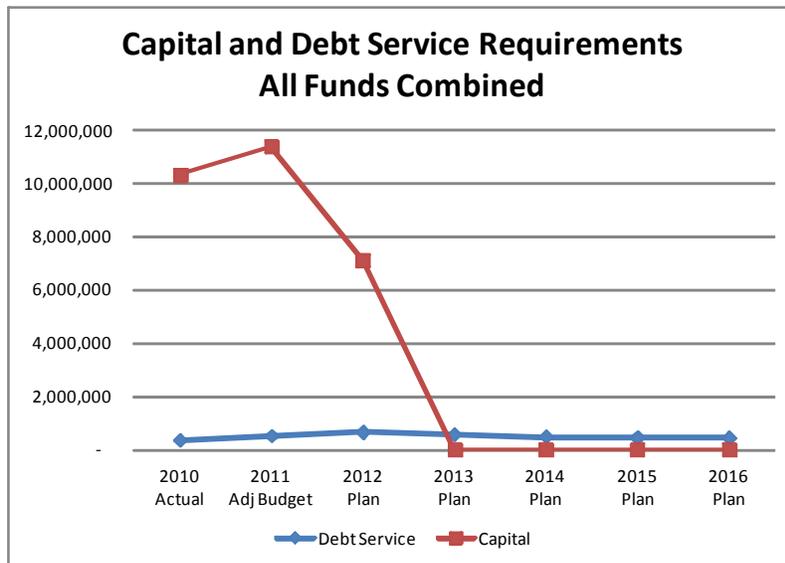


Figure 17 (left) represents capital and debt service requirements for all funds combined for fiscal years 2010 actual, 2011 adjusted budget, 2012 - 2015 budget plan.

Capital requirements are proposed to decrease from \$11,349,539 in 2011 to \$7,083,976 in 2012, a decrease of 38 percent. The City is currently undertaking a revision of its master plans, capital facilities plans, and impact fee studies. For this reason, capital improvements have not been significantly budgeted beyond

the 2012 year. As soon as the updated capital facilities plans are approved they will be included in the budget document.

EXECUTIVE SUMMARY - REQUIREMENTS

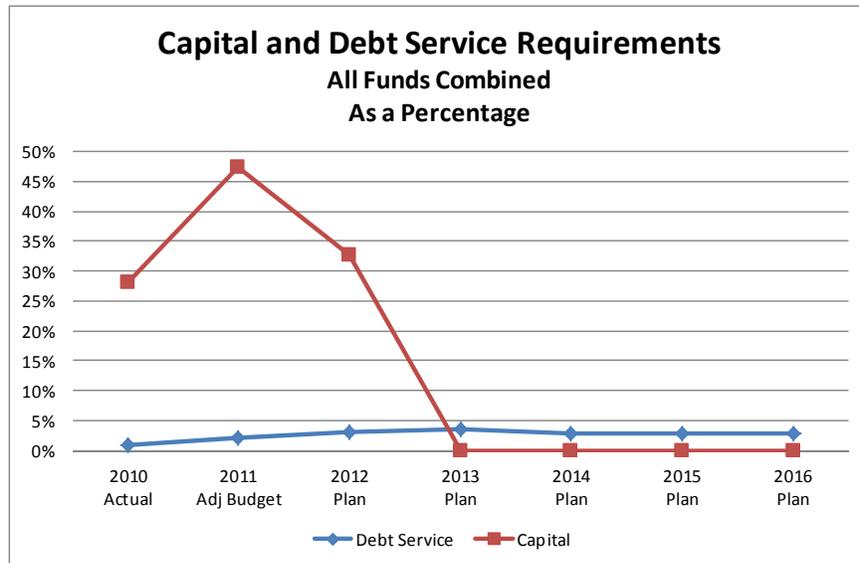


Figure 18 Capital and Debt Service Requirements for All Funds as a Percentage of Total Requirements

In 2012, the funds with the greatest capital requirements are the capital projects fund (\$2,649,663), road capital projects fund (\$2,269,853), and utility funds (\$1,485,964). The major capital projects budgeted for 2012 include construction of a public works building with site improvements, a renovation to the South fire station, completion of additional parks, and various other water system improvements.

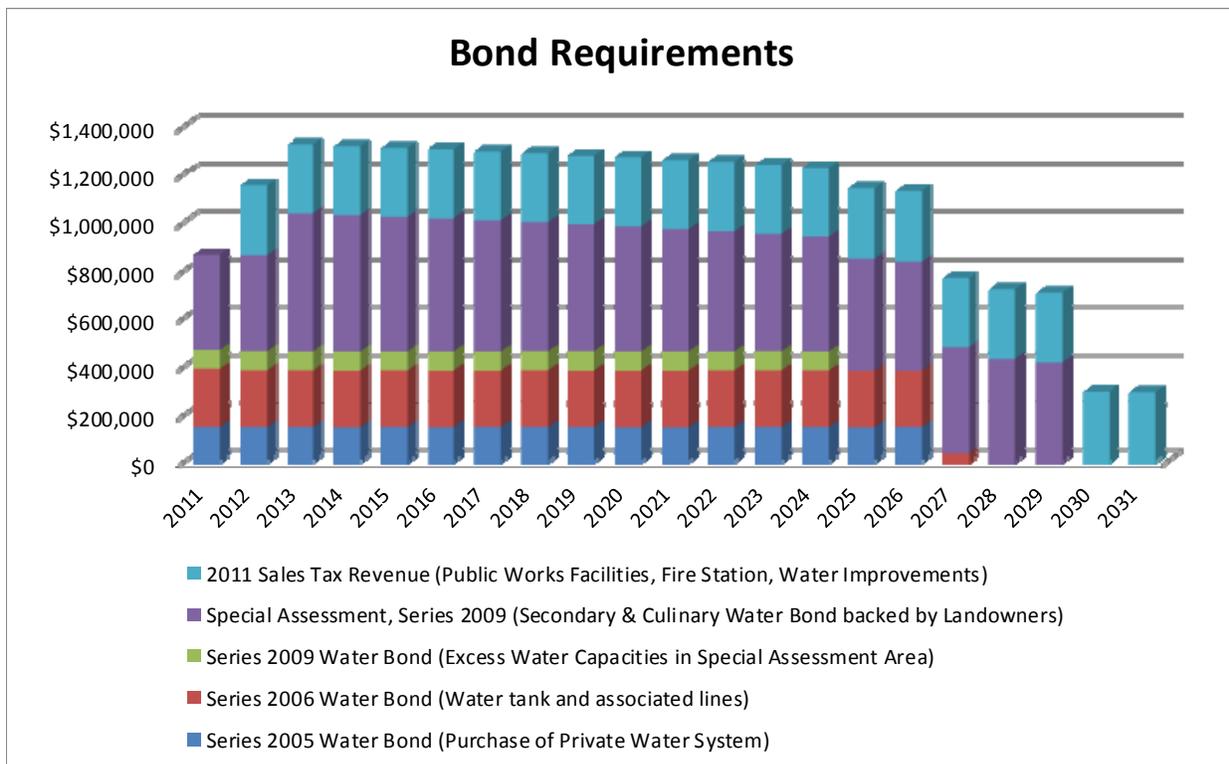


Figure 19 - represents total annual bond requirements from FYs 2011 – 2031

EXECUTIVE SUMMARY - REQUIREMENTS

The City was established in 2007 will no water infrastructure. Construction of water improvements has been and will continue to be a major requirement and impediment to growth.

The share of capital as a percentage of total requirements tends to fluctuate as funding availability drives Capital requirements. The City's Capital Facilities Plan will address capital needs in the following areas: Road maintenance and replacement; fleet replacement; building maintenance and replacement; park improvements; and culinary water, sanitary sewer, and storm drainage infrastructure. The Plan further anticipates potential funding sources to include: Class 'C' road funds, enterprise funds, impact fees, grants, and general fund contributions. Debt Service requirements continue to follow relative amortization schedules. No new debt issuances are anticipated at this time.

Debt Service requirements continue to follow their relative amortization schedules. The newest issuance occurred in June 2011. The City competitively placed Series 2011 Sales Tax Revenue Bonds for \$4 million to finance the purchase and construction of a Public Works facility, fire station renovations, and water system improvements.

Table 22 below reflects total outstanding debt and debt due within one year for all funds. For detailed information regarding debt components, refer to the Debt Service section of the Operating Budgets.

Total Outstanding Debt and Debt Due Within One Year							
	Rate (%)	Amount of Original Issue (Bonds Only)	Balance June 30, 2010	Additions	Retirements	Balance June 30, 2011	Due Within One Year
Governmental activities:							
2011 Sales Tax Revenue Bond	3.000 to 4.125	4,000,000	-	4,000,000	-	4,000,000	140,000
Obligations Under Capital Leases			1,895,779	18,827	(1,364,658)	549,948	190,038
Total Governmental Activity Debt		4,000,000	1,895,779	4,018,827	(1,364,658)	4,549,948	330,038
Business-type activities:							
2005 Water Revenue Bond	3.840	1,737,000	1,737,000	-	(81,000)	1,656,000	84,000
2006 Water Revenue Bond	3.200	2,902,595	2,902,595	-	(140,595)	2,762,000	145,000
2009 Water Revenue Bond	4.160	819,000	819,000	-	(44,000)	775,000	46,000
2009 Special Assessment Bond	5.160 to 9.000	4,669,539	4,669,539	-	(68,539)	4,601,000	161,000
Culinary Water System Settlement			16,460,750	-	(489,250)	15,971,500	1,050,000
Obligations Under Capital Leases			100,914	-	(32,791)	68,123	29,215
Total Business-Type Activity Debt		10,128,134	26,689,798	-	(856,175)	25,833,623	1,515,215

Table 22 Total Outstanding Debt and Debt Due Within One Year

On May 5, 2011, the City of Saratoga Springs received its first bond rating. The City received an AA rating and a stable outlook from Standard and Poor's ratings agency. This rating is higher than expected based upon the population of the City. 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:

- Positive population trends, which will likely lead to continued revenue growth;
- Very strong income levels and access to employment opportunities throughout the broad Salt Lake metro area economy;
- Very strong coverage (5.5 times coverage);
- The City's median household effective buying income in 2010 was very strong at 136

EXECUTIVE SUMMARY - REQUIREMENTS

percent of the national level.

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 percent to 0.15 percent, which equates to \$50,000 over the life of the bonds compared with an "AA-" rating.

The State of Utah limits a city's direct GO debt to 4 percent of assessed valuation; currently the City has no general obligation debt. For more information on the City's debt management policies, see the Policies and Objectives section of this budget document.

Interfund Transfer requirements are anticipated to decrease by 57 percent to \$151,095 from the 2011 to 2012 budgets. The City appropriated a transfer of \$101,095 to the debt service fund to cover the portion of the 2011 Sales Tax Revenue Bond relating to the City Hall refinance. The 2012 budget also contains a \$50,000 transfer from the General Fund to the Capital Projects Fund for monument sign funding.

Summary of Capital Issues: The following is a summary of the major capital projects included in this year's budget process. As previously mentioned, the City is currently completing a revision to its capital facilities plan. This document will prioritize the project for the next five years.

Significant Non-Recurring Capital Projects

As part of the budget process and presentations to Council, staff has identified the following major (projects > \$100,000) capital projects as priorities for fiscal year 2012:

- 1. Fox Hollow Construction Costs (\$1,784,142).** The Fox Hollow development entered bankruptcy protection and could not complete its public improvements. The City has called the bond and will use the proceeds to complete the needed public improvements.
- 2. Public Works Building (\$346,581).** In 2010 the City purchased a 30 acre property for the purpose of relocating the public works department to this site. Currently, the public works department shares facilities with the fire department. A new building will be constructed on this site.
- 3. Fire Station Renovations (\$308,155).** After the public works department moves out of the fire station, the building will be renovated to be in conformance with current building codes. Living and sleeping quarters will also be added to the facility.
- 4. Marina Shoreline Armoring Project (\$117,150).** The City has received a grant from the State Department of Natural Resources and Wildlife Resources to make improvements at the City marina.
- 5. Aspen Hills South Trail (\$103,884).** This project will construct a trail on the south side of the Aspen Hills development.

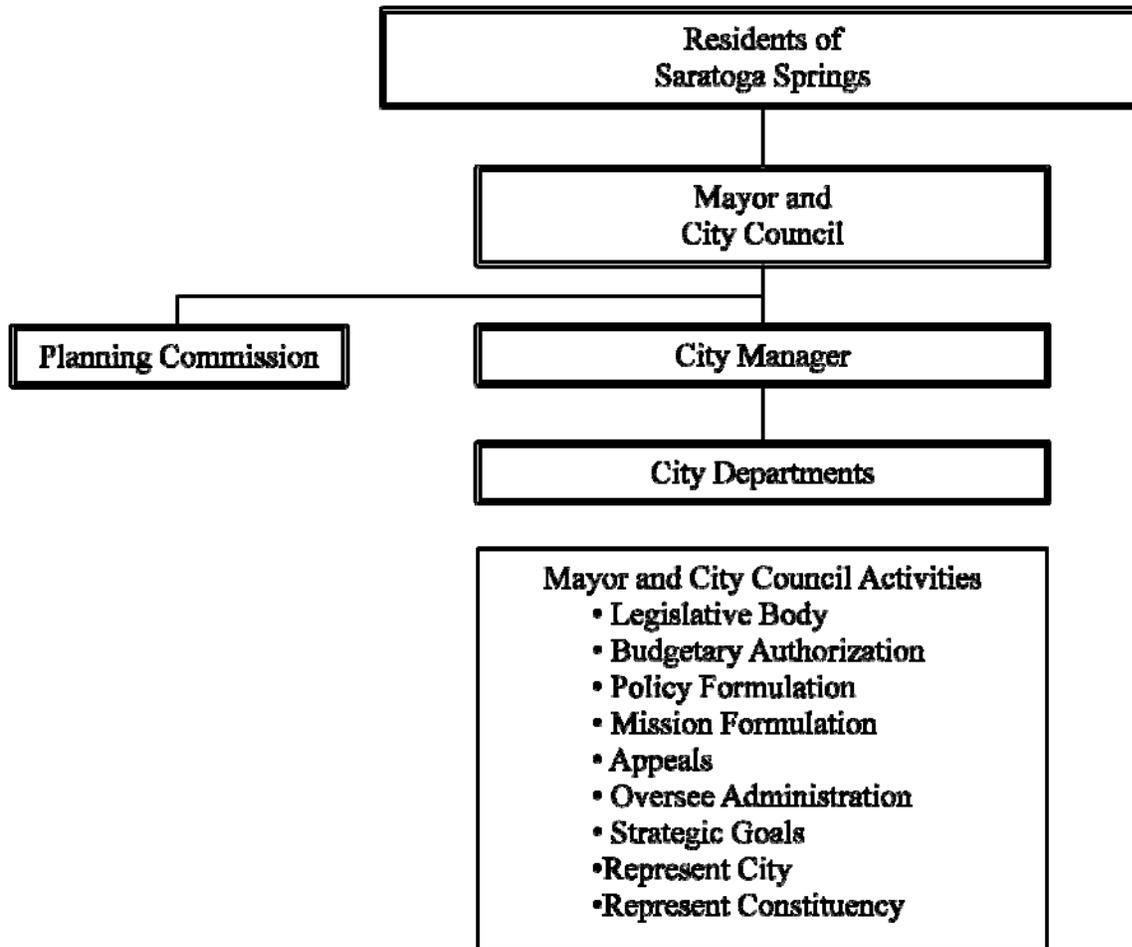
EXECUTIVE SUMMARY - REQUIREMENTS

- 6. Neptune Park (\$1,657,239).** The project will complete the Neptune Park centrally located in the Sierra Estates development. This facility will be a regional park and house two full size soccer fields, playground equipment, and a performance stage. It is anticipated that the City's celebration days (Saratoga Splash) will take place at this park in future years.
- 7. Sunset Haven Park (245,800).** This budget item will complete the Sunset Haven Park located in the Sunset Haven development. Improvements in this park are limited to grading, sod, and some play structures.
- 8. 400 North Lane Addition (\$300,000).** The City will construct an new lane on the eastbound portion of 400 North between 200 West and Redwood Road. This new lane will act as a turning lane onto Redwood Road.
- 9. Well #1 Project (\$377,649).** This project will rehabilitate well #1 and bring it back into service. A new well house and pump will be added to the well.

OPERATING BUDGETS

GENERAL GOVERNMENT: MAYOR AND CITY COUNCIL

City of Saratoga Springs Organizational Structure



City Of Saratoga Springs Mission Statement

The City of Saratoga Springs promotes and serves the community's general well being, health, and safety by preserving our natural beauty and enhancing the quality of life through long-term planning, providing a quality community experience, and sound fiscal responsibility.

Life's just better here!

GENERAL GOVERNMENT: MAYOR AND CITY COUNCIL

CITY COUNCIL LONG TERM GOALS (2 years to 20 years)

- Create a community that has diverse and sustainable resources. This should include a strong workforce, infrastructure planning and coordination, water system rights and delivery, consumer and sales tax base, be economically and environmentally sustainable.
- Create and support arts in the community including civic events, performing, and visual arts.
- Create a diverse community including cultural, housing opportunities, and age distribution.
- Provide a full range of quality of life facilities for citizens of all ages and backgrounds that include: full service library, diverse recreation programs and outdoor recreation opportunities.
 - Parks
 - Trails
 - Shoreline and/or a boardwalk trail
 - Trail heads for off-road vehicles
- Create a diverse educational base including all phases of childhood education and post high school educational opportunities.
- Facilitate mass transit facilities and opportunities within the community.
- Develop long term plans for a sewer recycling and reuse center.
- Develop long term plans and opportunities to utilize geothermal, solar, wind, and renewable power sources.
- Apply for funding grants.
- Create a long term lakeshore business development plan.
- Facilitate a private or public cemetery within the City.

CITY COUNCIL SHORT TERM GOALS AND PRIORITIES (12 – 18 Months)

First Priority

- City Center Annexation and Master Planning
- Fire Services Delivery: Discussion on UFA/Metro/ or no change.
- Establish Volunteer Library and study long term service delivery models.
- Present a Balanced Budget
- Complete Long Term: Capital, Fleet, and Operations Planning
- Formalize City Brand: logo and marketing materials
- Develop Pioneer Crossing Phase 2 plan.
- Facilitate Satellite University Campus Discussions
- Establish an All-Terrain Vehicle Ordinance
- Develop a Financial Crisis Plan for City
- Provide additional City Council Training. (ULCT)
- Begin Construction on Shay and Neptune Parks in FY 2012. Park completion in future phases.

Second Priority

- Develop and help facilitate a survey and/or conduct a vote for Library Services discussion.
- Begin the development of an Annexation Boundary Agreement with neighboring cities.

GENERAL GOVERNMENT: MAYOR AND CITY COUNCIL

Third Priority

- Apply for additional Grants including energy efficiency and alternative energy technologies.
- Review and amend the City Animal Ordinance.

General Fund 10: Mayor and City Council							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	35,848	59,950	63,914	64,233	64,562	64,900	65,248
Materials, Supplies, & Services	28,806	31,700	40,751	41,774	42,840	43,951	45,110
Library	-	81,925	-	-	-	-	-
Total Requirement	64,654	173,575	104,665	106,007	107,402	108,851	110,359
% Change from Prior Period	17%	168%	-40%	1%	1%	1%	1%

Table 23 (above) represents the Mayor and City Council's fiscal year 2010 actual expenditures, 2011 final budget, 2012 approved budget, and 2013 through 2016 budget plan.

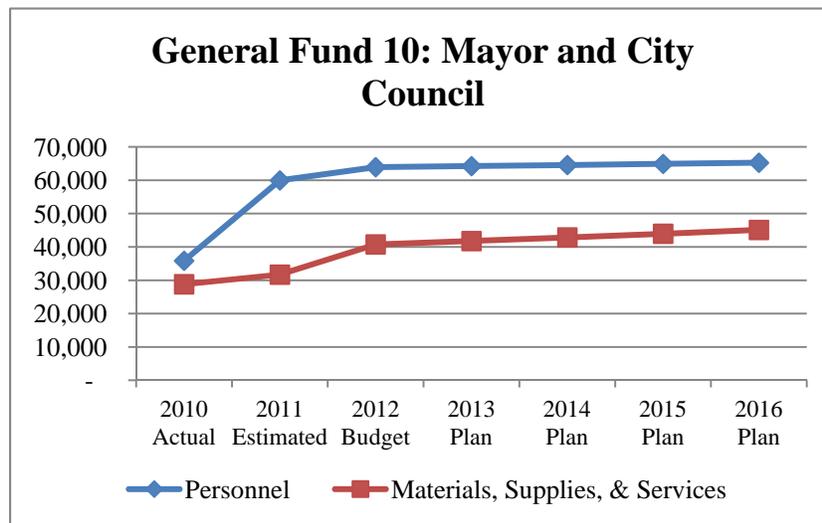


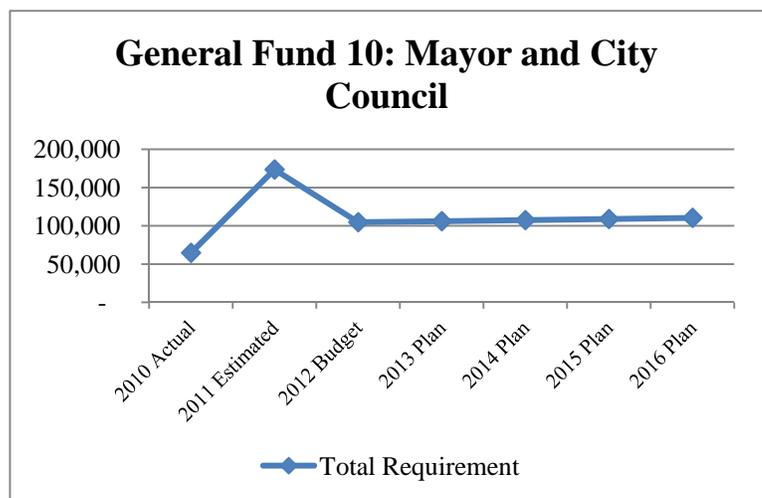
Figure 20 (left) represents Personnel and Materials, Services, and Supplies (MSS) between 2010 and 2016.

Personnel requirements are expected to remain fairly constant between 2012 and 2016.

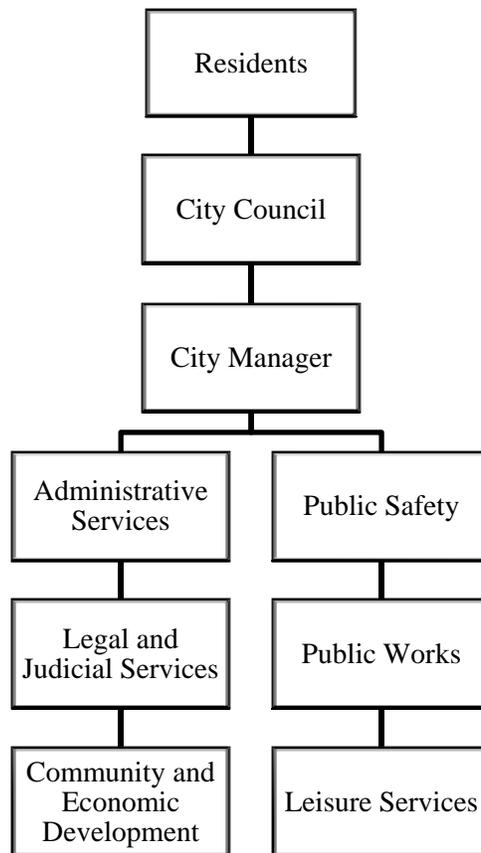
Materials, Supplies, and Services are expected to remain relatively constant between 2012 and 2016. A moderate 1 percent increase is anticipated for Materials, Supplies, and Services between 2012 and 2015. The decrease in fiscal year 2011 is attributable to library expenses, which were moved to a separate department in fiscal year 2012.

Supplies, and Services between 2012 and 2015. The decrease in fiscal year 2011 is attributable to library expenses, which were moved to a separate department in fiscal year 2012.

Figure 21 (right) represents total Mayor & City Council requirements between 2009 – 2015.



GENERAL GOVERNMENT: CITY MANAGER



Mission

The mission of the City Manager is to ensure that the City and all of its functions are operated in an efficient and effective manner with a high level of customer service and professionalism.

Vision

The vision of the City Manager is to ensure the organization carries out the will of the Mayor and Council in the governance of our community.

Department Overview

The City Manager is the chief executive officer of the City appointed by the Mayor and City Council to direct the delivery of municipal services. As the CEO, the City Manager is responsible for all supervision of staff, providing the Mayor and City Council with information, and is responsible to ensure that the mission and policies enacted by the Mayor and City Council are implemented throughout the organization. The City Manager provides all City departments with basic administrative support, including coordination and guidance of City operations, programs, and projects. The City Manager's Office is the focal point for the day-to-day management of City Government. The City Manager serves at the will of the Council.

The major objective for the City Manager is to facilitate the Mayor and City Council in achieving its objectives. While this concept is often implied, the City Manager will be involved in all the goals and action items identified by the Mayor and City Council.

GENERAL GOVERNMENT: CITY MANAGER

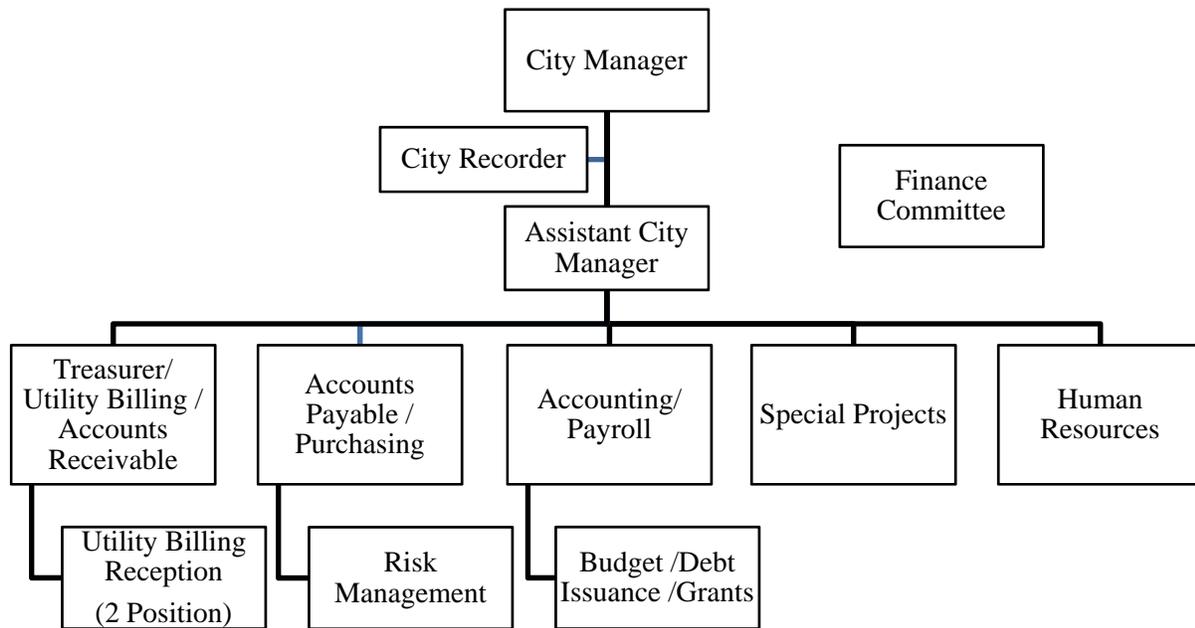
Fiscal Year 2011 Accomplishments and Highlights	
Council Goal	Status
City Center Annexation and Master Planning	The property has been annexed and planning is in progress
Fire Services Delivery: Discussion on UFA/Metro/ or no change	Completed
Establish Volunteer Library and study long term service delivery models	Library established, working towards long term service delivery
Present a Balanced Budget	Completed
Complete Long Term: Capital, Fleet, and Operations Planning	In Progress
Formalize City Brand: logo and marketing materials	In Progress
Develop Pioneer Crossing Phase 2 plan.	In Progress
Facilitate Satellite University Campus Discussions	In Progress
Establish an All-Terrain Vehicle Ordinance	Completed
Develop a Financial Crisis Plan for City	Completed
Provide additional City Council Training. (ULCT)	In Progress
Begin Construction on Shay and Neptune Parks in FY 2012. Park completion in future phases.	Neptune Park will be completed Nov. 2011, Shay Park is in progress.
Develop and help facilitate a survey and/or conduct a vote for Library Services discussion.	In Progress
Begin the development of an Annexation Boundary Agreement with neighboring cities.	In Progress
Apply for additional Grants including energy efficiency and alternative energy technologies.	Not started
Review and amend the City Animal Ordinance.	In Progress

Table 24 Fiscal Year 2011 Accomplishments and Highlights

Performance Measure	Target 2012
% of departmental goals met on an annual basis	90
% of Council goals accomplished	95
% of staff attending individual training	100
% of staff receive opportunity for quarterly in house training	100
% of staff and boards receive annual sexual harassment training	100
City Manager to complete 40+ hours of continuing education per year	40

Table 25 Fiscal Year 2012 Performance Measures

GENERAL GOVERNMENT: CITY MANAGER



The administrative services department comprises administration, finance, and human resources budgets. While the functions operate independently they are connected through a common operating budget. The City Recorder has a separate operating budget but is supervised by the City Manager. The City Treasurer also has a separate operating budget along with Utility Billing.

Administrative Services

General Fund 10: Administrative Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	208,264	224,136	413,986	432,905	451,803	471,742	492,793
Materials, Supplies, & Services	20,799	29,365	37,250	37,304	36,000	36,000	36,000
Total Requirement	229,063	253,501	451,236	470,209	487,803	507,742	528,793
% Change from Prior Period	-6%	11%	78%	4%	4%	4%	4%

Table 26 (above) represents the Administration Department's actual expenditures for 2010, adjusted budget for 2011, approved budget for 2012, and budget plan for 2013 - 2016.

Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA). Personnel costs are expected to increase 85 percent in fiscal year 2012 due to the City switching to an administrative charge system. Employees whose pay was previously split between the general fund and enterprise funds are now paid out of the general fund. An administrative charge is assessed to the enterprise funds. Previously, all positions within administration were being split between multiple funds. Consolidating expenses in one fund will facilitate better cost tracking city-wide and will show the "true cost" of providing a service. Due to budget constraints, salaries and wages are expected to remain flat in 2012 and are expected to remain flat until economic conditions improve.

GENERAL GOVERNMENT: CITY MANAGER

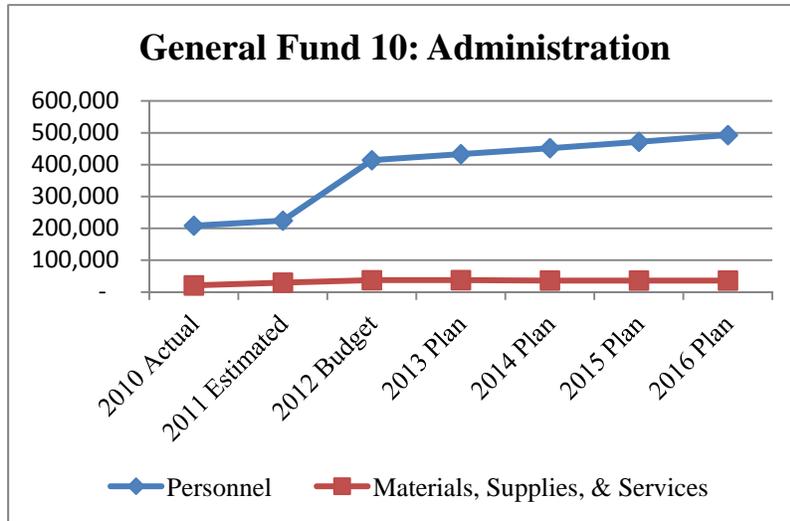


Figure 22 (left) represents Material, Services, and Supplies and Personnel major requirements between 2010 and 2016.

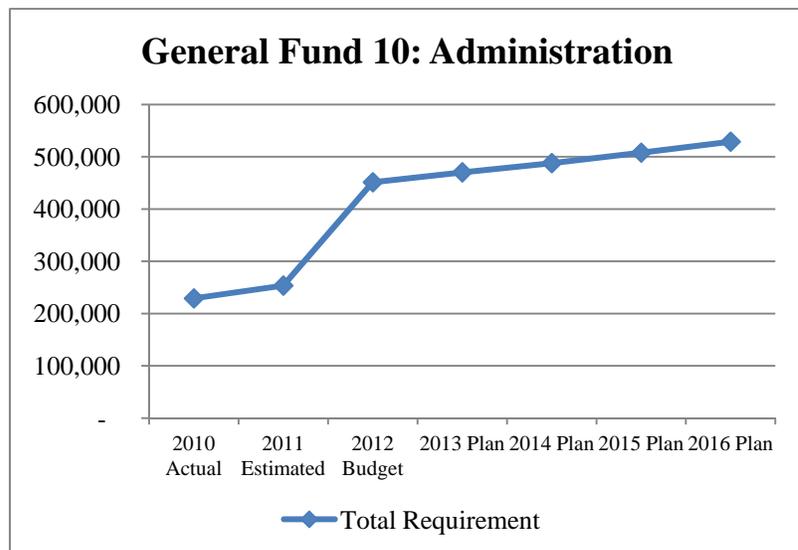
Personnel costs are expected to increase at an average of 4 percent annually between 2012 and 2016. Positions funded in the administration department include the City Manager, Assistant City Manager, Senior Accountant, Accounts Payable Clerk, and HR/Payroll Clerk (part-time). Full-time

equivalents are expected to remain at 4.5.

Materials, Supplies, and Services (MSS) are expected to increase by 27 percent in 2011. This increase is largely due to increased funding for books and memberships (ICMA/UCMA), education & training (ICMA/UCMA), and legal human resource expenses. MSS is expected to decrease slightly from \$37,250 in fiscal year 2012 to \$36,000 in fiscal year 2016.

Figure 23 (right) represents total Administration requirements for 2010 – 2016.

Total Administration requirements are expected to increase on an average of 4 percent annually between 2011 and 2015.



Performance Measure	Target 2012
# of months month end completed by 15th	12
Audit completed by October 15 th	Yes
# of months that financial reports presented to council by 10 th of month	12
Earn GFOA Distinguished Budget Award	Yes
Earn GFOA Excellence in Financial Reporting Award	Yes

Table 27 - Administration Performance Measures

GENERAL GOVERNMENT: RECORDER

General Fund 10: Recorder Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	64,582	65,745	67,239	70,323	73,584	77,036	80,690
Materials, Supplies, & Services	15,955	12,100	20,100	7,600	16,100	7,600	16,600
Total Requirement	80,537	77,845	87,339	77,923	89,684	84,636	97,290
% Change from Prior Period	7%	-3%	12%	-11%	15%	-6%	15%

Table 28 (above) represents City Recorder’s actual expenditures for 2010, adjusted budget for 2011, approved budget for 2012, and budget plan for 2013 - 2016.

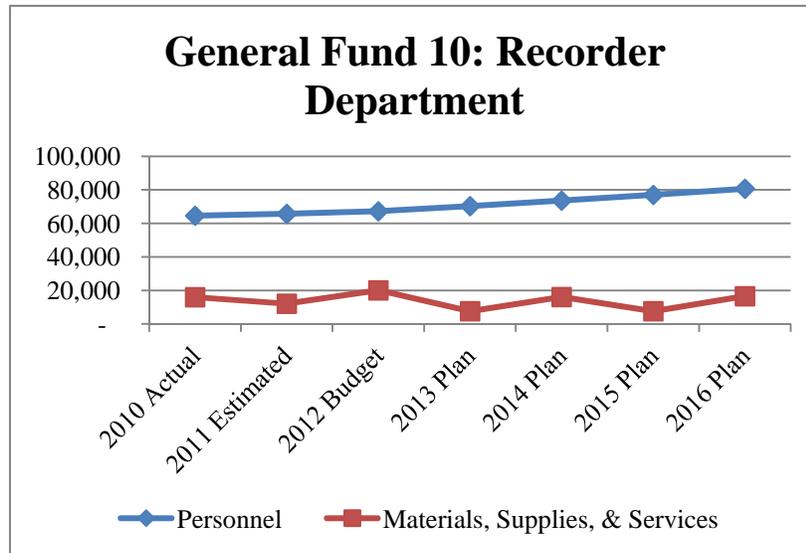


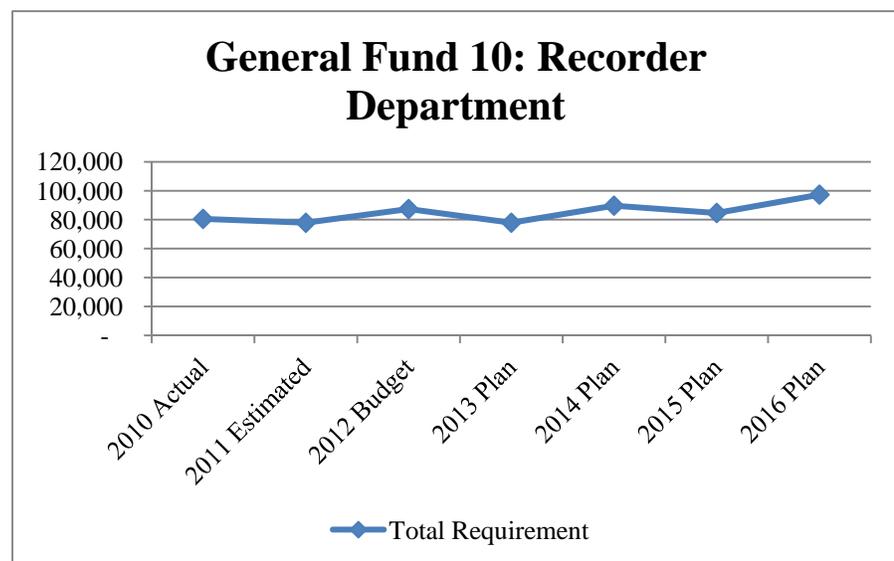
Figure 24 (left) represents Personnel and Material, Services, and Supplies major requirements between 2010 and 2016.

Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA). Personnel requirements are anticipated to remain steady at 1 FTE. Due to budget constraints, salaries and wages are expected to remain flat in

2012, and are expected to remain flat until economic conditions improve. Personnel costs are expected to increase at an average of 5 percent annually between 2012 and 2016.

Figure 25 (right) represents total City Recorder requirements for 2010 – 2016.

Materials, Supplies, and Services (MSS) are expected to increase by 66 percent in 2012. This is due to municipal elections being held in 2012. This also explains the planned increases in 2014 and 2016. MSS drops by an equal amount subsequent years.



Overall City Recorder requirements are expected to fluctuate between 2012 to 2016. These

GENERAL GOVERNMENT: RECORDER

fluctuations are due to elections on even-numbered years (as previously discussed). MSS is expected to remain relatively flat while personnel expense is anticipated to increase 5 percent annually due to anticipated increases in mandatory defined benefit contribution rates.

Performance Measure	Target 2012
Council agendas are posted 5 days prior to meeting	90%
% of times council minutes are ready for approval by next regular meeting	100
Scheduled records are destroyed	annually

Table 29 City Recorder Performance Measures

GENERAL GOVERNMENT: TREASURER/UTILITY BILLING

General Fund 10: Treasurer Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	-	-	72,206	75,500	78,984	82,669	86,570
Materials, Supplies, & Services	24,576	5,050	52,150	54,730	57,439	60,283	63,270
Total Requirement	24,576	5,050	124,356	130,230	136,423	142,952	149,840
% Change from Prior Period	529%	-79%	2362%	5%	5%	5%	5%

General Fund 10: Utility Billing Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	-	-	31,314	32,254	33,221	34,218	35,244
Materials, Supplies, & Services	-	-	31,981	33,501	35,087	36,742	38,470
Total Requirement	-	-	63,295	65,755	68,308	70,960	73,715
% Change from Prior Period			100%	4%	4%	4%	4%

Table 30 (above) represents the City Treasurer and Utility Billing’s actual expenditures for 2010, adjusted budget for 2011, approved budget for 2012, and budget plan for 2013 - 2016.

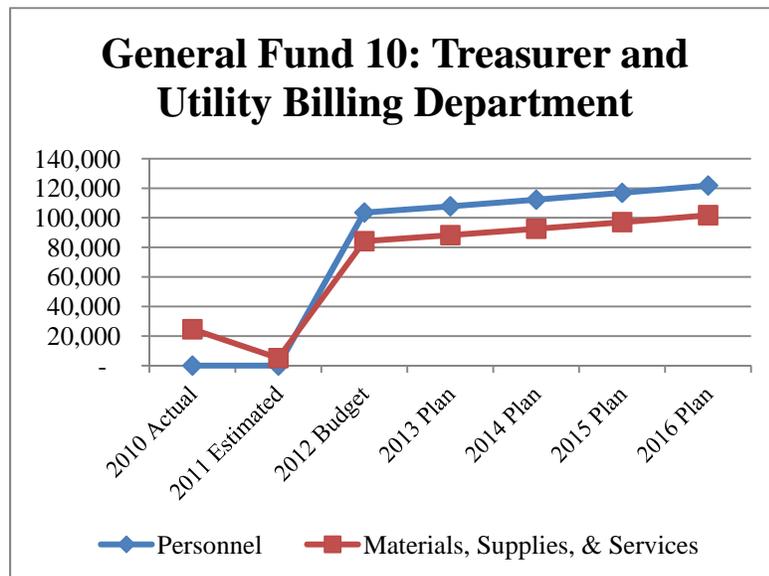


Figure 26 (left) represents the City Treasurer and Utility Billing’s Personnel and Material, Services, and Supplies major requirements between 2010 and 2016.

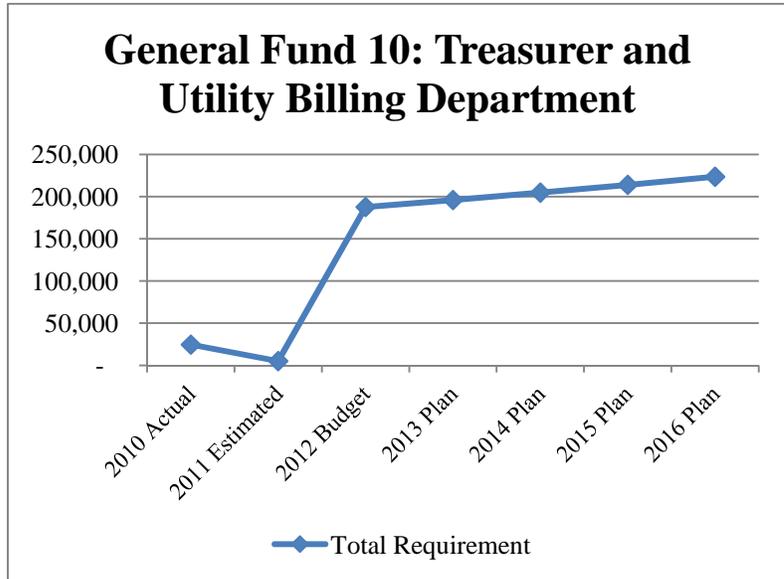
Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA). During fiscal year 2012, the utility billing department was created to capture costs previously being split to multiple enterprise funds. The general fund is reimbursed for these costs through an

administrative charge. The Treasurer’s department also began to capture the full personnel costs of the City Treasurer in 2012. Personnel requirements are anticipated to remain steady at 2.5 FTE (1 FTE Treasurer, 1.5 FTE Utility Billing). Due to budget constraints, salaries and wages are expected to remain flat in 2012, and are expected to remain flat until economic conditions improve. Personnel increases are estimated to be between 3-5 percent between 2013-2016.

GENERAL GOVERNMENT: TREASURER/UTILITY BILLING

Figure 27 (right) represents total Treasurer and Utility Billing requirements for 2010 – 2016.

Materials, Supplies, and Services (MSS) are expected to increase by 933 percent in 2012 due to costs previously being split between the general and enterprise funds consolidated into the Treasurer and Utility Billing departments. MSS paid for out of these funds include: supplies needed for utility billing (billing & mailing supplies and the meter reading software maintenance contract), education/training expense for the City Treasurer, and citywide bank charges. Most of these expenses will be reimbursed through an administrative charge to the enterprise funds.

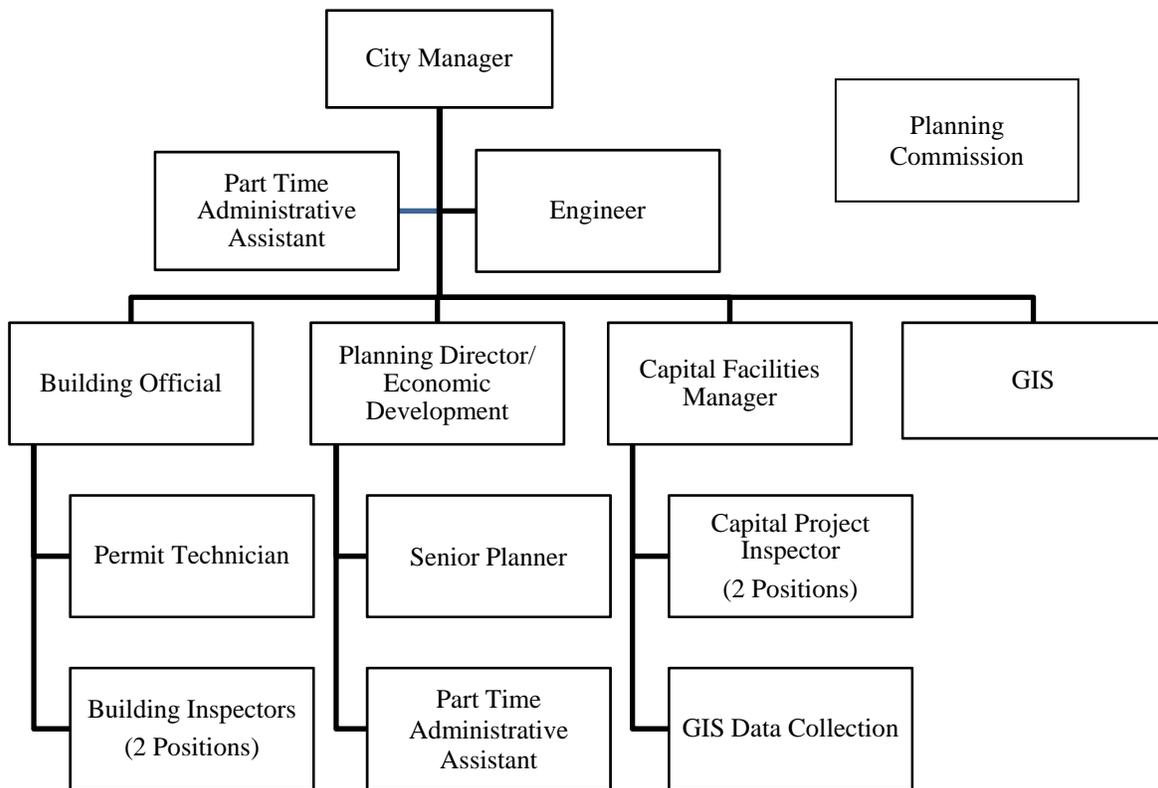


Total department requirements are expected to increase 4-5 percent from 2012-2016.

Performance Measure	Target 2012
% of billing concerns resolved within 24 hours	90
% of terminated customers not delinquent	>80
% of internet payments	70

Table 31 (above) represents the Utility Billing Department’s performance measures.

BUILDING, PLANNING, AND CAPITAL FACILITIES



Mission

We are committed to providing excellent service as a professional Planning, Building, and Capital Facilities department to establish, implement, identify and develop plans and provide Inspections and capital facilities for maintaining the Quality of Life, Health and Safety for the citizens of The City of Saratoga Springs.

Department Overview

The Planning, Building, and Capital Facilities Department oversees the completion of buildings and construction projects being constructed in the City and ensure compliance with applicable zoning and building. Coordinate with the Planning Commission on zoning and planning issues.

PUBLIC SAFETY: BUILDING DEPARTMENT

General Fund 10: Building Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	281,616	307,969	308,410	322,288	336,956	352,470	368,886
Materials, Supplies, & Services	25,367	47,195	48,195	45,126	43,906	40,692	39,311
Total Requirement	306,983	355,164	356,605	367,414	380,862	393,162	408,197
% Change from Prior Period	-10%	16%	0%	3%	4%	3%	4%

Table 32 (above) represents the Building Department’s actual expenditures for 2010, 2011 adjusted budget, 2012 approved budget, and budget plan for 2013– 2016.

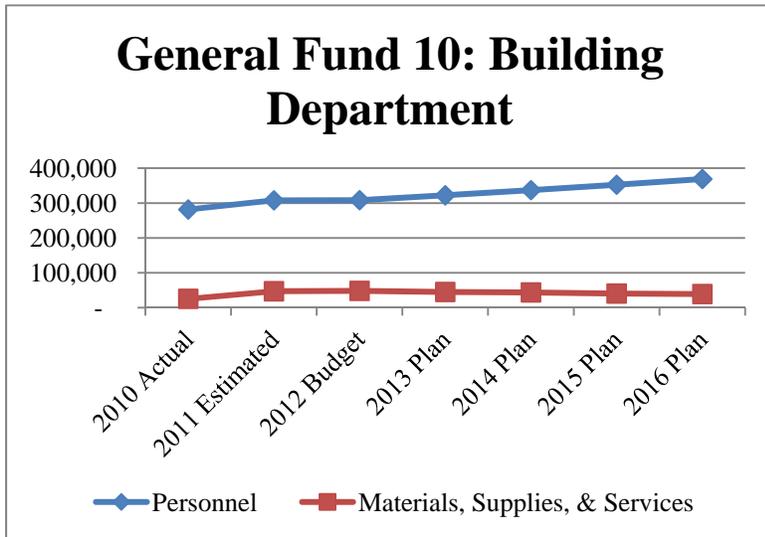


Figure 28 (left) represents Personnel, and Materials, Supplies, and Services (MSS) major requirements for fiscal years 2010 - 2016.

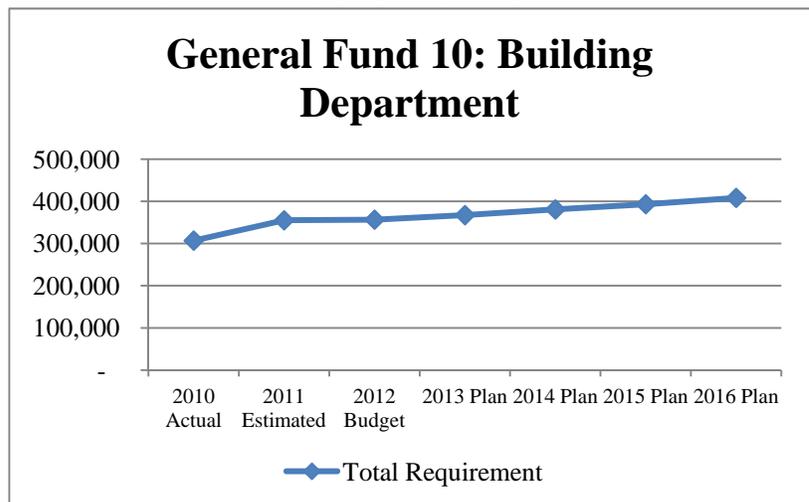
Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2011 and 2012 or until economic conditions improve. Personnel costs are expected to

increase at an average of 5 percent annually between 2012 and 2016. Staffing levels have remained consistent at 4 FTEs. Depending on future residential and commercial building within the City, it may be necessary to add additional staff to keep up with demand.

Materials, Supplies, and Services requirements increased a modest 2 percent in 2012 to provide additional training for the building inspectors. MSS is expected to decrease between 2013-2016 due to the completion of capital leases. The City is currently preparing a capital asset replacement plan to guide future capital asset replacements. This document, once completed, will be incorporated into future budget documents.

Figure 29 (right) represents total departmental requirements for fiscal years 2010 – 2016.

Total departmental requirements are expected to increase between 3-4 percent from 2013-2016 mainly due to anticipated payroll increases.



PUBLIC SAFETY: BUILDING DEPARTMENT

Building Department	Target 2012
Inspections are completed by next business day	100%
Residential plan reviews within 10 business days	100%
Commercial plan reviews within 15 business days	100%

Table 33 (above) represents the Building Department's performance measures

PUBLIC SAFETY: PLANNING AND ZONING DEPARTMENT

2010-2011 Achievements

1. Adoption of Marina Park Master Plan
2. Appointment of two new Planning Commissioners
3. Completion of Resident Survey for Parks and Open Space Master Plan – Over 1300 participants
4. Land Development Code Revisions that included:
 - Sign Code Amendments
 - Chicken Keeping Ordinance Draft
 - Addressing and Street Naming Ordinance Draft
 - Creation of RA-5 Zone
 - Planned Community Zone
5. 2040 Regional Transportation Plan with MAG
6. Parks, Trails, Recreation and Open Space Master Plan Draft Completed
7. Annexation of 1807 acres and entitlement of 2833 acres for future City Center development
8. Adoption of the Saratoga Springs City Center District Area Plan
9. Annexation and entitlement of 752 acres for the future Teguayo project
10. Developing Design Guidelines for the City with the Urban Design Committee
11. Participation on MAG, Utah Lake Commission, Jordan River Commission and JLUS Committee
12. Amendments to the Transportation Plan and Land-Use Map of the General Plan for PRI
13. Major Projects include: Public Works Site Improvements, Thunder Ridge Elementary, Special Needs School and Seminary, Riverview Elementary, Hillcrest Condos, 3 LDS Churches, The Cove at Jordan River, The Gables PUD, Landrock Estates, Stillwater, North Saratoga Storage, etc.

2011-2012 Goals (General)

1. Adoption of the City Center Master Plan
2. Adoption of the Parks, Trails, Recreation and Open Space Master Plan
3. PRI/DPZ Smart Code review and recommendations completed
4. Code Amendments implemented (Chicken Keeping, Addressing and Street Naming, Hillside and Sensitive Lands, Establishment of Land Use Zones, Sign Ordinance Revisions, Temporary Uses Ordinance, etc)
5. Land Development Code restructured and adopted
6. Review of Current/Future Projects (Green Springs Manor, IMAA- Tae Kwan Do facility, Cascade Collision, Summerhill Chapel, Western Hills Chapel, Utah Lake Pump Station, Collins Brothers Master Plan, Interpace Annexation etc.
7. Completion of Design Guidelines for the City – work done with Urban Design Committee

Table 34 – Planning Department Achievements and Goals

PUBLIC SAFETY: PLANNING AND ZONING DEPARTMENT

General Fund 10: Planning and Zoning Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	190,619	206,147	203,406	212,229	221,534	231,354	241,722
Materials, Supplies, & Services	5,735	13,400	13,650	13,650	13,650	13,650	13,650
Total Requirement	196,354	219,547	217,056	225,879	235,184	245,004	255,372
% Change from Prior Period	-17%	12%	-1%	4%	4%	4%	4%

Table 35 (above) represents the Planning and Zoning Department’s actual expenditures for 2010, 2011 adjusted budget, 2012 approved budget, and budget plan for 2013– 2016.

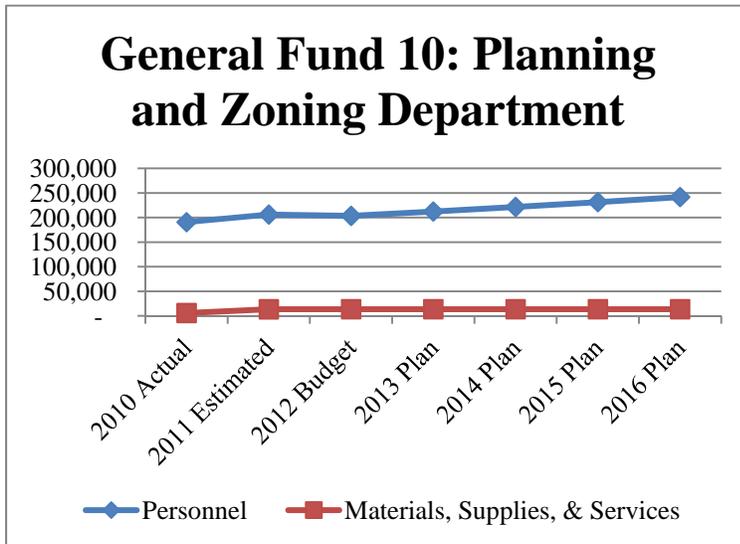


Figure 30(left) represents Personnel, and Materials, Supplies, and Services (MSS) major requirements for fiscal years 2010 -2016.

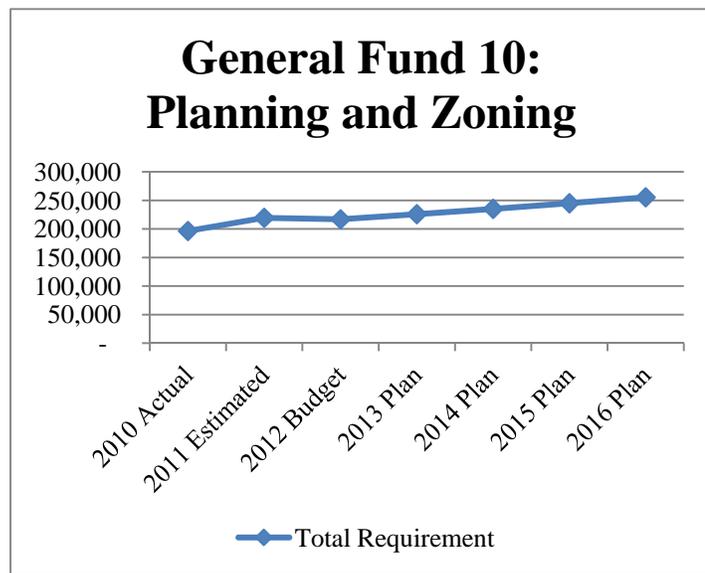
Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2011 and 2012 or until economic conditions improve. 2012 personnel costs are expected to decrease 1 percent due to improved forecasting methods.

Personnel costs are expected to increase at an average of 4 percent annually between 2012 and 2016. Staffing levels have remained consistent at 2.5 FTEs. Depending on future residential and commercial building within the City, it may be necessary to add additional staff to keep up with demand.

Figure 31(right) represents total departmental requirements for fiscal years 2010 – 2016.

Materials, Supplies, and Services requirements are expected to remain stable at approximately \$13,600 through fiscal year 2016.

Total department expense is expected to increase 4 percent from 2013-2016 largely due to anticipated personnel expense increases.



PUBLIC SAFETY: PLANNING AND ZONING DEPARTMENT

2011-2012 Goals (Alignment with City Efforts)		
Goal	Category	Measurement
<ul style="list-style-type: none"> Maintain existing turnaround times for all Planning related applications 	Customer Service	<ul style="list-style-type: none"> 10 days for internal review for Site Plans, Subdivision Plats, Code Amendments, Annexations, Rezones, Gen. Plan Amendment, Conditional Use. Includes redlines and memos prepared for applicants. 5 days for Sign Permits Above Tracked in Access
<ul style="list-style-type: none"> Same day return on all phone calls and email messages. 	Customer Service	<ul style="list-style-type: none"> Personal review and tracking of customer feedback.
<ul style="list-style-type: none"> Public Noticing, Cross training department members on the Public Noticing procedures and requirements 	Communication	<ul style="list-style-type: none"> City Recorder to provide training related to City, State and Newspaper processes Matrix created to identify Public Noticing timeframes for each requirement Access will be used to track progress.
<ul style="list-style-type: none"> Implementation of new DRC meeting to review all projects and timelines, to address concerns and tighten up interdepartmental communication 	Communication	<ul style="list-style-type: none"> Committee to meet every 2 weeks (or more frequently as needed) DRC notes and action items recorded, distributed and followed up on after each meeting. Access will be used to track progress.
<ul style="list-style-type: none"> Additional fields will be added to our Access database to insure that all items we are tracking will be found in one location. 	Organization	<ul style="list-style-type: none"> New process now required for all information to be entered into Access and then reviewed during the DRC discussions.
<ul style="list-style-type: none"> Archiving of all old Planning Files 	Organization	<ul style="list-style-type: none"> All files will be archived, stored or destroyed based on State requirements and coordinated with City Recorder
<ul style="list-style-type: none"> Ongoing training for Planners to maintain skills and stay up on industry changes 	Training	<ul style="list-style-type: none"> Staff attending American Planning Association Conference, October 6-7 Maintain APA Membership Prepare for AICP exam

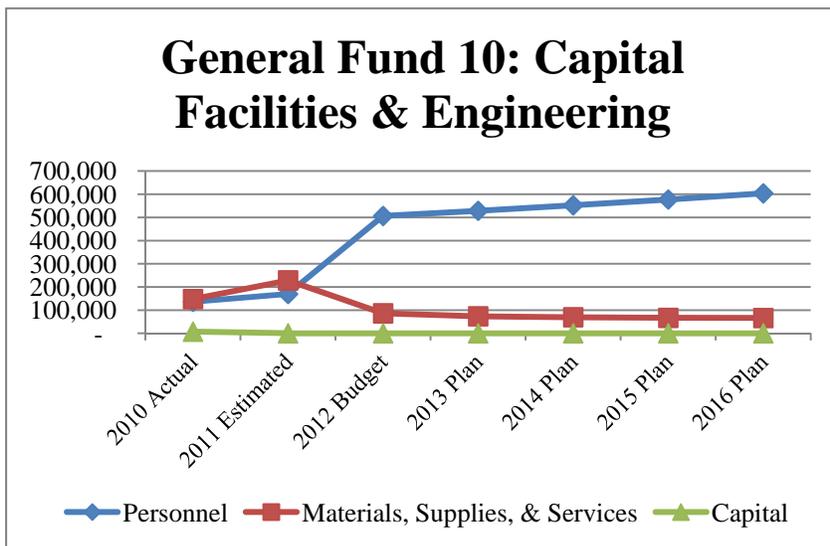
Table 36 - Planning Performance Measures

PUBLIC SAFETY: CAPITAL FACILITIES & ENGINEERING

General Fund 10: Capital Facilities and Engineering Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	136,157	169,852	506,253	528,669	552,339	577,348	603,786
Materials, Supplies, & Services	147,532	228,338	86,286	73,374	69,432	66,876	66,229
Capital	7,253	-	-	-	-	-	-
Total Requirement	290,943	398,190	592,539	602,043	621,771	644,224	670,015
% Change from Prior Period	-32%	37%	49%	2%	3%	4%	4%

Table 37 (above) represents the Planning and Zoning Department’s actual expenditures for 2010, 2011 adjusted budget, 2012 approved budget, and budget plan for 2013– 2016.

Figure 32 (below) represents Personnel, and Materials, Supplies, and Services (MSS) major requirements for fiscal years 2010 -2016.

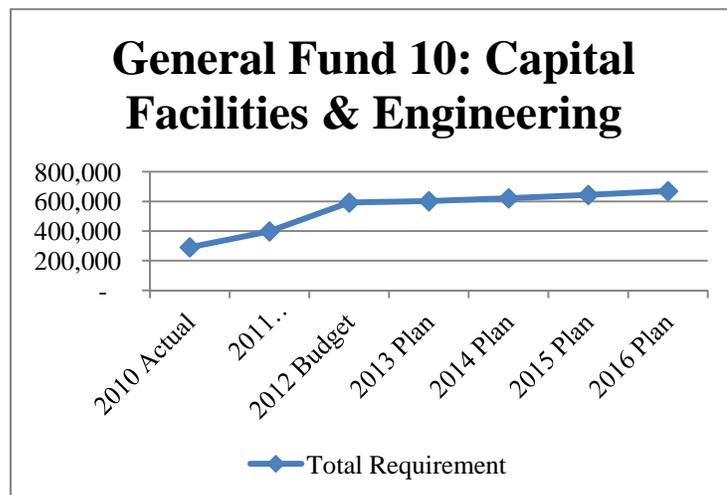


Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2011 and 2012 or until economic conditions improve. Personnel costs in 2012 are expected to increase 198 percent due to the addition of a City Engineer in 2011 and additional hours for

the part-time Administrative Assistant. In addition, employees that were previously being paid out of both the general and enterprise funds are now being paid out of the general fund. The general fund is being reimbursed for this expense through an administrative transfer. Personnel costs are expected to increase (on average) 4 percent annually between 2013 and 2016. The majority of this increase is attributable to anticipated increases in the defined benefit retirement contribution rates. Staffing levels are anticipated to remain stable at 6.5 FTE. It is important to note, however, that significant increases in residential and commercial activity within the City may require additional resources in the future.

Figure 33 (right) represents total departmental requirements for fiscal years 2010 – 2016.

Materials, Supplies, and Services requirements are expected to decrease 62 percent in 2012 due to less utilization of outside engineering services. MSS is expected to further decrease slightly in years 2013-2016 as capital leases are paid off. The City is



PUBLIC SAFETY: CAPITAL FACILITIES & ENGINEERING

currently preparing a capital asset replacement plan which will be incorporated into future budget documents.

Total department expense is expected to increase 2-4 percent due to expected personnel increases.

GENERAL GOVERNMENT - NON-DEPARTMENTAL

Non-Departmental

General Fund 10: Non-Departmental and Transfers							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	59,882	1,500	127,152	1,500	1,500	1,500	1,500
Materials, Supplies, & Services	150,320	173,314	269,077	270,309	277,678	284,800	292,891
Interfund Transfers	114,611	350,130	151,095	101,094	101,094	101,094	101,094
Total Requirement	210,202	174,814	396,229	271,809	279,178	286,300	294,391
% Change from Prior Period	4%	-17%	127%	-31%	3%	3%	3%

Table 38 (above) represents Non-Departmental's actual expenditures for 2010, 2011 adjusted budget, 2012 approved budget, and budget plan for 2013 - 2016.

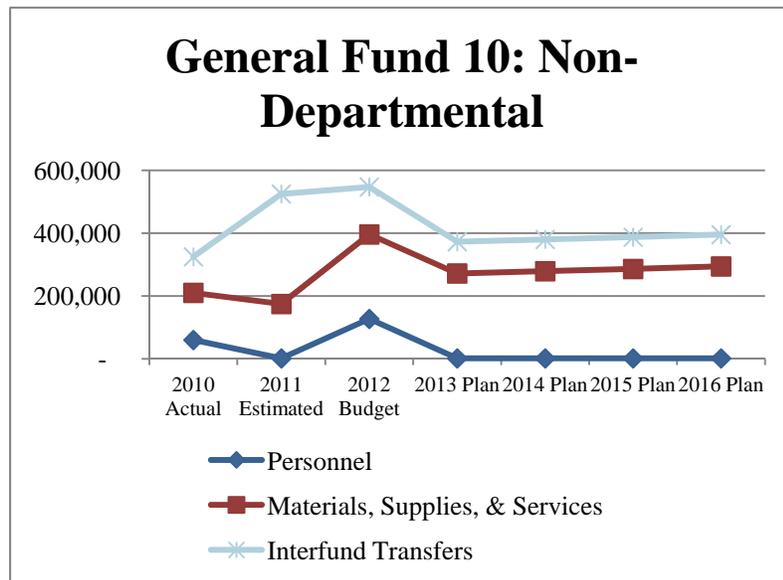


Figure 34 (left) represents Interfund Transfers, Materials, Supplies, and Services (MSS), and Personnel costs for fiscal years 2010 – 2016.

Personnel expense in non-departmental includes employee recognition and appreciation initiatives (\$1,500) and pay for performance compensation in 2012 (\$125,652).

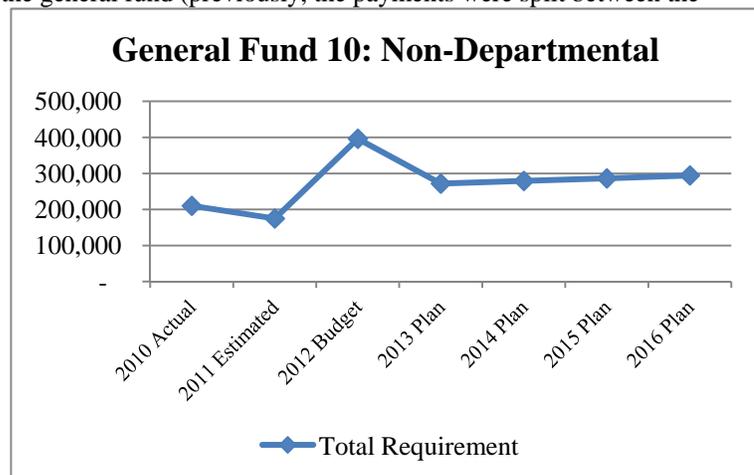
In 2012, Non-Departmental Interfund Transfers are expected to decrease by 57 percent. In 2011, an Interfund Transfer was made to the Capital Projects fund to move planned road projects and road maintenance previously budgeted in the general fund.

Interfund transfers for 2012 include a \$101,095 transfer to debt service and \$50,000 transfer to capital projects for monument signs.

Materials, Services, and Supplies requirements are expected to grow 55 percent in 2012. This is due to all general liability insurance payments being paid out of the general fund (previously, the payments were split between the general and enterprise funds). The general fund is compensated through an administrative charge from the enterprise funds. MSS are expected to increase 1-3 percent annually between 2013 through 2016.

Figure 35 (right) represents total non-departmental requirements for fiscal years 2009 – 2015.

Total Non-Departmental requirements increase between 2011 and 2012 then remain relatively constant in years 2013 to 2016.



GENERAL GOVERNMENT – BUILDINGS

Buildings and Grounds

General Fund 10: Buildings and Grounds							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Materials, Supplies, & Services	231,740	261,142	105,036	108,627	112,359	115,729	120,270
% Change from Prior Period	22%	13%	-60%	3%	3%	3%	4%

Table 39 (above) represents the Building Department's actual expenditures for 2010, adjusted budget for 2011, tentative budget for 2012, and budget plan for 2013 – 2016.

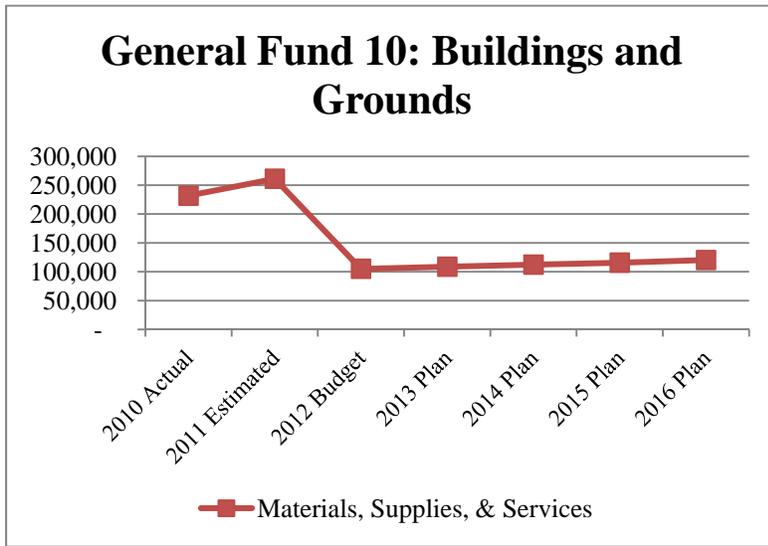
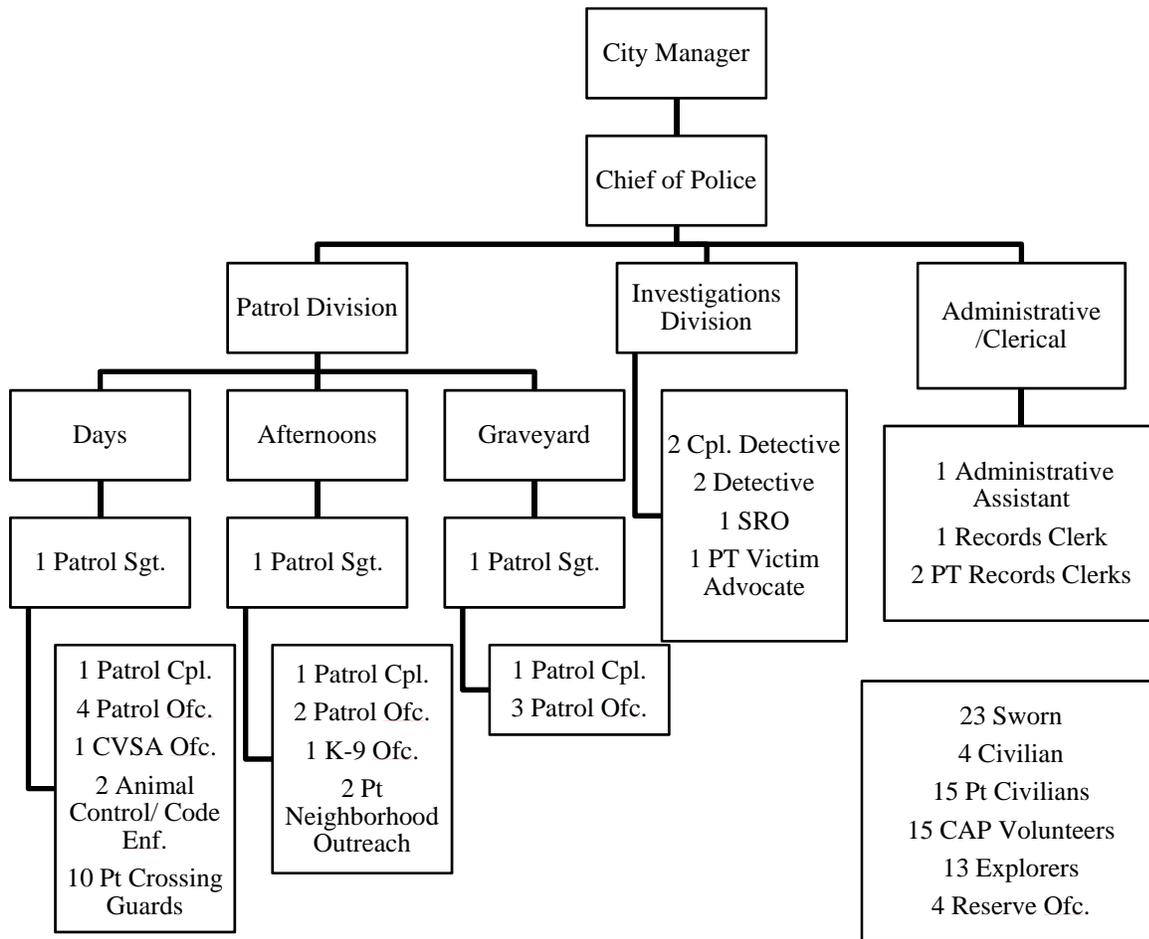


Figure 36 (left) represents Materials, Supplies, and Services (MSS) requirements for fiscal years 2010 – 2016.

In 2012 MSS is expected to decrease 60 percent. This is due to refinancing the City Hall building. Debt service payments are now being paid out of the debt service fund instead of the general fund. In addition, there are decreases in common area maintenance and condominium assessments due to the City taking over maintenance of the City Hall building.

PUBLIC SAFETY - POLICE



The Saratoga Springs Police Department went into effect July 1, 2007. The Department currently employs twenty-three sworn officers including Command Personnel, two full-time Animal Control / Code Enforcement officers; one Administrative Assistant, one full-time and 2 part-time Records Clerk, a Victims Advocate, two Neighborhood Outreach officers and four Reserve Officers.

Mission

The Saratoga Springs Police Department is a team, committed to protecting our City's quality of life. Team members will serve our community with pride and integrity. The team will maintain the highest levels of appearance, training, and skills. Our team members are our greatest asset in accomplishing these goals.

Fiscal Year 2010-11 Accomplishments and Highlights

1. Bought, trained and deployed a K-9 program
2. Started a new Police Depart for the City of Bluffdale. Served them the entire fiscal year.

PUBLIC SAFETY - POLICE

3. Built and published a new and contemporary Policy manual through the Lexipol contract for the PD.
4. Taught a Police Science course to high school students at Westlake HS for the entire school year.
5. Conducted 40 tours of the PD, handled 15-20 walk-ins a day, answered approx. 60 phone calls per day and filled approx. 85 GRAMA requests.

General Fund 10: Police Department - Saratoga Springs							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	1,833,689	2,055,180	1,998,960	2,141,745	2,239,898	2,343,788	2,453,813
Materials, Supplies, & Services	377,652	407,904	411,565	374,278	360,790	372,285	197,479
Capital	17,747	115,488	-	-	-	-	-
Total Requirement	2,229,088	2,578,572	2,410,525	2,516,023	2,600,687	2,716,073	2,651,292
% Change from Prior Period	18%	16%	-7%	4%	3%	4%	-2%

Table 40 (above) represents the police department's (Saratoga Springs) actual expenditures for 2010, adjusted budget for 2011, tentative budget for 2012, and budget plan for 2013 – 2016.

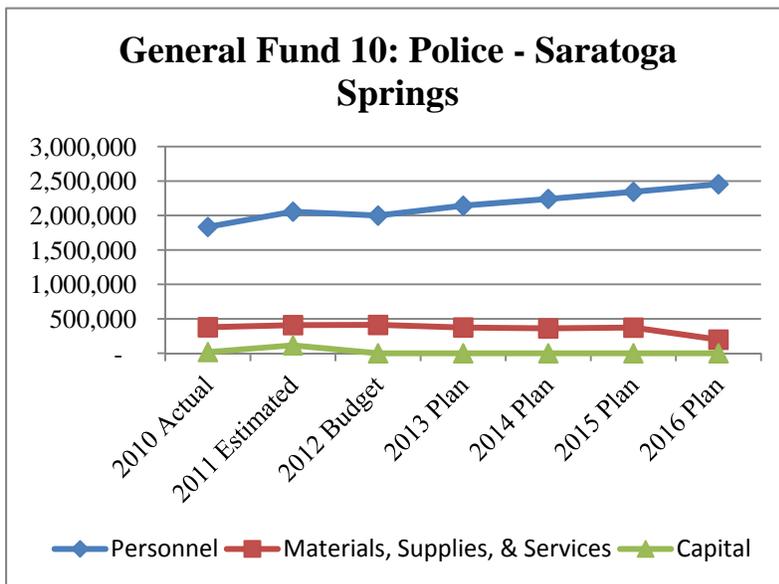


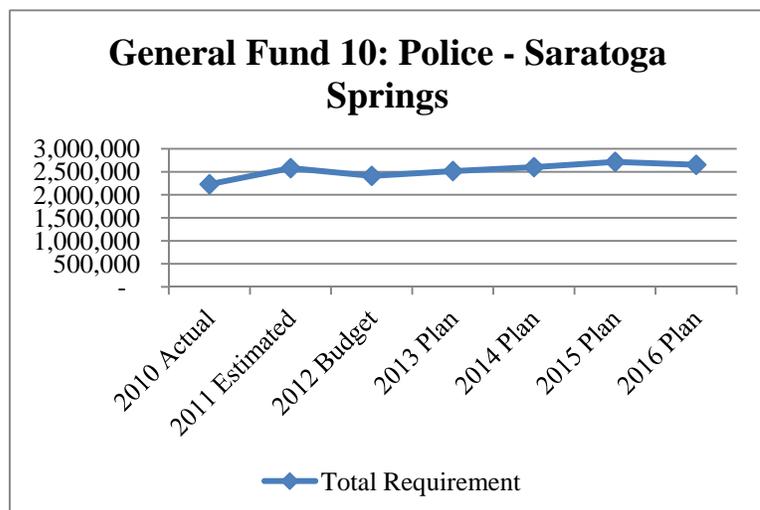
Figure 37 (left) represents Personnel, Materials, Services, and Supplies (MSS), and Capital expenses between 2010 and 2016.

Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2012 and 2013 or until economic conditions improve. Personnel expense is expected to decrease slightly in 2012 due to improved personnel budgeting methods. An increase of 5 percent is projected for 2013 through 2016.

Figure 38 (right) represents total departmental requirements from fiscal years 2010-2016.

Materials, Supplies, and Services are expected to increase slightly (0.9 percent) in 2012. The budget for 2013-2016 includes minor inflationary adjustments of 3-5 percent.

Capital expenses are currently not budgeted for the fiscal years 2012-2016. The City is currently preparing a capital replacement schedule, and the police department is transitioning from capital leases to operating leases for their police vehicles.



PUBLIC SAFETY - POLICE

Total departmental requirements are expected to remain relatively stable from 2012-2016. Increases between 3-4 percent are projected.

Bluffdale Police Services

General Fund 10: Police Department - Bluffdale							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	21,028	420,830	492,685	462,765	570,254	506,635	530,602
Materials, Supplies, & Services	54,434	93,704	160,500	166,650	165,750	172,530	179,649
Capital	69,021	-	-	-	-	-	-
Total Requirement	144,482	514,534	653,185	629,415	736,003	679,165	710,251
% Change from Prior Period		256%	27%	-4%	17%	-8%	5%

Table 41 (above) represents the police department's (Saratoga Springs) actual expenditures for 2010, adjusted budget for 2011, tentative budget for 2012, and budget plan for 2013 – 2016.

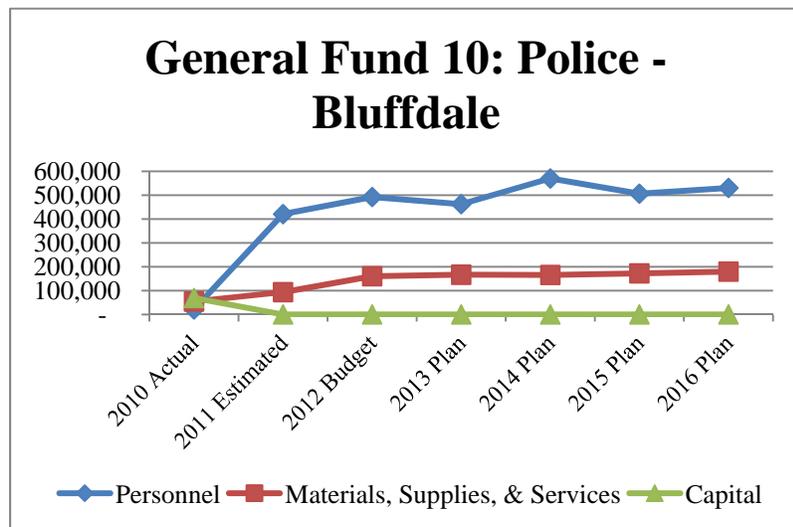


Figure 39 (left) represents Personnel, Materials, Services, and Supplies (MSS), and Capital expenses between 2010 and 2016.

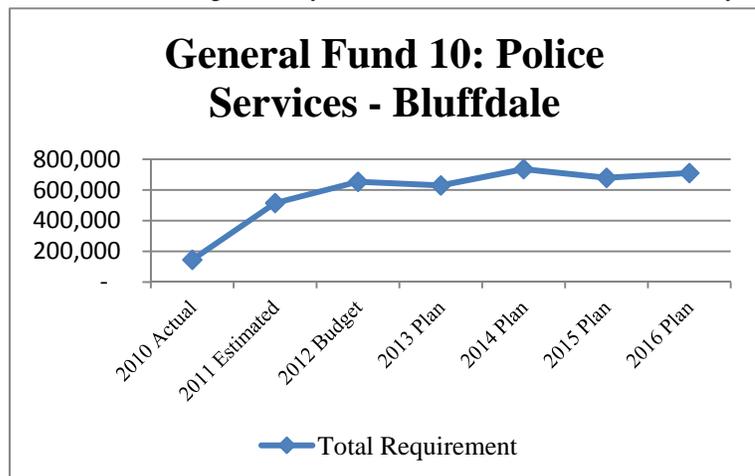
Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2012 and 2013 or until economic conditions improve. Personnel expenses are projected to increase 6 percent in 2012 due to the addition of a corporal investigator (half to be paid by Bluffdale City). FTE's increased from 33.05 to 34.05 due to this added position. FTE's are expected to remain stable at 34.05.

Materials, Supplies, and Services increased 71 percent between 2011 and 2012 due to increases in contract dispatch fees and vehicle lease payments. Both increases are being offset by increased revenue from Bluffdale City.

Figure 40 (right) represents total departmental requirements.

Capital expenditures are not currently budgeted from 2012-2016. Capital purchases were made in 2010 to start police services in fiscal year 2011. The City is currently formulating a capital replacement plan. Future budgets will include a capital component once this study is complete.

Total departmental requirements are expected to remain relatively stable from 2013-2016 with an average increase of 5 percent estimated.



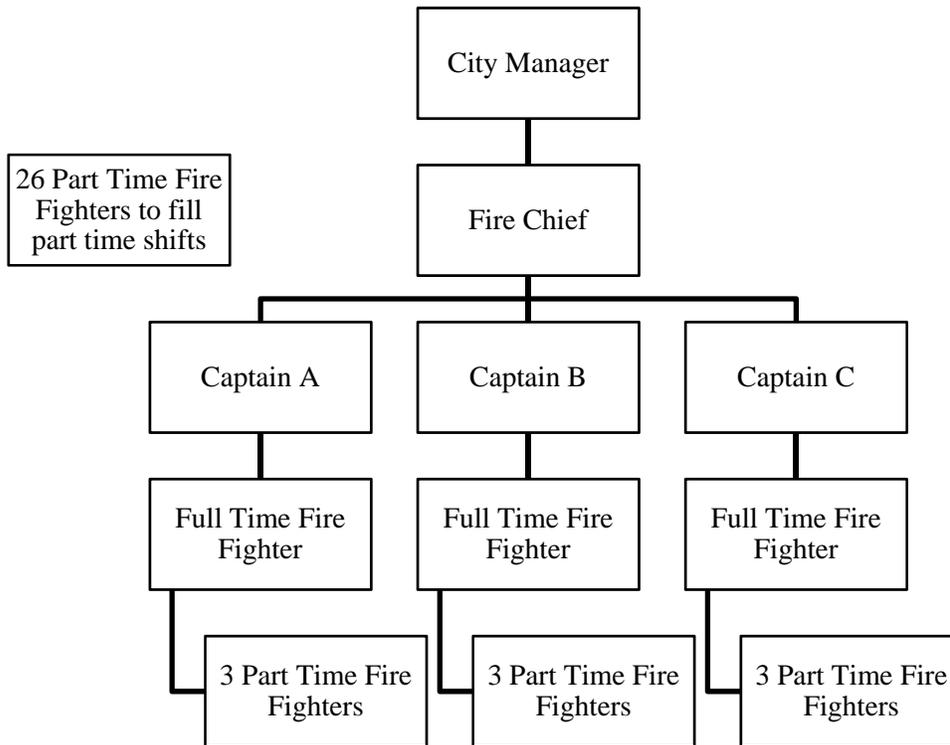
PUBLIC SAFETY – POLICE

Police Department	Target 2012
Total Officer generated incidents	2750
Response time for priority 1 calls	< 7 min
Clear all assigned cases within 6 months	100%
Teach NOVA classes to 6th grade students	402 students
Serve all victims who request help from Victim Services	100%
# of Citizen Academies per year	1
# of new CAPS volunteers	6
CAPS Volunteer Hours	2400
# Scheduled neighborhood outreach meetings	208
# of Explorers	12
# of Explorer advisors	2
# of Explorer hours of service	300
# of hours of training per officer per year	80
Supervision 24/7 and min 2 officers at all times	100%
# hours of bike patrols per week during summer	20
% of vacation checks completed daily	100%
Provide 5.5 hours of crossing guard service per elem. school per day	100%

Table 42 – Police Performance Measures

PUBLIC SAFETY – FIRE/EMERGENCY MEDICAL SERVICES

Table 34 (above) represents the Police Department’s performance measures.



Mission

The mission of the Saratoga Springs Fire Department is to provide a wide range of services to the community designed to protect and preserve life, property, and the environment, through planning, prevention, education and response. We are committed to excellence in the delivery of these services:

“Proudly We Serve.”

Department Overview

The Saratoga Springs Fire provides paramedic and fire protection/prevention services. Fire services include fire protection, fire suppression, training, inspections, code enforcement, and HAZMAT. Additionally, the City is covered by a series of Mutual Aid Agreements with the County and other neighboring agencies. The Mutual Aid Agreement requires that in the event of an emergency other jurisdictions will respond to the emergency in our community.

The Department is staffed with 26 firefighters/EMTs. Five firefighter/EMTs are on duty 24/7. The firefighter/EMTs are trained to a minimum of EMT-I (Emergency Medical Technician - Intermediate) and firefighter II levels of certification.

PUBLIC SAFETY – FIRE/EMERGENCY MEDICAL SERVICES

Fiscal Year 2011 Accomplishments and Highlights

- Continued training of all full-time personnel to the level of EMT/Paramedic. 4 of 6 completed.
- Successful in maintaining grant management compliance.
- Full-time members maintain FEMA course work, NIMS-ICS compliance

Calls for Service				<u>% chg from prior year</u>
<u>Year</u>	<u>Fire</u>	<u>Medical</u>	<u>Total</u>	
2010	647	339	986	-3%
2009	657	362	1019	14%
2008	652	242	894	

Table 43 (Above) Number of Calls for Service by Year

Fiscal Year 2012 Goals

- Develop and implement accurate, safe, HIPAA compliant records and reporting and retention system by 12/31/2011
- Develop and implement ePCR system for greater accuracy and timeliness for completion of medical reports by 2/28/2012
- Implement expense recovery for fire and EMS calls for service allowed under Utah Statute by 2/28/2012.
- Develop five year capital replacement schedule with CMO by 12/31/2011
- Develop and deliver new AHA “hands-only” CPR to 1,000 constituents and Saratoga Springs city staff, by 7/31/2012.
- Develop and deliver position specific training to begin to develop NIMS-ICS compliant NUC Metro Type III – Incident Management Team by 7/31/2012.
- Develop and deliver ICS training to City Staff and Personnel.

General Fund 10: Fire Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	616,997	1,084,859	1,053,276	1,088,673	1,125,338	1,163,322	1,202,674
Materials, Supplies, & Services	193,329	304,417	281,352	257,467	250,476	243,662	247,258
Capital	8,033	230,401	-	-	-	-	-
Total Requirement	818,359	1,619,677	1,334,628	1,346,140	1,375,814	1,406,984	1,449,931
% Change from Prior Period	-2%	98%	-18%	1%	2%	2%	3%

Table 44 (above) represents the Fire Department’s actual expenditures for 2010, 2011 adjusted budget, 2012 approved budget, and 2013– 2016 budget plan.

PUBLIC SAFETY – FIRE/EMERGENCY MEDICAL SERVICES

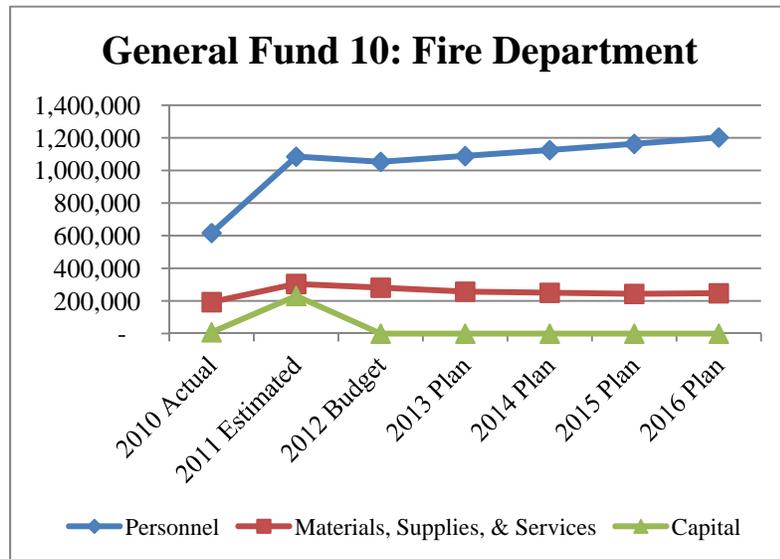


Figure 41 (left) represents Personnel, Materials, Supplies, and Services, and Capital Outlay major requirements from fiscal years 2010 - 2016.

In 2011 **Personnel** requirements that include wages/salaries, benefits, and training increased by 76 percent due to an additional part-time 24/7 shift, a 1 percent wage increase, and wage increases for paramedic certification. Personnel costs are expected to decrease 3 percent in 2012 due to improved forecasting

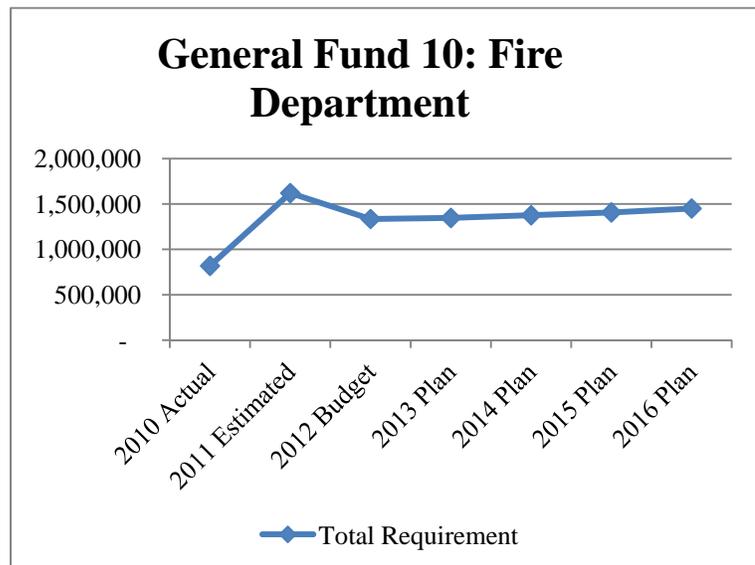
methods. Fiscal years 2013-2016 are budgeted using 2-3 percent annual personnel increases. FTE's are expected to remain stable at 16.

Materials, Supplies, and Services (MSS) show a slight (3 percent) decrease from fiscal years 2013 to 2016. This decrease is primarily due to decreased lease payments.

Figure 42 (right) represents total departmental requirements.

Capital Outlay requirements are primarily for vehicle replacements. In fiscal year 2011 the City purchased an ambulance. In fiscal year 2012 the City will create a capital asset replacement schedule which will guide replacement of capital assets in the future. Because of this, capital replacements have not been budgeted for fiscal years 2013-2016.

Total departmental requirements are expected to decrease by 18 percent in 2012 then increase at an average annual rate of 1-3 percent for each year thereafter.

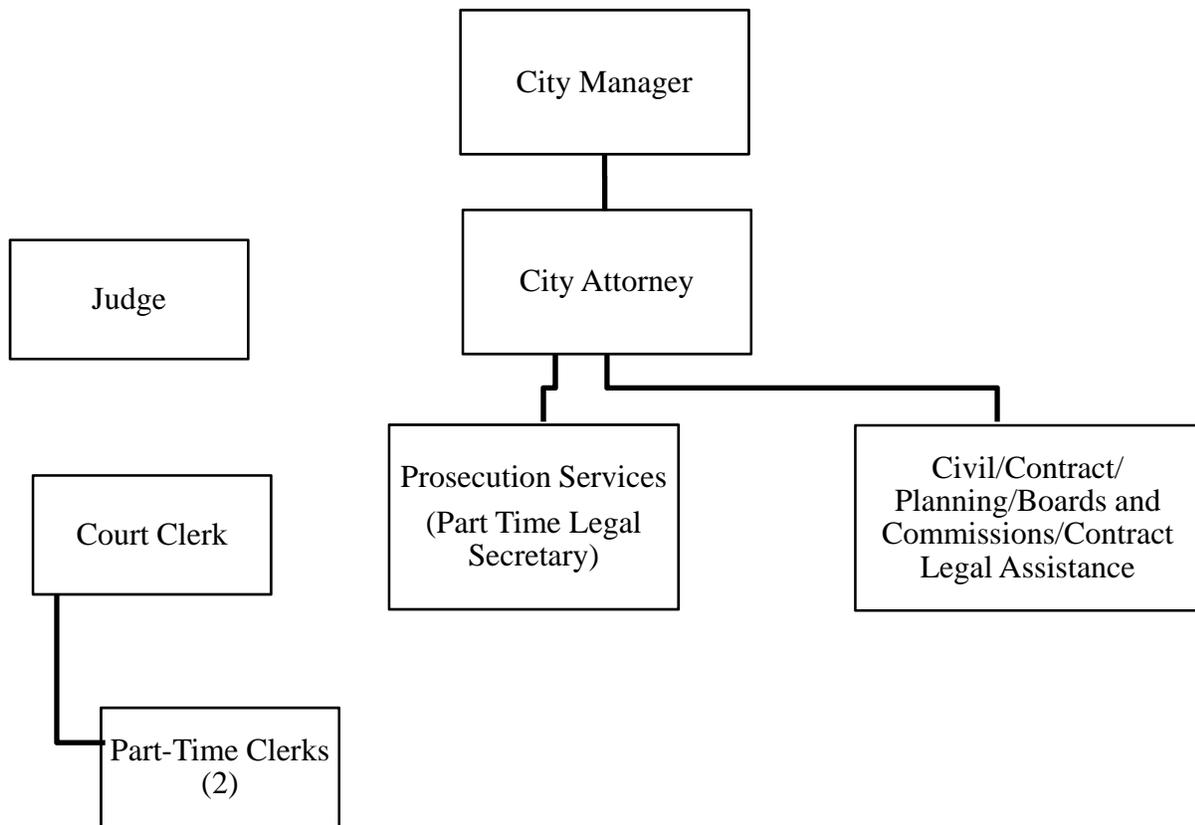


PUBLIC SAFETY – FIRE/EMERGENCY MEDICAL SERVICES

Performance Measures	Target 2012
% of required annual business inspections completed	80
% of annual performance evaluations completed	90
# of times per year capital assets are inventoried	1
% of times daily weekly vehicle checks completed	100

Table 45 (above) represents the Fire Department's performance measures.

PUBLIC SAFETY – JUSTICE COURT



Mission

Consistent with the Utah Courts, the mission of the Saratoga Springs Court is to provide the people an open, fair, efficient and independent system for the advancement of justice under the law.

Vision

- The position of the Court is to educate people regarding their rights and duties under the law; to teach respect for the law and the importance of safety to persons and property as a result of compliance with the law.
- To render fair and speedy justice at a local level.
- Provide the proper atmosphere for the efficient administration of justice.
- To represent the administration of the City as well as the people of Saratoga Springs, in a professional manner through effective punishment and wise admonition.
- Every individual has worth and the right to be treated with dignity.

The Justice Court, a Class III Court, has jurisdiction over class B and C misdemeanors, local ordinance violations, and infractions committed within their territorial jurisdictions.

PUBLIC SAFETY – JUSTICE COURT

General Fund 10: Justice Court							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	70,220	129,163	119,855	126,488	133,512	140,952	148,832
Materials, Supplies, & Services	5,946	13,630	15,330	11,530	11,530	11,530	11,530
Total Requirement	76,166	142,793	135,185	138,018	145,042	152,482	160,362
% Change from Prior Period	1%	87%	-5%	2%	5%	5%	5%

Table 46 (above) represents the Court’s actual expenditures for 2010, 2011 adjusted budget, 2012 approved budget, and 2013 – 2016 budget plan.

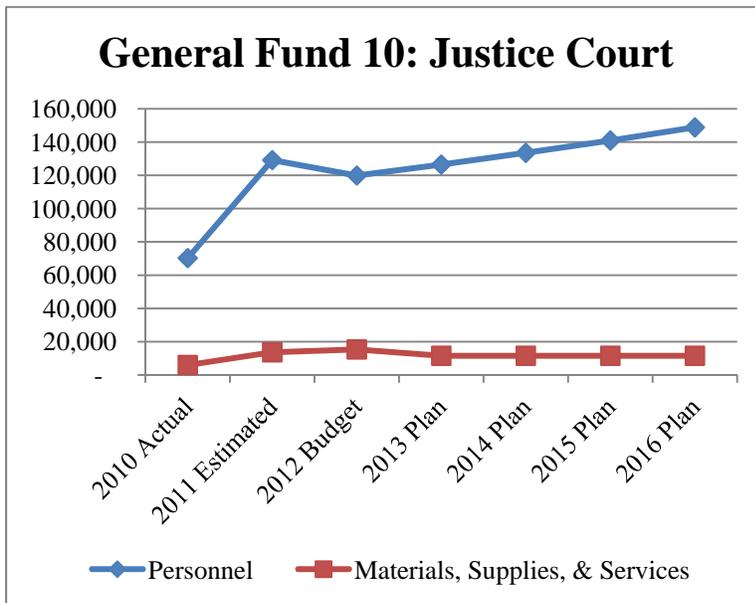


Figure 43 (left) represents Personnel, Materials, Services, and Supplies (MSS) major requirements from fiscal years 2010 – 2016.

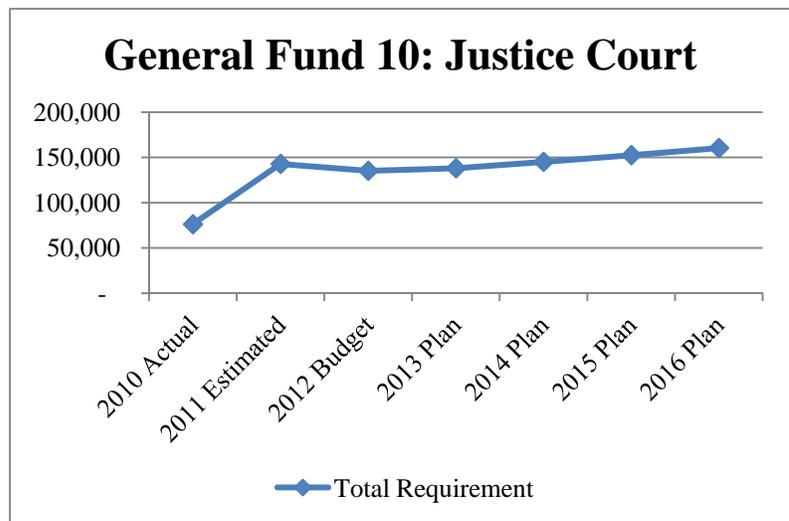
Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2011 and 2012 or until economic conditions improve. 2011 personnel costs increased 34 percent due to the addition of two part-time court clerks. Personnel

expenses are expected to decrease 7 percent between 2011 and 2012 due to better forecasting methodologies used to estimate payroll expense. Personnel costs are expected to increase at an average of 6 percent annually between 2012 and 2015.

Positions funded in the Justice Court Department include the Judge and court clerk positions (1 full-time, 2 part-time). Full-time equivalents are expected to remain the same at 3.

Figure 44 (right) represents total departmental requirements from fiscal years 2010 – 2016.

Materials, Supplies, and Services are expected to remain constant beginning in 2013. Fiscal year 2012’s MSS budget includes \$3,500 for the ACE court judge.



PUBLIC SAFETY – JUSTICE COURT

Total departmental requirements are expected to decrease 5 percent in 2012 and then increase 2 to 5 percent between 2013-2016, largely due to anticipated payroll increases.

Performance Measure	Target 2012
# of weeks bail notices mailed out	52
#of of weeks delinquent notices mailed	52
# of months warrants on citations issued	12
% of time bench warrants on criminal FTA issued within one week of court date	100%
Submit case summary report to State by 10th each month	12
Complete annual warrant audit	1

Table 47 (above) represents the Municipal Court Department's performance measures.

PUBLIC SAFETY – ATTORNEY

2012 Attorney Goals

ACE Court

- Establish policies and procedures for ACE court to determine:
 - Reduction of fines
 - Dismissal of cases
 - Extension of time
 - Setting matters for default hearings
 - Abatement
 - Small claims
 - Collection of fines
- Amend City Code to establish more equitable procedures for new move-ins
- Provide training to code enforcement officers

Justice and District Court

- Research feasibility of going paperless; if feasible, go paperless
- Provide notification to all non-DV victims of court hearings, trials, etc.
- Contact all witnesses a week before hearings and trials to ensure attendance
- Draft and implement additional standing orders to reduce number of court hearings
- Provide training to law enforcement officers

Civil

- Get up-to-speed on water rights and issues
- Same or next day response on assignments
- Training to Planning Commission and City Council

General Fund 10: Attorney							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	18,163	20,354	136,581	142,262	148,239	154,533	161,163
Materials, Supplies, & Services	126,291	104,400	41,380	41,010	41,255	41,504	41,759
Total Requirement	144,454	124,754	177,961	183,272	189,494	196,038	202,922
% Change from Prior Period	61%	-14%	43%	3%	3%	3%	4%

Table 48 (above) represents the Attorney Department’s actual expenditures for 2010, 2011 adjusted budget, approved 2012 budget, and 2013-2016 budget plan.

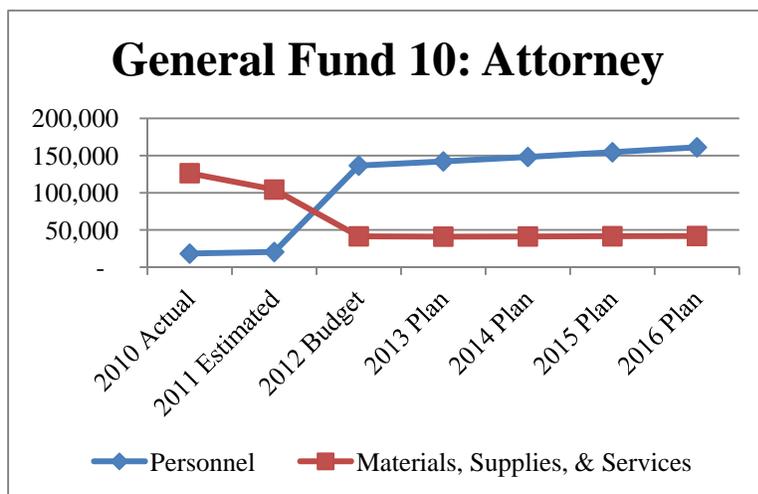


Figure 45 (left) represents Personnel, Materials, Services, and Supplies (MSS) major requirements from fiscal years 2010 – 2016.

Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat

PUBLIC SAFETY – ATTORNEY

in 2011 and 2012 or until economic conditions improve. In 2012 personnel costs are expected to increase 571 percent over fiscal year 2011 due to the hiring of a full-time attorney during 2011. Positions funded in the attorney department include the City Attorney and part-time legal assistant. Full-time equivalents are expected to remain steady at 1.5. FTE's increased in fiscal year 2012 due to the additional of a full-time attorney. Personnel expense is expected to increase 4 percent annually from 2013-2016.

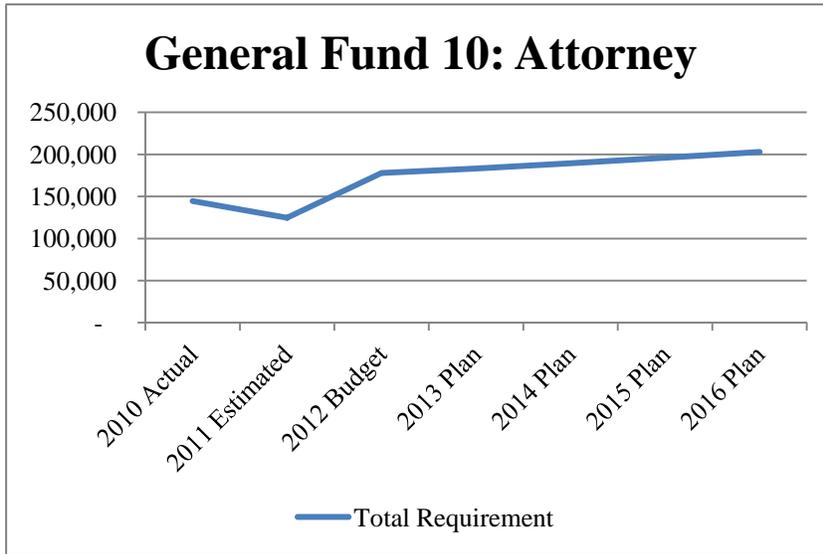
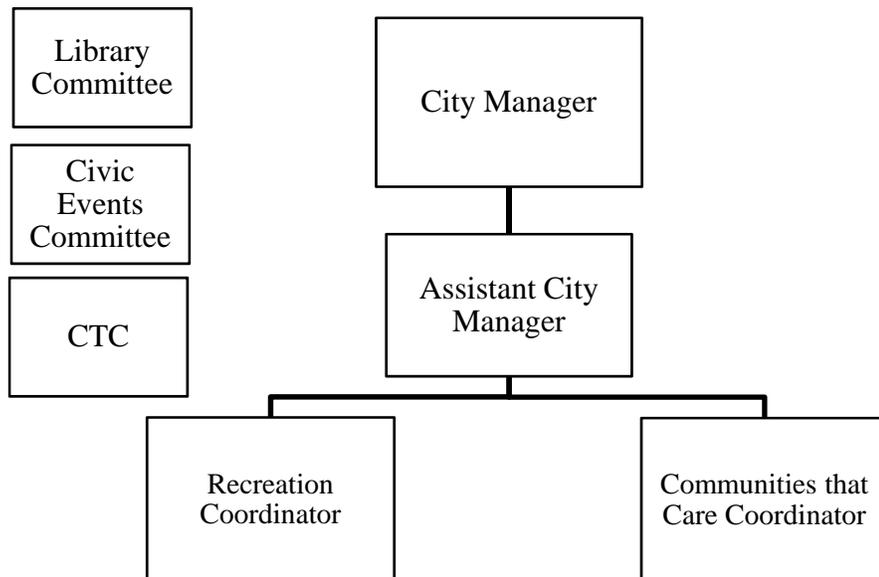


Figure 46 (right) represents total departmental requirements from fiscal years 2010 – 2016.

Materials, Supplies, and Services are expected to remain fairly stable from 2012-2016. The decrease of 60 percent between 2011 and 2012 is largely due to less utilization of contract attorneys since hiring an in-house attorney. MSS is expected to increase less than 1 percent between 2013-2016.

LEISURE SERVICES: RECREATION



Mission

To provide the citizens of the City of Saratoga Springs with meaningful recreation activities and facilities geared toward improving the physical, mental, and social well-being of the participants; and to help them foster a greater sense of community.

Vision

To provide recreational opportunities that are professional, safe, fulfilling and unique in fulfilling its mission.

Goals

- To strengthen public perceptions of the recreation department activities and programs as a whole.
- To develop partnerships within the community in delivering recreation services
- To continue to increase revenue sources and seek other means of funding for the recreation programs and facilities.
- To improve existing recreation programming
- To continue to introduce new recreational programs where there is a demonstrated demand
- Promote community pride and relations through special events and programs

LEISURE SERVICES: RECREATION

Department Overview

The Leisure Services Department develops and organizes the recreation, leisure, community programs/events.

Recreation, Civic Events, and Communities That Care

General Fund 10: Recreation, Civic Events, and Communities That Care							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	19,525	21,745	67,720	69,752	71,845	74,000	76,220
Materials, Supplies, & Services	88,868	91,500	91,458	88,560	91,502	94,591	97,835
Total Requirement	108,393	113,245	159,178	158,312	163,347	168,591	174,055
% Change from Prior Period	56%	4%	41%	-1%	3%	3%	3%

Table 49 (above) represents Recreation, Civic Events, and Communities that Care actual expenditures for 2010, adjusted budget for 2011, 2012 tentative budget, and budget plan for 2013 – 2016.

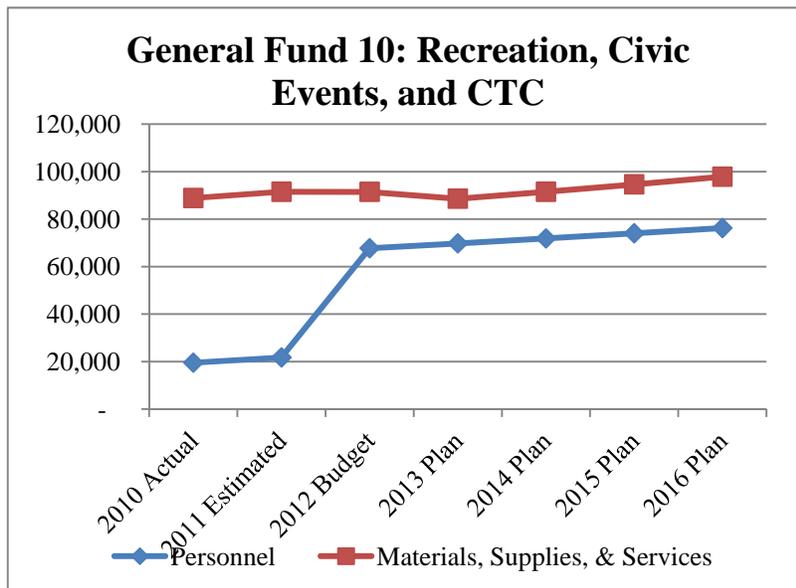


Figure 47 (left) represents Personnel and Materials, Services, and Supplies (MSS) major requirements.

Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA). Due to budget constraints, salaries and wages are expected to remain flat in 2012 and 2013 or until economic conditions improve. Fiscal year 2011 experienced an increase of 211 percent (1.39 FTE) due to the

creation of a Communities that Care (CTC) position and increased hours for the recreation coordinator and referees/field coordinators. Personnel costs are expected to increase at an average of 3 percent annually between 2012 and 2016. Positions funded in the Recreation, Civic Events, and CTC department include the Recreation Coordinator, recreation referees, and CTC Coordinator. The CTC coordinator is partially funded through county/local grant where Utah County pays 50 percent and Eagle Mountain pays 25 percent of eligible expenses. Staffing levels are expected to remain constant at 2.05 FTEs with program levels remaining constant. Personnel increases of 3 percent are estimated between 2013 to 2016.

Materials, Supplies, and Services requirements are expected to remain relatively flat in 2012 and average annual increases of 3 percent between 2012 and 2015.

LEISURE SERVICES: RECREATION

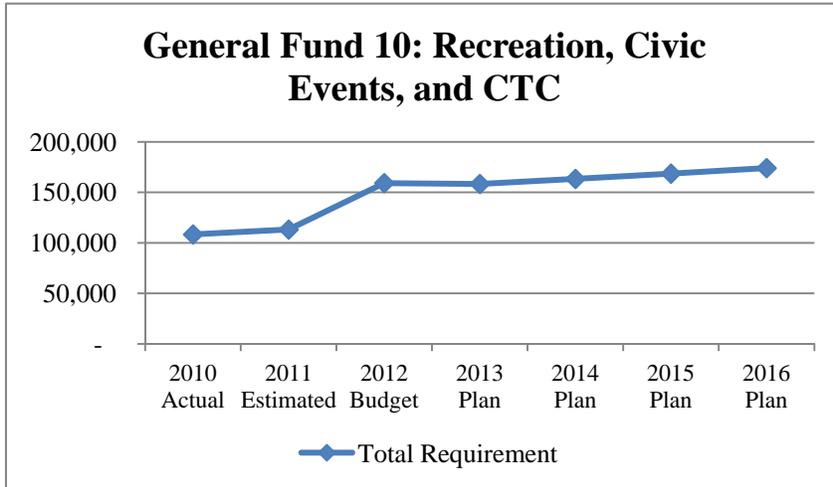


Figure 48 (right) represents total departmental requirements.

Total operating requirements are expected to increase by 41 percent in 2012 due to the addition of a CTC coordinator and increased hours for recreation referees then increase on average by 3 percent thereafter.

Performance Measure	Target 2012
# of months articles or announcements are in newsletter	12
% of times department webpage updated once a month	90
# of new programs/activities	1
% of programs that break even	100%
% increase in recreation participation	10

Table 50 (above) represents the Leisure Services performance measures for fiscal years 2007 – 2010.

LEISURE SERVICES: RECREATION

General Fund 10: Library Services							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Materials, Supplies, & Services	-	-	15,000	15,000	15,000	15,000	15,000
Capital	-	81,925	41,496	7,325	7,325	7,325	7,325
Total Requirement	-	81,925	56,496	22,325	22,325	22,325	22,325
% Change from Prior Period		100%	-31%	-60%	0%	0%	0%

Table 51 (above) represents Library Services adjusted budget for 2011, 2012 tentative budget, and budget plan for 2013 – 2016.

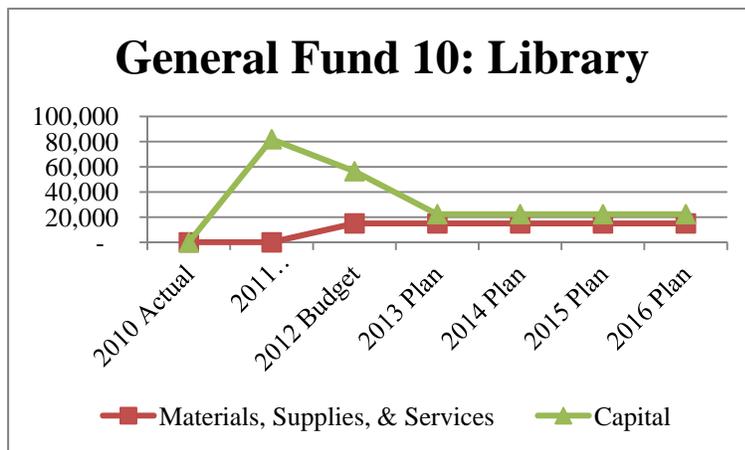


Figure 49 (left) represents Materials, Services, and Supplies (MSS) and Capital major requirements

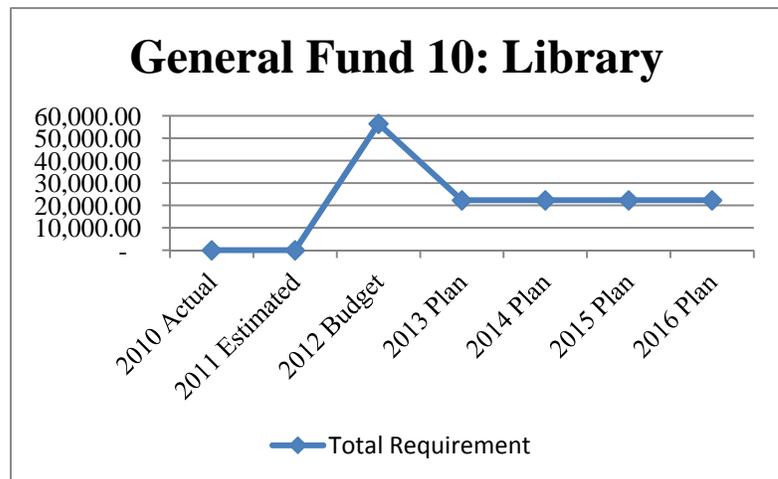
Materials, Supplies, and Services requirements are expected to remain relatively flat in beginning in fiscal year 2012. This will be the first full year of library operation.

Capital requirements are expected to decrease in fiscal year 2013 after renovations of the library are

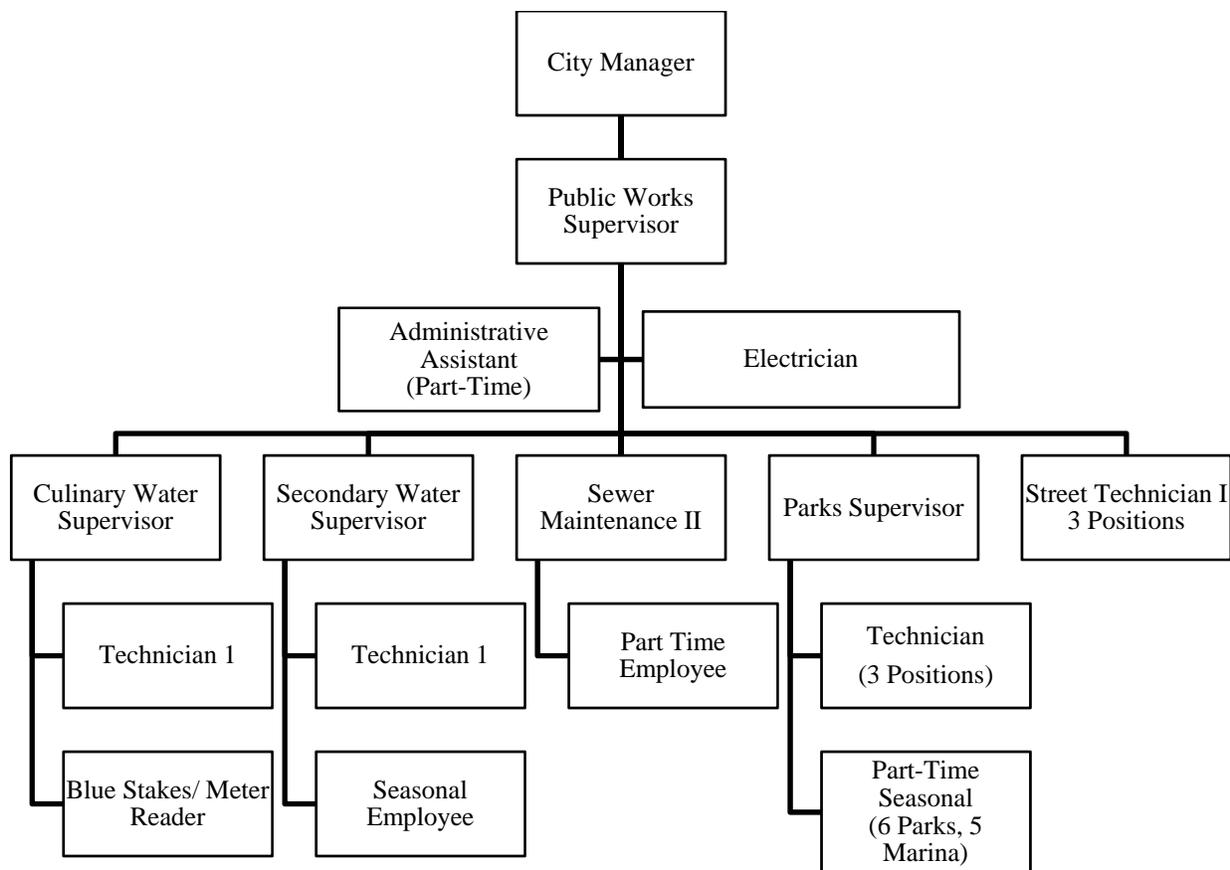
complete. An assumption made in the fiscal year 2012 budget was that library renovations would extend into fiscal year 2012. The majority of library renovations were completed in fiscal year 2011. Therefore, the capital amount budgeted in fiscal year 2012 will not be spent. The majority of fiscal year 2011 expenses were to remodel the space currently housing the library.

Figure 50 (right) represents total department requirements.

Total operating requirements are expected to decrease 31 percent in fiscal year 2012 and 60 percent in fiscal year 2013. Since the library is operated primarily through donations, actual future operating and capital expenses will be contingent on donation and miscellaneous income.



PUBLIC WORKS



Mission

To provide the citizens of Saratoga Springs with the best possible service in regards to water, sewer, storm drain, streets, and parks. Be responsive and courteous to all calls, questions and complaints. Be honest and upfront with answers concerning our services and realistic when offering a solution to any problem brought to us. Present a clean and professional appearance when dealing with the public in an official capacity.

Services and Program Overview

The Saratoga Springs Public Works Department is responsible for the maintenance and compliance of the culinary water, sanitary sewer, storm drain, parks, and road systems.

Fiscal Year 2010 Accomplishments

- Came in at or under budget in all departments
- Responded to 765 calls for service
- Responded to 3375 blue stake locates

PUBLIC WORKS

General Fund 10: Highways and Public Works Departments							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	83,041	103,055	407,862	425,783	444,702	464,686	485,807
Materials, Supplies, & Services	150,217	119,257	443,377	375,308	371,666	368,376	369,910
Total Requirement	233,257	222,312	851,239	801,091	816,368	833,063	855,717
% Change from Prior Period	-11%	-5%	283%	-6%	2%	2%	3%

Table 52 (above) represents the Public Works Department’s actual expenditures for 2010, adjusted budget for 2011, 2012 tentative budget, and budget plan for 2013 – 2016.

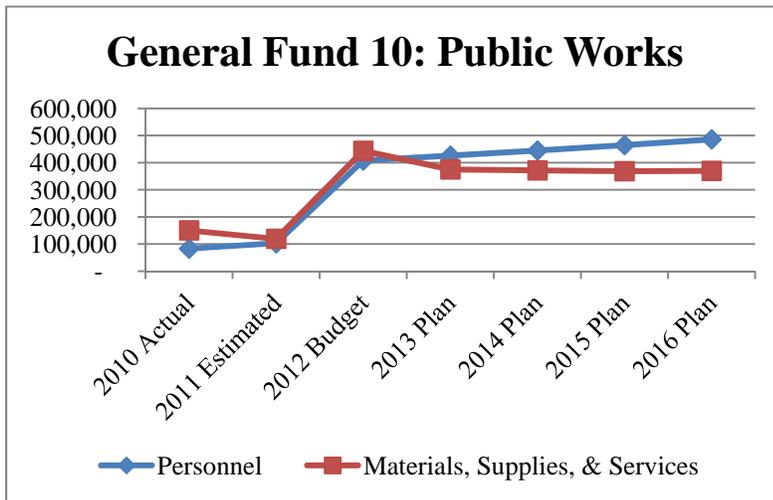


Figure 51 (left) represents Personnel and Materials, Supplies, and Services, (MSS) major requirements for fiscal year 2010 - 2016.

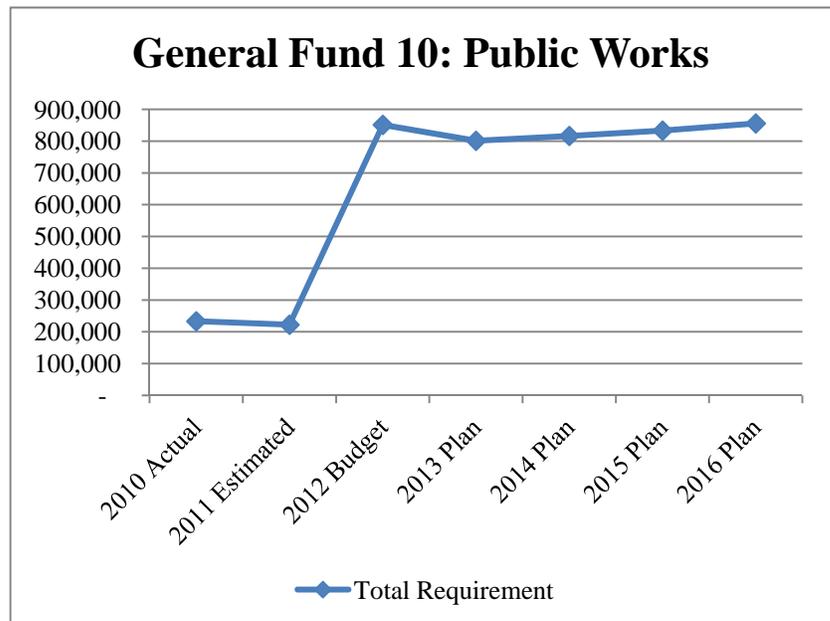
Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2012 and 2013 or until economic conditions improve. Personnel costs are

expected to increase in fiscal year 2012 due to public works employees being paid out of one fund. Previously, employee pay for many employees was split between multiple funds. An administrative charge has been introduced to reimburse the general fund for this cost. Personnel costs are expected to increase at an average of 4 percent annually between 2011 and 2015.

Staffing levels increased from 21 to 22 FTEs (including the Parks & Open Space department) to fund new seasonal employees in public works and parks. FTE’s are expected to remain consistent at 22.

Figure 52 (right) represents total departmental requirements for fiscal years 2010 - 2016.

Materials, Supplies, and Services are expected to increase by 92 percent in 2012 due to planned road projects and road maintenance being moved from capital projects to the general fund. Planned expenses from 2013-2016 are expected to decrease 1-15 percent largely due to paid off capital leases.



PUBLIC WORKS

Total departmental requirements are expected to decrease 6 percent in 2012 and increase between 1-2 percent from fiscal years 2013-2016.

Public Works Department	Target 2012
Maintain water system certification from DDW	100
% of employees successfully pass water certification exams	90
# of fire hydrants not in service	0
% of fire hydrants operational	100
# of water line breaks	0
Maintain sewer system per DWQ and local requirements	100
# of sewer backups	0
# of sewer backups due to blocked mains	0
% of known potholes repaired within 2 weeks	80
% of streets plowed after major storm in 6 hours	100
% of streets plowed after minor storm in 4 hours	100
# of times in the year city streets are swept	1
#of secondary water breaks	0
% of park equipment safe and operational	100

Table 53 Fiscal year 2012 Public Works performance measures

Parks and Open Space

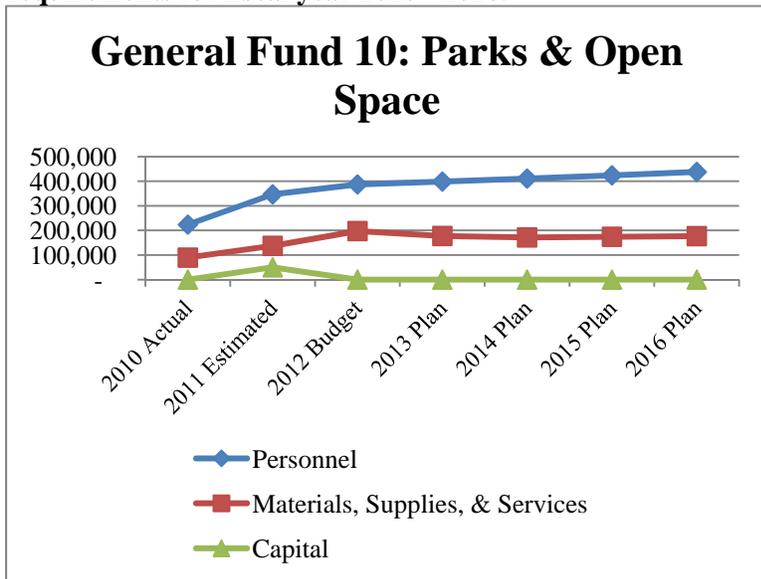
General Fund 10: Parks & Open Space Department							
Requirements by Major Object	2010 Actual	2011 Estimated	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan
Personnel	223,668	346,714	387,067	398,711	411,021	424,042	437,823
Materials, Supplies, & Services	89,631	137,268	197,454	177,471	171,549	174,203	176,989
Capital	-	50,197	-	-	-	-	-
Total Requirement	313,299	534,179	584,521	576,182	582,570	598,245	614,812
% Change from Prior Period	15%	71%	9%	-1%	1%	3%	3%

Table 54 (above) represents the Parks and Open Space's actual expenditures for 2010, adjusted budget for 2011, 2012 tentative budget, and budget plan for 2013 – 2016.

Personnel costs account for market position adjustments (if necessary), staffing levels, and employee benefits (i.e. retirement, health care, FICA, training). Due to budget constraints, salaries and wages are expected to remain flat in 2012 and 2013 or until economic conditions improve. Fiscal year 2012 personnel costs are expected to increase 12 percent due to the addition of two seasonal employees. Employee costs are expected to increase 3 percent between 2013-2016.

PUBLIC WORKS

Figure 53 (left) represents Personnel, Materials, Supplies, and Services, (MSS), and Capital major requirements for fiscal year 2010 - 2016.

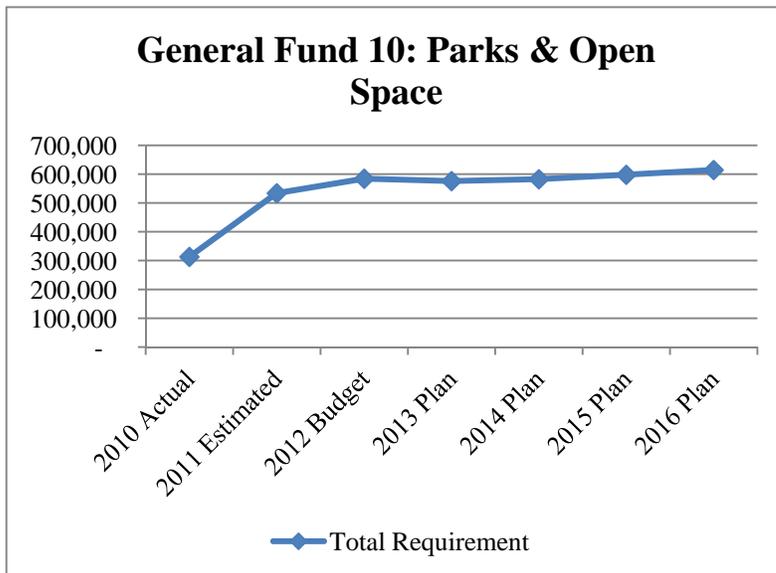


Materials, Supplies, and Services are expected to increase 44 percent in 2012. This is mainly due to increased gasoline expenses, vehicle lease payments, and maintenance & supplies. These increases are attributable to the additional parks & open space the department is now maintaining. Expenses in fiscal years 2013 and 2014 show an overall decrease due to the completion of certain capital lease payments. Other expenses are expected to increase an average of 3 percent.

Capital expenses are not budgeted for fiscal years 2012-2016. The City is currently preparing a capital replacement plan, which will be shown in future budget documents. Capital expenses are currently not being shown because this document is not complete.

Total departmental requirements are expected to decrease 1 percent in 2013, largely due to decreased planned landscape equipment purchases (included in MSS because under the City's \$5,000 capital threshold) and payoff of certain capital leases. Total department expense is expected to increase 3 percent for 2015 and 2016.

Figure 54 (right) represents total departmental requirements for fiscal years 2010 - 2016.



BUDGET SUMMARIES

BUDGET SUMMARIES – GENERAL FUND

General Fund 10: Resources & Requirements

Resources	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Tax	4,804,683	4,634,945	5,085,196	5,309,152	5,544,536	5,792,000	6,052,234
Licenses & Permits	301,258	265,678	290,900	304,500	318,762	333,719	349,405
Intergovernmental	723,190	831,180	804,028	828,427	854,038	880,921	909,140
Charges for Services	813,242	658,558	627,400	648,855	671,299	694,780	719,347
Other Revenue	531,011	1,230,430	1,120,498	1,163,313	1,202,532	1,243,212	1,285,409
Contributions and Transfers	-	-	1,283,868	1,309,546	1,335,737	1,362,451	1,389,700
Fund Operating Revenues	7,173,385	7,620,791	9,211,890	9,563,792	9,926,904	10,307,083	10,705,235
% Change From Prior Period	20%	3%	21%	4%	4%	4%	4%
Requirements							
Legislative	64,654	173,575	104,665	106,007	107,402	108,851	110,359
Administrative	229,063	253,501	451,236	470,209	487,803	507,742	528,793
Utility Billing	-	-	63,295	65,755	68,308	70,960	73,715
Treasurer	24,576	5,050	124,356	130,230	136,423	142,952	149,840
Recorder	80,537	77,845	87,339	77,923	89,684	84,636	97,290
Attorney	144,454	124,754	177,961	183,272	189,494	196,038	202,922
Justice Court	76,166	142,793	135,185	138,018	145,042	152,482	160,362
Non-Departmental	210,202	174,814	396,229	271,809	279,178	286,300	294,391
General Gov't Buildings & Grounds	231,740	261,142	105,036	108,627	112,359	174,973	120,270
Planning and Zoning	196,354	219,547	217,056	225,879	235,184	245,004	255,372
Police	2,397,420	3,127,356	3,104,258	3,172,986	3,364,239	3,422,787	3,389,091
Fire	989,549	1,706,827	1,438,778	1,450,290	1,479,964	1,511,134	1,554,081
Building	306,983	355,164	356,605	367,414	380,862	393,162	408,197
Highways	233,257	222,312	637,253	577,962	583,598	590,121	602,038
Engineering	290,943	398,190	592,539	602,043	621,771	644,224	670,015
Public Works	-	-	213,986	223,129	232,770	242,942	253,680
Parks & Open Space	313,299	534,179	584,521	576,182	582,570	598,245	614,812
Recreation	108,393	113,245	159,178	158,312	163,347	168,591	174,055
Economic Development	2,146	18,500	38,500	15,000	15,000	15,000	15,000
Library Services	-	-	56,496	22,325	22,325	22,325	22,325
Miscellaneous Expenses	55,647	-	-	-	-	-	-
Transfers and Other Uses	114,611	350,130	151,095	101,094	101,094	101,094	101,094
Total Fund Requirements	6,069,995	8,258,924	9,195,568	9,044,465	9,398,417	9,679,562	9,797,704
% Change From Prior Period	14%	6%	11%	-2%	4%	3%	1%

Table 55 – General Fund Resources and Requirements

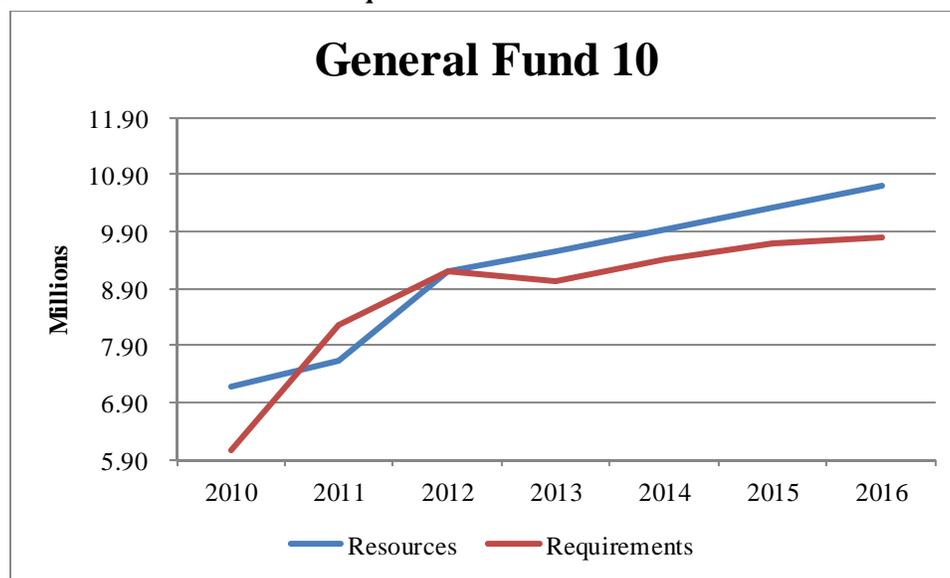


Figure 55 – General Fund Resources and Requirements by Year

BUDGET SUMMARIES – STREET LIGHTING SID

Street Lighting SID Funds 22 and 23: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Charges for Services	134,868	127,443	127,443	129,542	131,683	133,866	136,094
Other Revenue	5,315	2,577	-	-	-	-	-
Fund Operating Revenues	140,183	130,020	127,443	129,542	131,683	133,866	136,094
% Change From Prior Period	9%	-7%	-2%	2%	2%	2%	2%

Street Lighting SID Funds 22 and 23: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Personnel	28,277	37,019	-	-	-	-	-
Materials, Supplies, and Services	48,763	74,142	79,210	81,214	83,318	85,528	87,847
Administrative Charge	-	-	27,830	28,386	28,954	29,533	30,124
Total Fund Requirements	77,040	111,161	107,039	109,600	112,272	115,061	117,971
% Change From Prior Period	-11%	44%	-4%	2%	2%	2%	3%

Table 56 – Street Lighting Resources and Requirements

The Street Lighting activities are managed by the Public Works and Utility Billing departments. Total fund resources are expected to decrease 2 percent between fiscal years 2012 and 2011. This is due to one-time miscellaneous revenues not being budgeted in fiscal year 2012. Requirements are expected to decrease 4 percent in fiscal year 2012 due to the implementation of an administrative charge in fiscal year 2012. Previously, personnel expenses were being split between multiple funds. The general fund is now paying these expenses, and the administrative charge reimburses these costs. Between 2013 and 2016, resources are anticipated to increase two percent annually. While no new major initiatives are currently being planned, maintaining existing streetlight infrastructure is the main focus.

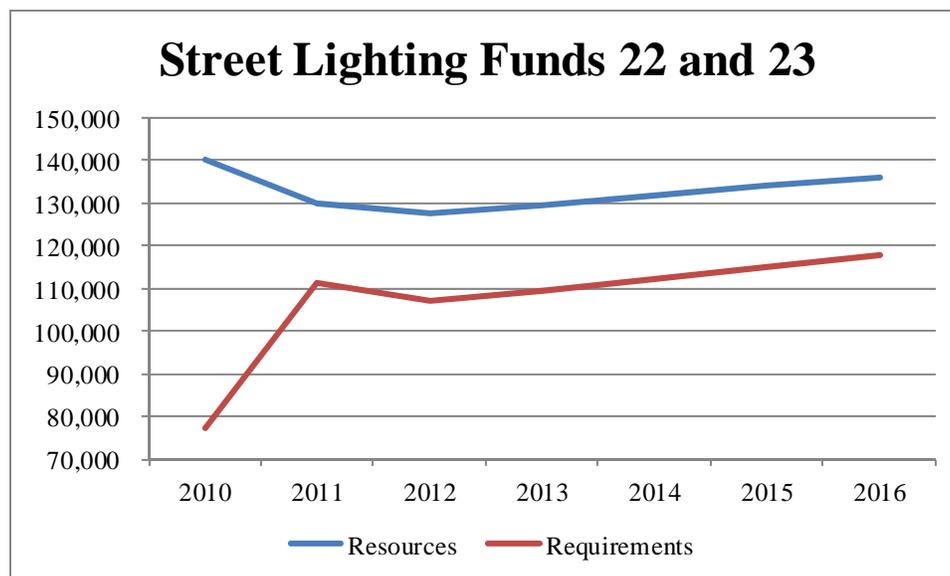


Figure 56 – Street Lighting Resources and Requirements by Year

BUDGET SUMMARIES – PARKS CAPITAL PROJECTS FUND

Parks Capital Projects Fund 32: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fees	441,600	396,000	328,800	-	-	-	-
Intergovernmental	-	520,075	117,150	-	-	-	-
Interest Revenue	23,863	20,000	12,000	-	-	-	-
Transfers	19,406	-	-	-	-	-	-
Total Resources	484,869	936,075	457,950	-	-	-	-
% Change From Prior Period	40%	93%	-51%				

Parks Capital Projects Fund 32: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	1,224,028	3,747,184	2,269,853	-	-	-	-
% Change From Prior Period	139%	206%	-39%				

Table 57 – Parks Capital Projects Resources and Requirements

The Parks Capital Projects Fund activities are managed primarily by the Capital Facilities and Engineering department. The City will undergo a capital facility and impact fee analysis during fiscal year 2012. Because of this, resources and requirements have not been budgeted from 2013-2016. Resources are expected to decrease 51 percent in fiscal year 2012 due to lower grant revenue (intergovernmental) and a slight expected decrease in impact fee revenue. Requirements are expected to decrease 39 percent due to a number of significant projects being completed in fiscal year 2011, including the Lake Mountain Estates corner park, Pony Express Parkway, and Saratoga Hills 3 Park. Fiscal year 2012's budgeted requirements only include resources required to complete projects approved or started in prior years.

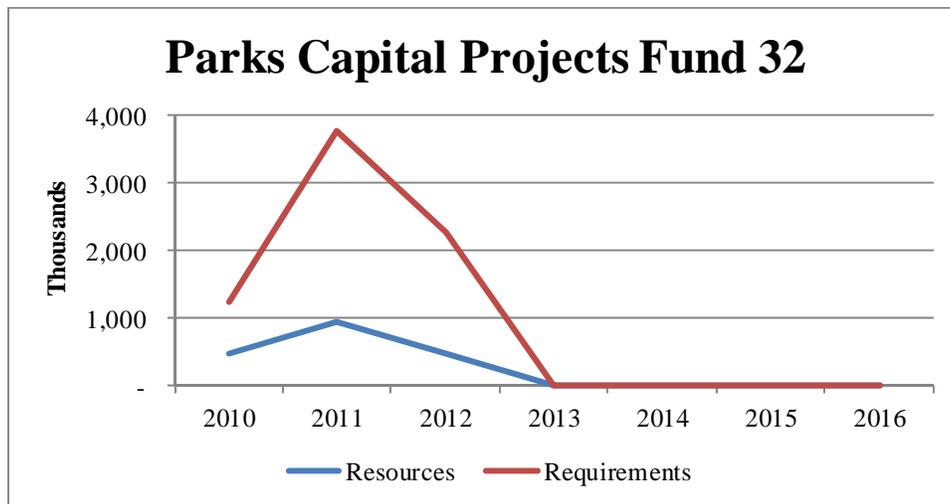


Figure 57 – Parks Capital Projects Resources and Requirements by Year

BUDGET SUMMARIES – ROADS CAPITAL PROJECTS FUND

Roads Capital Projects Fund 33: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fees	570,340	550,000	465,808	-	-	-	-
Intergovernmental	3,294,298	-	-	-	-	-	-
Interest Revenue	14,749	18,000	10,800	-	-	-	-
Total Resources	3,879,387	568,000	476,608	-	-	-	-
% Change From Prior Period	492%	-85%	-16%				

Roads Capital Projects Fund 33: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	5,743,628	750,269	392,500	-	-	-	-
% Change From Prior Period	338%	-87%	-48%				

Table 58 – Roads Capital Projects Resources and Requirements

The Roads Capital Projects Fund activities are managed primarily by the Capital Facilities and Engineering department. The City will undergo a capital facilities and impact fee analysis during fiscal year 2012. Because of this, resources and requirements have not been budgeted between 2013-2016. Resources are expected to decrease 16 percent in fiscal year 2012 due to continued softness in the economy, which affects impact fee revenue. Requirements are also expected to decrease 48 percent, mainly due to no major projects being started until the capital facilities plan has been completed.

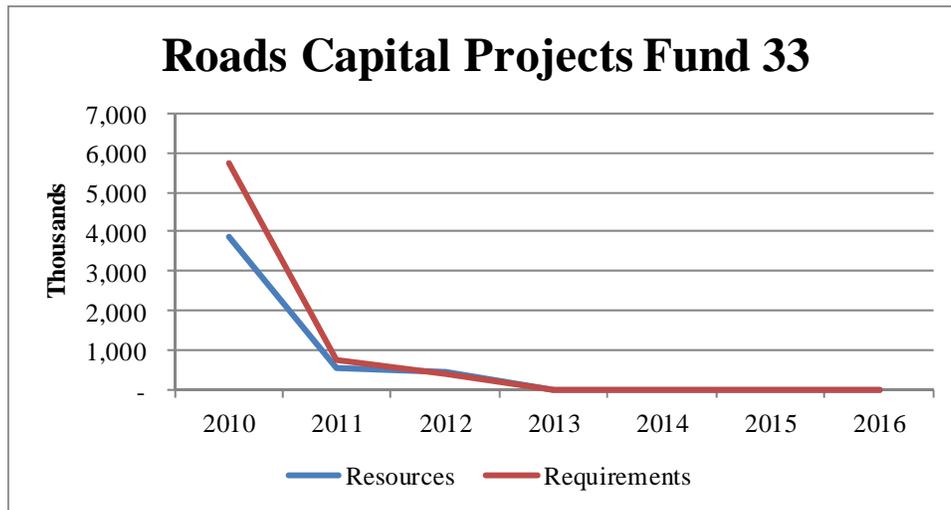


Figure 58 – Roads Capital Projects Resources and Requirements by Year

BUDGET SUMMARIES – PUBLIC SAFETY CAPITAL PROJECTS FUND

Public Safety Capital Projects Fund 34: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fees	223,550	187,000	187,000	-	-	-	-
Interest Revenue	349	400	15	-	-	-	-
Total Resources	223,899	187,400	187,015	-	-	-	-
% Change From Prior Period	16%	-16%	0%				

Public Safety Capital Projects Fund 34: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	1,588,680	187,000	187,000	-	-	-	-
% Change From Prior Period	109767%	-88%	0%				

Table 59 – Public Safety Capital Projects Fund Resources and Requirements

The Public Safety Capital Projects fund activities are primarily managed by the Capital Facilities and Engineering department. The City will undergo a capital facilities and impact fee analysis during fiscal year 2012. Total resources for fiscal year 2012 are expected to remain stable when compared with fiscal year 2011. The primary requirement of this fund is payment of a loan made with the Parks Capital Projects Fund for the Police Department’s headquarters. Resources and requirements will not be budgeted from 2013-2016 until the capital facilities and impact fee analysis is complete.

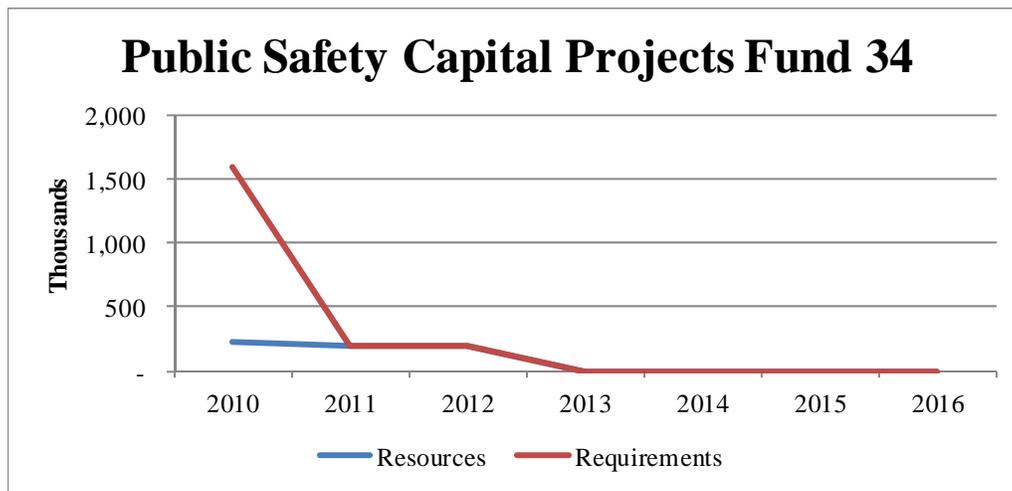


Figure 59 – Public Safety Capital Projects Fund Resources and Requirements by Year

BUDGET SUMMARIES – GENERAL CAPITAL PROJECTS FUND

Capital Projects (General) Fund 35: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Transfers In	95,205	350,130	50,000	-	-	-	-
Other Revenue	192,813	1,831,121	-	-	-	-	-
Total Resources	288,018	2,181,251	50,000	-	-	-	-
% Change From Prior Period		657%	-98%				

Capital Projects (General) Fund 35: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	2,195	2,994,376	2,649,663	-	-	-	-
% Change From Prior Period		136318%	-12%				

Table 60 – General Capital Projects Fund Resources and Requirements

The General Capital Projects Fund activities are primarily managed by the Capital Facilities and Engineering department. Resources are expected to decrease 98 percent in fiscal year 2012. This is primarily due to one-time revenue received in 2011 (primarily bond call revenue and transfers from the General Fund for road reconstruction). Requirements are also expected to decrease by 12 percent in 2012, largely due to carryover projects. Resources and requirements are not budgeted for fiscal years 2013-2016 due to the City performing an impact fee and capital facility analysis in 2012.

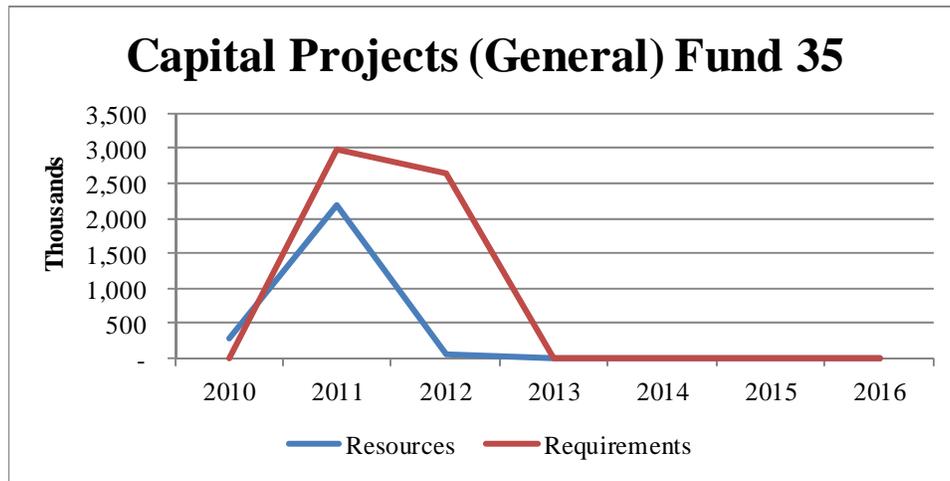


Figure 60 – General Capital Projects Fund Resources and Requirements by Year

BUDGET SUMMARIES – DEBT SERVICE FUND

Debt Service Fund 40: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Transfers In	-	-	291,000	290,999	290,999	290,999	290,999
% Change From Prior Period				0%	0%	0%	0%

Debt Service Fund 40: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Debt Service	-	-	288,500	289,300	289,950	290,450	290,800
Materials, Supplies, and Service	-	-	2,500	2,500	2,500	2,500	2,500
Total Requirements	-	-	291,000	291,800	292,450	292,950	293,300
% Change From Prior Period				0%	0%	0%	0%

Table 61 – Debt Service Fund Resources and Requirements

The Debt Service Fund activities are primarily managed by the Administrative Services department. This fund was created in fiscal year 2012 to account for debt service payments on the 2011 Sales Tax Revenue Bond. Resources and requirements are expected to remain steady through fiscal year 2016.

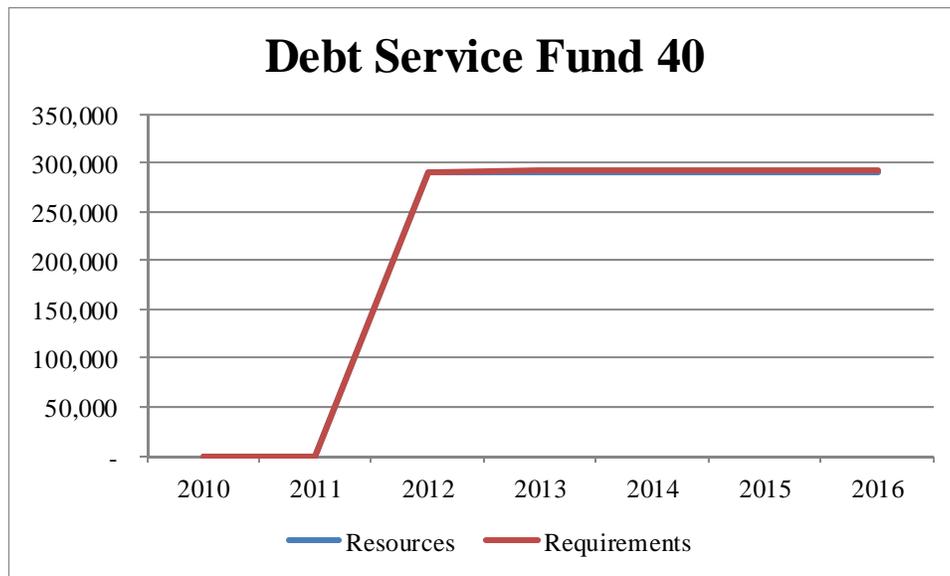


Figure 61 – Debt Service Fund Resources and Requirements by Year

BUDGET SUMMARIES – WATER UTILITY

Water Utility Fund 51: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Charges for Services	1,885,628	1,901,892	2,130,988	2,232,479	2,339,037	2,450,915	2,568,378
Other Revenue	710,568	543,750	46,042	48,344	50,761	53,299	55,964
Fund Operating Revenues	2,596,196	2,445,642	2,177,030	2,280,823	2,389,799	2,504,214	2,624,342
% Change From Prior Period	0%	-6%	-11%	5%	5%	5%	5%

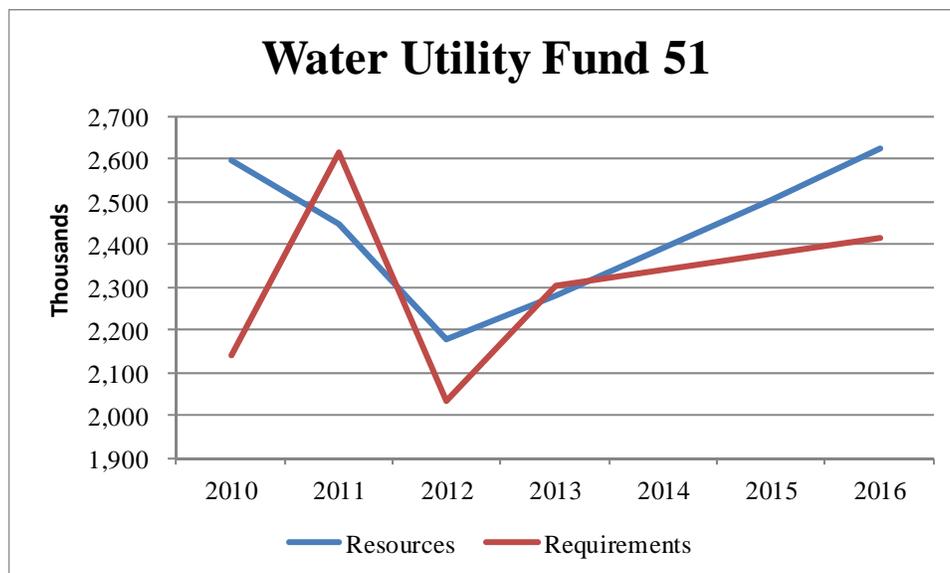
Water Utility Fund 51: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Personnel	644,636	856,183	241,175	395,739	413,908	433,134	453,488
Materials, Supplies, and Services	684,586	796,210	774,145	752,866	757,053	763,881	766,864
Capital Outlay	-	675,000	-	-	-	-	-
Depreciation	809,084	-	-	-	-	-	-
Transfers	-	290,000	348,441	473,193	473,193	473,193	473,193
Administrative Charge	-	-	666,893	680,231	693,836	707,712	721,867
Total Fund Requirements	2,138,306	2,617,393	2,030,654	2,302,029	2,337,991	2,377,920	2,415,411
% Change From Prior Period	17%	22%	-22%	13%	2%	2%	2%

Table 62 – Water Utility Fund Resources and Requirements

The Water Utility is primarily managed by the Public Works and Utility Billing Departments. Resources are expected to decrease 11 percent in fiscal year 2012. This is primarily due to water right fees from developers not being budgeted in fiscal year 2012. Resource increases of 5 percent are anticipated between 2013-2016.

Requirements are expected to decrease 22 percent between fiscal year 2011 and 2012. This is mainly due to anticipated decreases in materials, supplies, and services (3 percent) and no planned major capital outlay expenditures for 2012. Transfers out are expected to increase in 2012 mainly due to debt service requirements for the 2011 Sales Tax Revenue Bond. The City also implemented an administrative charge in 2012. Previously, some employees and materials, supplies, and services paid out of the water fund were being split to multiple funds. These expenses are now being paid out of the general fund, with an administrative charge expense to the general fund to account for the reimbursement.

Figure 62 – Water Utility Fund Resources and Requirement by Year



BUDGET SUMMARIES – WATER UTILITY

Culinary Water Impact Fee Fund 56: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fee Revenue	780,000	654,500	538,000	-	-	-	-
Other Revenue	8,672	8,000	6,058	-	-	-	-
Transfers	-	100,000	175,248	-	-	-	-
Fund Operating Revenues	788,672	762,500	719,306	-	-	-	-
% Change From Prior Period	36%	-3%	-6%				

Culinary Water Impact Fee Fund 56: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	43	395,543	435,149	-	-	-	-
Developer Reimbursements	-	440,000	359,000	-	-	-	-
Debt Service	171,009	388,750	380,975	-	-	-	-
Depreciation	965,815	-	-	-	-	-	-
Total Fund Requirements	1,136,867	1,224,293	1,175,124	-	-	-	-
% Change From Prior Period	0%	8%	-4%				

Table 63 – Culinary Water Impact Fee Fund Resources and Requirements

Resources for the culinary water impact fee fund are expected to decrease 6 percent in 2012. This is mainly due to an anticipated decrease in impact fee revenue due to the sluggish economy. Requirements are expected to decrease 4 percent, mainly due to lower developer reimbursements, which are tied to impact fee revenue. Resources and requirements are not projected for fiscal years 2013-2016 due to the City undertaking a capital facility and impact fee analysis in 2012.

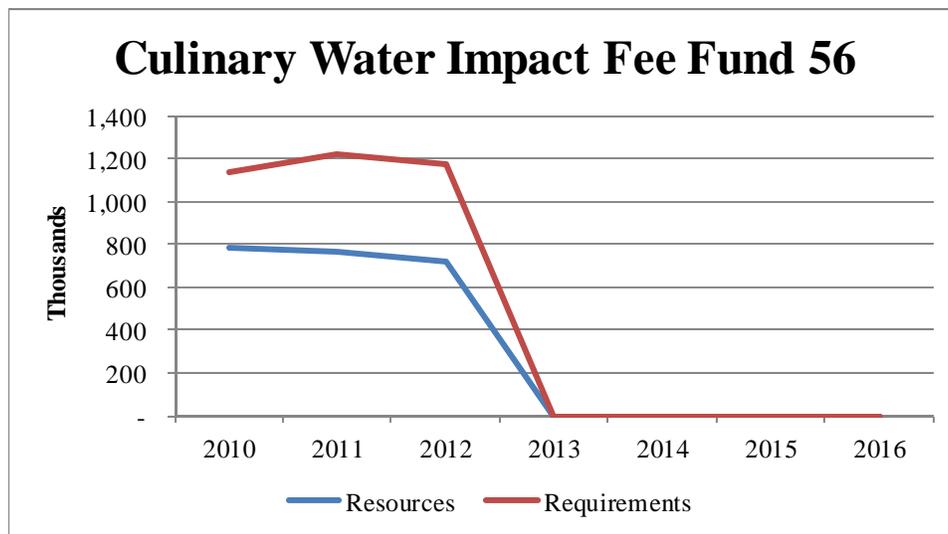


Figure 63 – Culinary Water Impact Fee Fund Resources and Requirements by Year

BUDGET SUMMARIES – WATER UTILITY

Secondary Water Impact Fee Fund 57: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fee Revenue	70,200	59,400	80,800	-	-	-	-
Other Revenue	2,687	3,000	153	-	-	-	-
Transfers	-	90,000	78,240	-	-	-	-
Fund Operating Revenues	72,887	152,400	159,193	-	-	-	-
% Change From Prior Period	-65%	109%	4%				

Secondary Water Impact Fee Fund 57: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	-	72,500	57,500	-	-	-	-
Debt Service	36,343	90,000	78,240	-	-	-	-
Transfers	120,000	-	-	-	-	-	-
Depreciation	179,041	-	-	-	-	-	-
Total Fund Requirements	335,384	162,500	135,740	-	-	-	-
% Change From Prior Period	-71%	-52%	-16%				

Table 64 – Secondary Water Impact Fee Fund Resources and Requirements

Resources for the secondary water impact fee fund are anticipated to increase 4 percent in 2012. This is largely due to anticipated increases in impact fee revenue due to 2010 and 2011 actual revenue. Requirements are anticipated to decrease 16 percent in 2012, mainly due to a lesser number of capital projects being budgeted. This is due to the City waiting for the capital facility and impact fee analysis to be completed. Revenues and requirements are not budgeted for 2013-2016 because the City is waiting for the analysis to be completed before implementing a budget for these years.

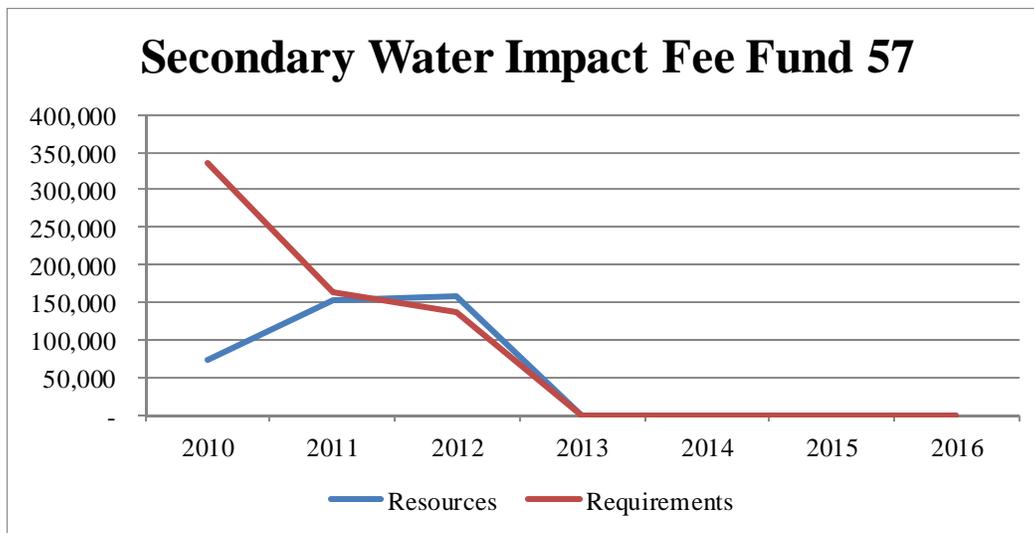


Figure 64 – Secondary Water Impact Fee Fund Resources and Requirements by Year

BUDGET SUMMARIES –SEWER UTILITY

Sewer Utility Fund 52: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Charges for Services	1,671,891	1,634,622	1,752,707	3,533,200	3,709,860	2,017,907	2,115,291
Other Revenue	21,950	-	-	-	-	-	-
Fund Operating Revenues	1,693,841	1,634,622	1,752,707	3,533,200	3,709,860	2,017,907	2,115,291
% Change From Prior Period	-8%	-3%	7%	102%	5%	-46%	5%

Sewer Utility Fund 52: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Personnel	249,214	329,593	75,762	77,393	80,675	84,141	87,805
Materials, Supplies, and Services	833,506	1,191,477	1,342,074	1,289,965	1,290,507	1,291,736	1,291,124
Depreciation	606,310	-	-	-	-	-	-
Transfers	692	-	47,476	47,476	47,476	47,476	47,476
Administrative Charge	-	-	327,357	333,904	340,582	347,394	354,342
Total Fund Requirements	1,689,722	1,521,070	1,792,670	1,748,739	1,759,240	1,770,748	1,780,747
% Change From Prior Period	9%	-10%	18%	-2%	1%	1%	1%

Table 65 – Sewer Fund Resources and Requirements

The Sewer Utility is primarily managed by the Public Works and Utility Billing departments. Resources are expected to increase 7 percent in 2012 due to rate increases for debt service on the 2011 Sales Tax Revenue Bond. Fund requirements are expected to increase 18 percent in 2012 due to increased materials, supplies, and services (sewage treatment charges). As with the water utility, an administrative charge is being implemented in 2012. Please see the Water Utility budget summary for more information. Requirements are expected to increase approximately 1 percent between 2013-2016.

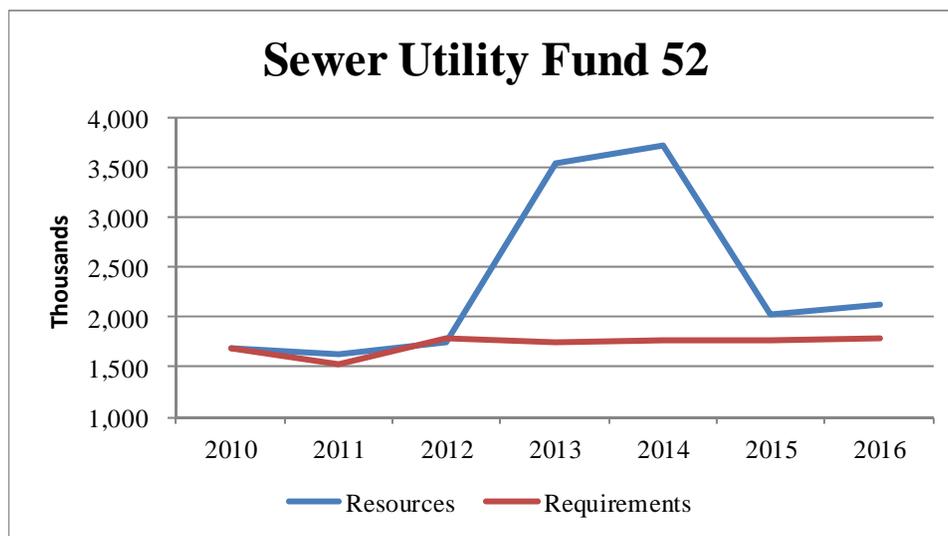


Figure 65 – Sewer Fund Resources and Requirements by Year

BUDGET SUMMARIES –SEWER UTILITY

Wastewater Impact Fee Fund 53: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fee Revenue	256,800	264,000	182,400	-	-	-	-
Other Revenue	1,602	224,292	2,800	-	-	-	-
Transfers	692	-	-	-	-	-	-
Fund Operating Revenues	259,094	488,292	185,200	-	-	-	-
% Change From Prior Period	31%	88%	-62%				

Wastewater Impact Fee Fund 53: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	180	1,386,594	57,500	-	-	-	-
Developer Reimbursements	85,701	117,600	117,600	-	-	-	-
Depreciation	76,950	-	-	-	-	-	-
Total Fund Requirements	162,831	1,504,194	175,100	-	-	-	-
% Change From Prior Period	6%	824%	-88%				

Table 66 – Wastewater Impact Fee Fund Resources and Requirements

Resources for the wastewater impact fee fund are expected to decrease 62 percent in 2012. This is largely due to an anticipated decrease in impact fee revenue due to the economy. Other revenue is also expected to decrease because 2011 includes a one-time payment from the City’s wastewater treatment provider for a capital project. Requirements are expected to decrease 88 percent because of lower developer reimbursements (which are tied to impact fee revenue). Resources and requirements are not projected for 2013-2016 because the City is undergoing a capital facility and impact fee analysis in 2012.

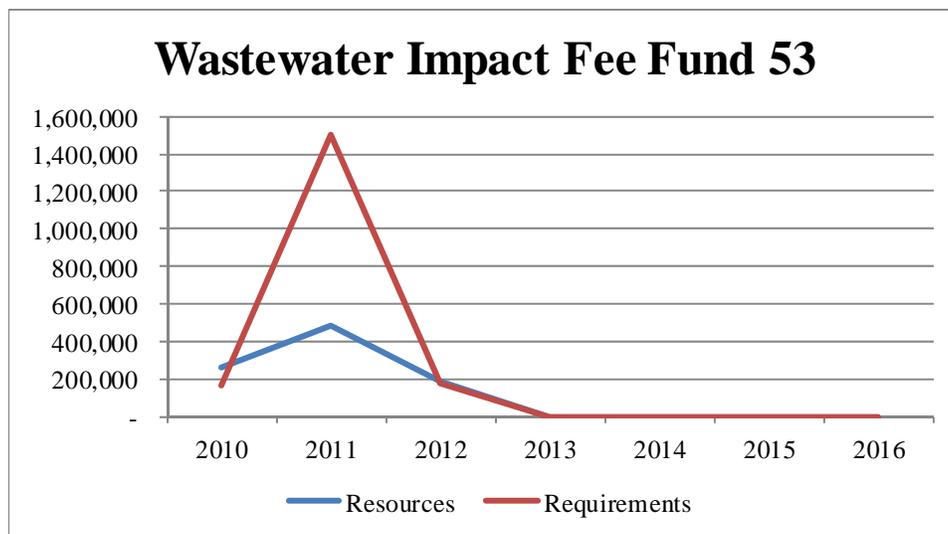


Figure 66 – Wastewater Impact Fee Fund Resources and Requirements by Year

BUDGET SUMMARIES –STORM DRAIN UTILITY

Storm Drain Utility Fund 54: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Charges for Services	145,372	145,082	312,160	327,768	344,156	361,364	379,432
Other Revenue	14,035,535	-	-	-	-	-	-
Fund Operating Revenues	14,180,907	145,082	312,160	327,768	344,156	361,364	379,432
% Change From Prior Period		-99%	115%	5%	5%	5%	5%

Storm Drain Fund 54: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Personnel	45,023	66,033	1,667	-	-	-	-
Materials, Supplies, and Services	25,876	48,784	63,375	63,445	53,978	44,517	44,643
Capital Outlay	-	30,550	-	-	-	-	-
Depreciation	396,859	-	-	-	-	-	-
Transfers	-	-	47,476	47,476	47,476	47,476	47,476
Administrative Charge	-	-	204,498	208,588	212,760	217,015	221,355
Total Fund Requirements	467,758	145,367	317,016	319,509	314,214	309,008	313,474
% Change From Prior Period		-69%	118%	1%	-2%	-2%	1%

Table – 67 Storm Drain Fund Resources and Requirements

The Storm Drain Utility Fund is managed primarily by the Public Works and Utility Billing departments. Resources are anticipated to increase 115 percent in 2012. This is due to a fee increase implemented to build reserves to comply with Federal storm drain mandates and debt service on the 2011 Sales Tax Revenue Bond. Requirements are also expected to increase 118 percent due to the City administering an administrative charge to various departments. While performing analysis for the administrative charge, it was discovered that the fund was underpaying for the services it was receiving from other funds. This was corrected in fiscal year 2012.

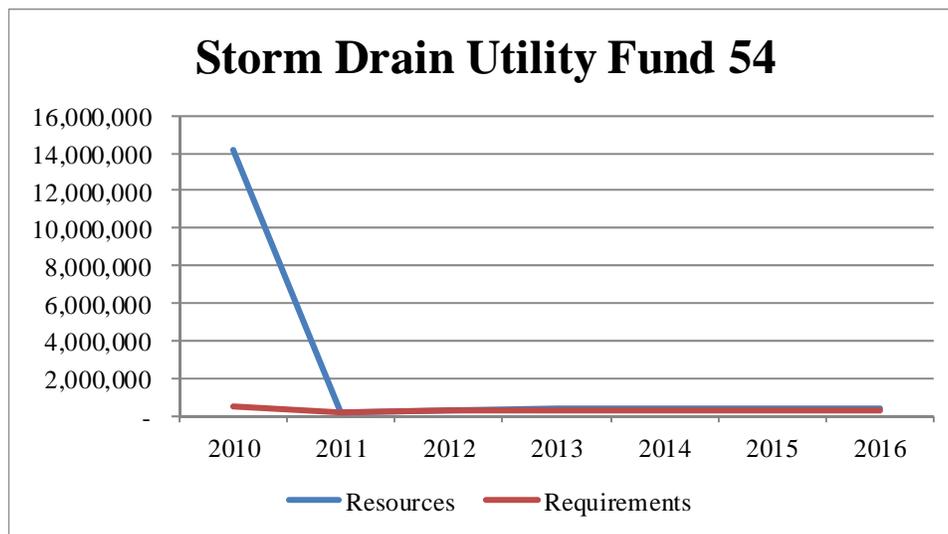


Figure 67 – Storm Drain Fund Resources and Requirements by Year

BUDGET SUMMARIES –STORM DRAIN UTILITY

Storm Water Capital Projects Fund 31: Resources							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Impact Fees	234,750	122,980	110,309	-	-	-	-
Interest Revenue	3,225	2,000	5,200	-	-	-	-
Total Resources	237,975	124,980	115,509	-	-	-	-
% Change From Prior Period	32%	-47%	-8%				

Storm Water Capital Projects Fund 31: Requirements							
Major Object	2010	2011	2012	2013	2014	2015	2016
	Actual	Adj Budget	Budget	Plan	Plan	Plan	Plan
Capital Outlay	16,770	63,563	57,500	-	-	-	-
% Change From Prior Period	-98%	279%	-10%				

Table 68 – Storm Drain Capital Projects Fund Resources and Requirements

Resources for the storm water fund are expected to decrease 8 percent in 2012 because impact fee revenue is expected to decrease from 2011. Resources are expected to decrease 10 percent in 2012 because the City is not budgeting new capital projects until the impact fee and capital facility plans are completed in 2012. Because these plans are not complete, resources and requirements are not budgeted for years 2013-2016.

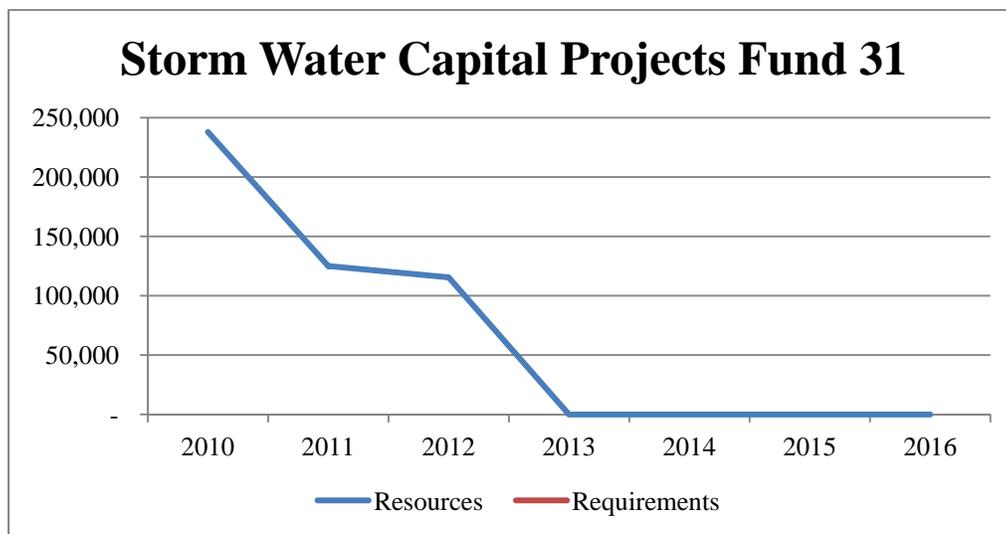


Figure 68 – Storm Drain Capital Projects Fund Resources and Requirements by Year

POLICIES AND OBJECTIVES

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 vigilantly 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

- A. Through its financial plan (Budget), the City is committed do the following:
 - 1. Identify citizens' needs for essential services.
 - 2. Organize programs to provide essential services.
 - 3. Establish program policies and goals that define the type and level of program services required.
 - 4. List suitable activities for delivering program services.
 - 5. Propose objectives for improving the delivery of program services.
 - 6. Identify available resources and appropriate the resources needed to conduct program activities and accomplish program objectives.
 - 7. Set standards to measure and evaluate the following:
 - a. The output of program activities
 - b. The accomplishment of program objectives
 - c. The expenditure of program appropriations
- B. All requests for increased funding or enhanced levels of service should be considered together during the budget process, rather than in isolation.
- C. The City Council will review and amend appropriations, if necessary, during the fiscal year.
- D. 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.
 - 1. 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.
 - 2. 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

POLICIES AND OBJECTIVES

first year and create the subsequent year's budget plan.

- E. 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.
- F. The City will work to improve their program service levels and expenditures by insuring:
 - 1. 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.
 - 2. 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.
 - 3. 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.
 - 4. 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.
 - 5. 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.
 - 6. New service implementation: Prior to implementing a new service, the City Council should consider a full assessment of staffing and funding requirements.
 - 7. Benchmarking and performance measurement: The City will strive to measure its output and performance.
- G. 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

- A. The City will seek to maintain a diversified and stable revenue base to protect it from short-term fluctuations in any one-revenue source.
- B. 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.
- C. One-time revenue sources will not be used for ongoing expenses unless specifically approved by the City Council.

POLICIES AND OBJECTIVES

USER FEE COST RECOVERY GOALS

A. **User Fee Cost Recovery Levels.** In establishing user fees and cost recovery levels, the following factors will be considered:

1. **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.
2. **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.
3. **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 on 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.
4. **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.
5. **Factors Favoring Low Cost Recovery Levels.** Low cost recovery levels are appropriate under the follow circumstances:
 - a. 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.
 - b. Collecting fees is not cost-effective or will significantly impact the efficient delivery of the service.
 - c. 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.

POLICIES AND OBJECTIVES

d. 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.

e. 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.

6. 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:

a. The service is similar to services provided through the private sector. An example of this is the City's water and sewer fund.

b. Other private or public sector alternatives could or do exist for the delivery of the service.

c. 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.

d. The use of the service is specifically discouraged. Police responses to disturbances or false alarms might fall into this category.

e. 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.

7. General Concepts Regarding the Use of Service Charges. The following general concepts will be used in developing and implementing service charges:

a. 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.

b. 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.

c. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.

d. Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service.

e. A unified approach should be used in determining cost recovery levels for various programs based on the factors discussed above.

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8. 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.

- a. Delivering public safety emergency response services such as police and fire services.
- b. Maintaining and developing public facilities that are provided on a uniform, communitywide basis such as streets, parks, and general purpose buildings.
- c. Providing social service programs and economic development activities.

9. Recreation Programs. The following cost recovery policies apply to the City's recreation programs:

- a. Cost recovery for activities directed to adults should be relatively high.
- b. 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.
- c. Cost recovery goals for recreation activities guidelines are set as follows:

High-Range Cost Recovery Activities (80% to 100%)

1. Classes (Adult & Youth)
2. Adult athletics (volleyball, basketball, softball, baseball)
3. Facility rentals

Mid-Range Cost Recovery Activities (50% to 80%)

4. Special events (5k run, other City-sponsored special events)
5. Minor league baseball
6. Youth basketball

Low-Range Cost Recovery Activities (0 to 50%)

7. Youth services
8. Senior services

- d. For cost recovery activities of less than 100%, there should be a differential in rates between residents and non-residents when administratively feasible.

POLICIES AND OBJECTIVES

- e. 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.
- f. A vendor charge of at least 10 percent of gross income will be assessed from individuals or organizations using City facilities for money-making activities.
- g. The Recreation Department will consider waiving fees only when the City Manager determines in writing that an undue hardship exists.

10. Development Review Programs. The following cost recovery policies apply to the development review programs:

- a. 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.
- b. Cost recovery for these services should generally be very high. The City's cost recovery goal shall be 100%.
- c. 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".

11. Comparability with Other Communities. In setting user fees, the City should consider fees charged by other agencies in accordance with the following criteria:

- a. 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.
- b. 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?

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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 than ours and what is it intended to achieve?

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

A. **Fees and Rates.** The City will set fees and rates at levels which 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.

B. **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.

C. **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 percent 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

POLICIES AND OBJECTIVES

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

A. The City will consider the use of debt financing only for one-time, capital improvement projects and only under the following circumstances:

1. When the project's useful life will exceed the term of the financing.
2. When project revenues or specific resources will be sufficient to service the long term debt.

B. 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.

C. 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.

D. 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 which 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.

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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

- A. 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.
- B. Direct debt will not exceed 4 percent of assessed valuation.
- C. 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.
- D. 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.
- E. 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.
- F. 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.
- G. The City will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
- H. 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:

- Purposes for which debt will be issued
- Types of debt that may be issued
- Limitations on indebtedness
- Debt maturity schedule or other structural features
- Method of sale
- Method of selecting consultants and professionals
- Refunding policies
- 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.

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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 18 percent of estimated total ensuing year's budgeted fund revenues and may be used for the following purposes only:

- A. To provide working capital to finance expenditures from the beginning of the budget year until other revenue sources are collected;
- B. To provide resources to meet emergency expenditures in the event of fire, flood, earthquake, etc.; and
- C. 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 percent of the total, estimated, ensuing years budgeted revenues. No appropriations may be made against the 5 percent 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 18 percent. 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

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.

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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

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:

1. Economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy
2. Contingencies for unseen operating or capital needs
3. Cash flow requirements

B. In addition to the designations noted above, fund balance levels will be sufficient to meet the following:

1. Funding requirements for projects approved in prior years that are carried forward into the new year;
2. Debt service reserve requirements;
3. Reserves for encumbrances; and
4. Other reserves or designations required by contractual obligations or generally accepted accounting principles.

RECESSION / REVENUE SHORTFALL PLAN

A. 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:

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.

Phases - Serve to classify and communicate the severity of the situation, as well as identify the actions to be taken at the given phase.

Actions - Preplanned steps to be taken in order to prudently address and counteract the anticipated shortfall.

B. 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,

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corrective action will increase proportionately. Following is a summary of the phase classifications and the corresponding actions that may be taken.

1. **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.
2. **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:
 - a. Implementing the previously determined “Same Level” Budget.
 - b. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures, including capital improvements.
 - c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible.
3. **MODERATE: A reduction in total budgeted revenues of 4 to 5%.** Initiating cuts of service levels by doing the following:
 - a. Requiring greater justification for large expenditures.
 - b. Deferring capital expenditures.
 - c. Reducing CIP appropriations from the affected fund.
 - d. Hiring to fill vacant positions only with special justification and authorization.
 - e. Closely monitoring and reducing operating and capital expenditures.
4. **MAJOR: A reduction in total budgeted revenues of 6% or more.**
Implementation of major service cuts:
 - a. Instituting a hiring freeze.
 - b. Reducing the temporary work force.
 - c. Deferring wage increases.
 - d. Further reducing operating and capital expenditures.
 - e. Preparing a strategy for reduction in force.
5. **CRISIS: Reserves must be used to cover operating expenses**
 - a. Implementing reduction in force or other personnel cost-reduction strategies.
 - b. Eliminate programs/services.
 - c. Eliminate/defer capital improvements.

C. 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.

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CAPITAL IMPROVEMENT MANAGEMENT

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

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HUMAN RESOURCE MANAGEMENT

- A. 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 E and F below.
- B. The budget will fully appropriate the resources needed for authorized regular staffing and limit programs to the regular staffing authorized.
- C. 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.
- D. 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:
1. Fill an authorized regular position.
 2. Receive salary and benefits consistent with the compensation plan, state compensation laws and federal laws.
- E. To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:
1. The City Council will authorize all regular positions.
 2. 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.
 3. All requests for additional regular positions will include evaluations of the following:
 - a. The necessity, term, and expected results of the proposed activity.
 - b. Staffing and materials costs including salary, benefits, equipment, uniforms, clerical support, and facilities.
 - c. The ability of private industry to provide the proposed service.
 - d. Additional revenues or cost savings that may be realized.
 - e. 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.
- F. 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.

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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.

H. The hiring of temporary employees will not be used as an incremental method for expanding the City's regular work force.

I. Independent contractors will not be considered City employees. Independent contractors may be used in the following two situations:

1. 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.

2. 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.

J. Department Heads will be responsible to:

1. Ensure that work is not performed by an independent contractor until:
 - a. A written contract between the City and the contractor has been entered into and signed by both parties.
 - b. The City Recorder has received the contract.
 - c. The signed written contract has been co-signed by the City Manager.
 - d. Funds have been budgeted for the project.
2. Each contract with an independent contractor should contain indemnity/hold harmless clauses, which provide that:
 - a. 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.
 - b. 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.
 - c. The City and its officials, employees, agents and volunteers must be named as "additional insured" on the liability insurance policy.

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3. 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.

Authority of City Manager or Designee. The City Manager or designate shall be responsible for the following:

1. Ensure all purchases for services comply with these rules;
2. Review and approve all purchases of the City;
3. 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 manager as a public record;
4. Maintain accurate and sufficient records concerning all City purchases and contracts for services;
5. 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;
6. Make recommendations to the City Council concerning amendments to these rules.

General Policies. All City purchases for goods and services and contracts for goods and services shall be subject to the following:

1. No contract or purchase shall be so arranged, fragmented, or divided with the purpose or intent to circumvent these rules.
2. No purchase shall be contracted for, or made, unless sufficient funds have been budgeted in the year for which funds have been appropriated.
3. All purchases of capital assets and services in excess of \$25,000 must be awarded through a formal sealed bidding process.
4. When it is advantageous to the City, annual contracts for services and supplies regularly purchased should be initiated.
5. All purchases and contracts in excess of \$5,000 must be approved by the City Manager. Amounts to be paid by the City of less than \$5,000, may be approved and authorized by the respective department heads consistent with other city procurement policies and procedures.
6. The City Attorney prior to entering into any such contract shall review all contracts for services.
7. The following items require City Council approval unless otherwise exempted in these following rules:
 - a. All contracts (as defined) over \$25,000.
 - b. All contracts and purchases awarded through the formal bidding process.
 - c. Accumulated "change orders" which would overall increase a previously approved contract by:

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- i. The lesser of 20% or \$25,000 for contracts of \$250,000 or less;
 - ii. More than 10% for contracts over \$250,000.

8. Acquisition for undertaking building improvement or public works projects may require public requests for bids (UCA 11-39-103).
 - a. All contracts for *building improvements* over the amount specified by state code, specifically:
 - i. 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 percent or the actual percent change in the CPI during the previous calendar year.
 - b. All contracts for *public works projects* over the amount specified by state code, specifically:
 - i. 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 percent or the actual percent change in the CPI during the previous calendar year.
 - c. Contracts for grading, clearing, demolition or construction undertaken by the Community Redevelopment Agency shall adhere to the procedures prescribed by State law.

9. Amounts to be paid by the City of less than \$5,000 that are budgeted, may be approved and authorized by the respective department heads. Purchases under this policy must be allocated in the specific budget.

Exceptions. Certain contracts for goods and services shall be exempt from bidding provisions. The manager shall determine whether or not a particular contract or purchase is exempt as set forth herein.

1. 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.

2. Purchases made from grant funds must comply with all provisions of the grant.

General Rules

1. Purchases of Materials, Supplies and Services are 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.

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2. Purchases of Capital Assets are “equipment type” items which would be included in a fixed asset accounting system having a material life of one year or more and costing in excess of \$5,000. These items are normally budgeted within the normal operating budgets. Purchases of this type do not require “formal” bids. Attempt shall be made to obtain at least three written quotations on all purchases of this type.

3. Contracts for Professional Services are 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. Usually, emphasis will be placed on quality, with cost being the deciding factor when everything else is equal. The manager shall determine which contracts are professional service contracts and may bid professional services as approved. Major professional service contracts (\$25,000 and over) must be approved by the City Council.

4. 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.

5. Contracts for Public Improvements are 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 manager shall make the determination.

6. Minor public improvements (less than the amount specified by state code). The department shall make an attempt to obtain at least three written competitive quotations. A written record of the source and the amount of the quotations must be kept. The manager may require formal bidding if it is deemed to be in the best interest of the City.

7. 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. Bid Specifications. Specifications for public contracts shall not expressly or implicitly require any product by any brand name or make, nor the product of any particular manufacturer or seller, unless the product is exempt by these regulations or the City Council.

2. Advertising Requirements. An advertisement for bids is to be published at least once in a newspaper of general circulation and in as many additional issues, publications, and locations

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as the manager may determine, at least five days prior to the opening of bids. Advertising for bids relating to Class B and C road improvement projects shall be published in a newspaper of general circulation in the county at least once a week for three consecutive weeks.

All advertisements for bids shall state the following:

- a. The date and time after which bids will not 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 retains the right to accept/reject/modify all or a portion of all bids.
- i. The City will not reimburse bidders for bid related expenses.
- j. The City reserves the right to accept or reject all or a portion of any bid as the City determines to be in its best interest.

3. Requirements for Bids. All bids made to the city shall comply with the following requirements:

- a. In writing;
- b. Filed with the manager or his designee;
- c. Opened publicly by the manager or designee at the time designated in the advertisement and filed for public inspection;
- d. Have the appropriate bid security attached, if required.
- e. "Sealed" bids does not preclude acceptance of electronically sealed and submitted bids or proposals in addition to bids or proposals manually sealed and submitted.

4. 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.

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 appropriate 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.

5. Rejection of Bids. The 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.

6. Disqualification of Bidders. The manager, upon investigation, may disqualify a bidder if he or she does not comply with any of the following:

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- 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 contractual obligations with public and private agencies;
- e. The bidder fails to comply with the requests of an investigation by the manager.

7. Pre-qualification of Bidders. The City may require pre-qualification of bidders. Upon establishment of the applicant's qualifications, the 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 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 manager does not qualify an applicant, written notice to the applicant is required, stating the reasons the pre-qualification was denied, and informing the applicant of his right to appeal the decision within five business days after receipt of the notice. Appeals shall be made to the City Council. The manager may, upon discovering that a pre-qualified person is no longer qualified, revoke pre-qualification by sending notification to the person. The notice shall state the reason for revocation and inform the person that revocation will be effective immediately.

8. Pre-Qualification Process. When the City determines it is in its best interest to pre-qualify 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.
 - a. List of all lawsuits and arbitration to which the bidder has been a party in the 5 years preceding the bid opening date.

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- b. Name or Title of the litigation
 - c. Civil Number
 - d. Status and or result of the case
 - e. County in which the litigation was filed
 - f. 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.

9. 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 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 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. Policy The City of Saratoga Springs seeks to invest public funds in securities and deposits that provide a high degree of safety and liquidity along with a competitive yield based on prevailing market conditions while meeting the daily cash flow demand of the city. All investments and deposits are placed subject to applicable City and State ordinances and laws pertaining to investment of public funds in the State of Utah, specifically the Utah Money Management Act, which provisions are hereby incorporated as part of this policy.

2. Scope. This investment policy covers investment of all financial assets reported in the

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Comprehensive Annual Financial Report for The City of Saratoga Springs. The scope includes the General, Special Revenue, Capital Projects, Enterprise, Debt Service, Special Assessment and Internal Service funds for the City and include:

10	General Fund
22	Street Lighting SID Fund
23	SSD Street Light SID S.R. Fund
24	Zone 2 Water Improvement SID Fund
31	Storm Drain- Capital Projects Fund
32	Parks- Capital Projects Fund
33	Park- Capital Projects Fund
34	Public Safety- Capital Projects Fund
35	Capital Projects Fund
51	Water Fund
52	Sewer Fund
53	Wastewater Capital Projects Funds
54	Storm Drain Enterprise Fund
55	Garbage Utility Fund
56	Culinary Water Capital Projects Fund
57	Secondary Water Capital Projects Fund

Any new funds created will also be subject to this investment policy, to State statute, and rulings of the State Money Management Council.

3. Prudence. The standard of prudence applied by the City's investment officials is the "prudent person" and/or "prudent investor" rule. "Investments shall be made with 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 benefits to be derived, and the probable duration for which such investment may be made, and considering the investment objectives specified in section 4.0" This standard shall be applied in the context of managing the overall investment portfolio of the City. The City Treasurer acting in accordance with the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

4. Objectives. Funds of the City will be invested in accordance with the Utah Money Management Act found at U.C.A. Chapter 51 Title 7. These objectives of the Money Management Act and the City in order of priority are:

A. Safety of Principal. Safety of principal/capital is the foremost objective of the investment program. Investments shall be made to ensure the preservation of capital in the overall portfolio. Investments will be diversified by security type, by industry, by issuer, and maturity date to spread potential investment risks.

POLICIES AND OBJECTIVES

B. **Liquidity.** The investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated. Efforts to achieve this objective will be focused on matching the term to maturity of investments with the period of availability of funds.

C. **Return on Investment.** The investment portfolio will be designed with the objective to earn a market rate of return throughout budget years and economic cycles, taking into account investment risk, legal requirements and cash flow needs.

5. **Delegation of Authority.** Authority to manage the City's investment program is derived from Utah Annotated, 10-6-141 1953, as amended. The City Council and Mayor have assigned the responsibility for conducting investment transactions to the City Treasurer. The City Treasurer is responsible for investment decisions and activities. The City Treasurer shall develop and maintain administrative procedures for the operation of the investment program consistent with these policies. In the event of an emergency and the unavailability of the City Treasurer, the Finance Director is authorized to conduct the City's investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the general policies and procedures as adopted by the City.

A. **Investment Procedures.** The City Treasurer shall establish written investment policy procedures for the operation of the investment program consistent with this policy. A copy will be on file in the City Treasurer's office and will be reviewed and updated regularly. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the City Treasurer.

6. **Ethics and Conflicts of Interest.** Those involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. The overall program shall be designed and managed with a degree of professionalism worthy of the public trust. Employees and investment officials shall disclose to the City Manager any material financial interests in financial institutions that conduct business within the City, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the City, particularly with regard to the time of purchases and sales.

7. **Authorized Financial Dealers and Institutions.** Financial institutions and investment broker/dealers who desire to become qualified bidders or qualified depositories must be certified thru the State and meet all requirements imposed by the Utah State Department of Financial Institutions and the requirements of the Utah Money Management Council, and Act (Rule 16). The Utah Money Management Council quarterly issues a list of certified dealers, and a list of qualified depositories authorized by state statute to conduct transactions with public treasurers. Transactions involving authorized deposits or investments of public funds may be conducted only through Issuers of securities authorized by Section 51-7-11(3), Qualified Depositories included in the current state list, or Certified Dealers included in the current state list. All

POLICIES AND OBJECTIVES

securities purchased from a certified dealer are required to be delivered to the City Treasurer or to the City's safekeeping bank.

8. Authorized and Suitable Investments. The City may place public money in investments/deposits authorized by the Utah Money Management Act (U.C.A. 51-7-11). The Treasurer shall ensure that all purchases and sales of securities are settled within 15 days of the trade date. In general these investments can be any of the following subject to restrictions specified in the Act:

Obligations of the U.S. Treasury and most Government-Sponsored Agencies

Commercial paper

Bankers Acceptances

Publicly traded fixed rate corporate obligations

Certain variable rate securities and deposits

Deposits with the State Public Treasurer's Investment Fund

Certain fixed rate negotiable deposits with a certified depository

Master Repurchase Agreement:

Repurchase and Reverse-repurchase Agreements are not allowed by this policy. The City of Saratoga Springs shall not enter into a Master Repurchase Agreement, a repurchase agreement, or a reverse-repurchase agreement.

9. Investment Pools/Mutual Funds. The City upon thorough investigation of the pool/fund will require the following from the Utah Public Treasurers' Investment Fund or similar qualified pool/fund prior to any investing with said pool:

- A. Monthly statement detailing all transactions on each investment account held by the city such as:
 - Date and account number for each account
 - Reference date for each transaction
 - All deposits and withdrawals listed by date
 - Report period covered
 - Balance for each account
 - Account summary: Beginning balance, deposits in the period, withdrawals in period, ending balance, gross earnings, fee (0%), net earnings, average daily balance, gross earnings rate, net earnings rate.
- B. Every six months, provide a statement of how the Pool/Fund invests said funds and how often the Pool/Fund is audited.
- C. A current copy, at least annually, of the State Money Management Act and Rules of the State Money Management Council.
- D. Receive quarterly, a copy of the approved list of depository institutions that have been Qualified as depositories to receive public funds. Also included will be a listing of allowable Maximum Amount of Public Funds allowed per institution.
- E. Receive quarterly, a copy of the listing of Certified Dealers and their Agents who are certified to receive Public Funds.

POLICIES AND OBJECTIVES

10. Collateralization. In the State of Utah, the collateralization of public funds is not required..

11. Safekeeping and Custody. All security transactions by The City of Saratoga Springs shall be conducted on a delivery-versus-payment basis. All security transactions shall be held in safekeeping by a third-party institution which has been certified by the Utah Money Management Council and designated by the City Treasurer. Securities held in safekeeping will be evidenced by a safekeeping receipt issued to the City Treasurer within a few business days following the purchase.

12. Diversification. Investments entered into by the City will be diversified by security type, industry, institution and maturity to spread potential investment risk and return among many classes of investments. As measured by cost, the portfolio will be invested no more than 50% in any one class of investments (This restriction does not apply to U.S. Treasury Bonds, Notes, and Bills; U.S. Government Agency Obligations; and the Utah State Public Treasurer's Investment Fund). Diversification of investments with a single institution must comply with applicable rules of the Act, specifically;

- A. No more than 20% of funds may be invested in any one permitted qualified out-of-state depository institution. (Rule 10, 5)
- B. No more than 10% of the total portfolio with a single Commercial Paper or corporate Notes issuer if the portfolio is \$10,000,000 or less (Rule 17, 5)
- C. No more than \$1,000,000 in a single Commercial paper or Corporate Notes issuer if the portfolio is greater than \$10,000,000 but less than \$20,000,000 (Rule 17, 5)
- D. No more than 5% of the total portfolio with a single Commercial Paper or corporate Notes issuer if the portfolio is \$20,000,000 or more (rule 17, 5)

Further, for issuers which are not covered by rules or statute, the City will restrict its investments to no more than 20% with a single issuer with the exception of funds invested with the Utah State Treasurers' Pool (referred to hereafter as "The State Pool"), U.S. Treasury securities, U.S. Government Agency Securities, or funds held in trust (i.e. construction, sinking, or reserve bond funds, etc.).

13. Maximum Maturities. As stated in the Utah State Money Management Act, "the remaining term to maturity of the investment may not exceed the period of availability of the funds to be invested." The operating and capital funds of the City are pooled to obtain maximum return on investment and to simplify administration of the investment program. Recognizing the overall short-term (one year and under) duration of the budget cycle and normally anticipated cash flow, maturities will not exceed a maximum of three years and will most often be one year or less.

14. Internal Control. The City Treasurer is responsible for establishing and maintaining an internal control structure designed to ensure that the funds of the City are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of

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a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the City Treasurer shall establish a process for independent review by such means as established by the general financial policies and procedures of the City. This review shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Written confirmation of transactions for investment and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

15. Performance Standards. Market yields will be sought throughout the budget and economic cycle consistent with the overriding objectives stated. In keeping with the State of Utah statutes and the city's investment strategy, funds will be placed for investment and not speculation, (i.e. technically referred to as a passive investment strategy). The benchmark standard for rate of return on the City portfolio will be the average rate of return on similar investments and portfolios such as 6 month U.S. Treasury bills and the Utah State Public Treasurer's Investment Fund.

16. Reporting. Management reports on the City's portfolio are generated and distributed monthly to all City department heads, the City Manager and the Mayor and City Council for review and comment. The first report gives a breakdown of the balances and allocation of interest for each city fund which has money invested through the City Investment Fund (exhibit F). The second report is the current month copy of the list of investments and deposits as sent to the state semi-annually (exhibit G). The third report lists the G/L account balances in the Investment Fund and associated earnings (exhibit H). The list of investments and deposits is provided semi-annually to the Utah Money Management Council for compliance review as required by 51-7-15 of the Money Management Act. The investment portfolio and deposits are included in the Comprehensive Annual Financial Report for the City.

17. Investment Policy Adoption. Investment policies are developed by the City Treasurer and reviewed with the Administrative Services Director, City Manager, Mayor and City Council subject to the rules of the Money Management Act. The City's investment policy shall be adopted by the City of Saratoga Springs Council. Any modifications made to this policy must be approved by the City Council.

18. Glossary.

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

ASKED: The price at which securities are offered.

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.

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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.

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

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

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

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.

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.

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.

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.

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.

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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.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, 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.

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-throughs" is often used to describe Ginnie Maes.

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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 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.

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.

PORTFOLIO: Collection of securities held by an investor.

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.

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 which 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.

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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.

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.

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

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.

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (FHLB, FNMA, SLMA, etc.) and Corporations which have imbedded 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 imbedded options and shifts in the shape of the yield curve.

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.

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.

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

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maturity of the bond.

NSF CHECKS

Purpose. To define procedures for processing nonsufficient funds checks.

Procedures. When a check is returned for nonsufficient 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 nonsufficient 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 writeoff was charged to.

JOURNAL ENTRIES

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

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.

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

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.

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

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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.

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.

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.

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 declared surplus. 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).

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

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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:

1. Public auction
2. Sealed competitive bids
3. Evaluation by qualified and disinterested consultant
4. Professional publications and valuation services
5. Informal market survey by the Finance Manager in case of items of personal property possessing readily, discernable 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.

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.

Advertised Sealed Bids. A notice of such public auction or invitation for sealed bids shall be published at least once in a newspaper of general circulation or the City newsletter and 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;

1. Property is offered at public auction or public sealed bids;
2. If sealed bids are required and no bids are received from general public, a re-bidding may occur with employee participation.

Compliance. Failure to comply with any part of this policy may result in disciplinary action.

SPECIAL EVENT SERVICES

For special events and other services that have been or will be developed for the City, the City may be required to provide:

- Park Services (Field maintenance, ground maintenance, trash pick-up)
- Parking Services (Parking enforcement)
- 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

POLICIES AND OBJECTIVES

amending departmental budgets is in line with the City-wide procedures for amending departmental budgets.

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.

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.

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.

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.

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.

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.

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

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.

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.

POLICIES AND OBJECTIVES

Revenue Policy. The library must follow any applicable state and local revenue collection policies and procedures.

GLOSSARY

A

ACRE-FT: Acre Feet

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

ASKED: The price at which securities are offered.

B

BALANCED BUDGET: Beginning fund balance (revenues on hand at the beginning of year) and revenues received during year are equal to the expenditures for the year and the ending fund balance (or the revenues on hand at the end of year).

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.

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; *or* a predetermined group of cities identified by the Council as a group whereby each pay for performance personnel position may be compared to for salary market analysis.

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

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

BUILDING IMPROVEMENTS: The construction or repair of a public building or structure (Utah Code 11-39-101).

C

CAPITAL EXPENDITURES (REQUIREMENTS): include purchases of land, improvements to land, buildings, building improvements, vehicles, machinery and equipment, infrastructure and all other tangible assets used in operations that have a initial useful life that extends beyond a single reporting period and have a historical cost of \$5,000 and greater.

CAPITAL IMPROVEMENT PROJECTS (CIP): Construction or improvements to capital facilities within the City.

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

CHARGES FOR SERVICES: User charges for services provided by the City to those specifically benefiting from those services.

CITY: Washington Terrace City and all other reporting entities controlled by or dependent upon the City's governing body, the City Council.

GLOSSARY

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

CONTINGENCY: amount held in reserve each year for unforeseen circumstances.

CONTRACT: An agreement for the continuous delivery of goods and/or services over a period of time greater than fifteen (15) days.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the City beginning in fiscal year 2012. It includes five combined statements for each individual fund and account group prepared inconformity 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.

CPI: The Consumer Price Index for All Urban Consumers as published by the Bureau of Labor Statistics of the United States Department of Labor.

C.Y. - Cubic Yard

D

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.

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.

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).

D.I.P. - Ductile Iron Pipe

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.

GLOSSARY

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.

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

E

EA. – Each

F

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, e.g., S&L's, 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) that 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.

GLOSSARY

FIXED ASSET: Fixed assets are tangible property having a significant value and acquired for use over a long period of time. They are not intentionally acquired for resale, nor are they readily convertible into cash.

FULL TIME EQUIVILANT (FTE): Employee status based on a 40 hour work week 52 weeks of the year for a total of 2080 hours per year.

FUND BALANCE: The difference between assets and liabilities.

FY: Fiscal Year (the fiscal year ends on June 30th of the year stated and begins on July 1st of the previous year)

G

GOALS: broad, general, and timeless

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.

L

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.

LOWEST RESPONSIBLE BIDDER: shall mean the lowest bidder who has substantially complied with all prescribed requirements and who has not been disqualified as set forth herein.

L.S- Lump Sum

M

MANAGER: City Manager or designee.

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

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

GLOSSARY

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.

MCML - Mortar Lined Mortar Coated Pipe

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

MULTI-YEAR BUDGET: a document that anticipates revenues and expenditures for two or more consecutive budgetary years.

O

OBJECTIVES: specific, measurable, achievable, realistic, and time bound

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.

P

PORTFOLIO: Collection of securities held by an investor.

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.

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 which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

PUBLIC WORKS PROJECT: The construction of a park, recreational facility, pipeline, culvert, dam, canal, or other system for water, sewage, storm water, or flood control (Utah Code 11-39-101). "Public Works Project" does not include the replacement or repair of existing infrastructure on private property (Utah Code 11-39-101), or emergency work, minor alteration, ordinary

GLOSSARY

repair, or maintenance necessary to preserve a public improvement (such as lowering or repairing water mains; making connections with water mains; grading, repairing, or maintaining streets, sidewalks, bridges, culverts or conduits).

PURCHASE: The acquisition of goods (supplies, equipment, etc.) in a single transaction such that payment is made prior to receiving or upon receipt of the goods. (Note: Entities are encouraged to include a glossary as part of the investment policy. All words of a technical nature should be included. Following is an example of common treasury terminology.)

PVC – Poly (vinyl chloride) Pipe

Q

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.

R

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.

R.C.P. - Reinforced Concrete Pipe

REDEVELOPMENT AGENCY (RDA): a separate body created under the law that is a political subdivision of the state that undertakes or promotes redevelopment, economic development, or education housing development, or any combination and whose development activities are under a specific project area.

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.

REVENUE: Funds that a government receives as income. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments. The term designates an increase to a fund’s assets which does not increase liabilities.

S

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.

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

GLOSSARY

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.

SPECIAL IMPROVEMENT DISTRICT (SID): A district created for the sole purpose of making improvements and levying a special tax against the properties located within the district to pay all or a portion of the costs of making improvements in the district.

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

S.Y. - Square Yard

T

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 two to 10 years.

TRUTH-IN-TAXATION: State Statute that requires a taxing entity to go through a series of steps and public hearings to properly notify the tax payers of a proposed tax rate increase.

U

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.

Y

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:** 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.

CITY OF SARATOGA SPRINGS

GENERAL FUND

Fiscal Year: July 1 - June 30

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GENERAL FUND REVENUES														
<u>TAX REVENUE</u>														
10-3110-100	PROPERTY TAXES	626,608	613,079	1,639,446	1,948,419	1,852,685	1,852,685	-	1,855,196	0.14%	1,910,852	1,968,177	2,027,223	2,088,039
10-3120-100	PROPERTY TAX REDEMPTIONS	107	-	62,088	227,792	50,000	50,000	-	160,000	220.00%	164,800	169,744	174,836	180,081
10-3130-100	SALES & USE TAX	868,029	1,256,981	1,495,027	1,723,051	1,769,000	1,769,000	-	2,100,000	18.71%	2,205,000	2,315,250	2,431,013	2,552,563
10-3140-100	FRANCHISE TAX	131,526	146,928	193,385	158,393	204,014	204,014	-	210,000	2.93%	220,500	231,525	243,101	255,256
10-3150-100	ENERGY TAXES	314,617	450,148	480,352	549,691	571,193	571,193	-	600,000	5.04%	648,000	699,840	755,827	816,293
10-3170-100	FEE IN LIEU OF TAXES	94,163	69,965	199,679	183,935	177,142	177,142	-	150,000	-15.32%	150,000	150,000	150,000	150,000
10-3190-100	PENALTIES & INTEREST-TAXES	5,936	21,388	3,564	13,402	10,911	10,911	-	10,000	-8.35%	10,000	10,000	10,000	10,000
	TAX REVENUE Totals:	2,040,986	2,558,489	4,073,541	4,804,683	4,634,945	4,634,945	-	5,085,196	9.71%	5,309,152	5,544,536	5,792,000	6,052,234
<u>LICENSES AND PERMITS</u>														
10-3210-100	BUSINESS LICENSE	25,115	41,114	27,085	26,655	26,570	26,570	-	30,000	12.91%	30,600	31,212	31,836	32,473
10-3215-100	LIQUOR LICENSE	300	-	-	600	300	300	-	900	200.00%	900	900	900	900
10-3221-100	BUILDING PERMITS	840,209	475,152	201,112	274,003	238,808	238,808	-	260,000	8.87%	273,000	286,650	300,983	316,032
	LICENSES AND PERMITS Totals:	865,624	516,266	228,197	301,258	265,678	265,678	-	290,900	9.49%	304,500	318,762	333,719	349,405
<u>INTERGOVERNMENTAL REVENUE</u>														
10-3310-100	GRANTS	330,309	20,960	38,119	202,518	324,836	324,836	-	307,728	-5.27%	307,728	307,728	307,728	307,728
10-3356-100	CLASS "C" ROAD FUND ALLOTMENT	293,318	383,259	376,731	502,029	483,044	483,044	-	480,000	-0.63%	504,000	529,200	555,660	583,443
10-3358-100	STATE LIQUOR FUND ALLOTMENT	3,832	5,126	10,300	13,398	13,300	13,300	-	13,300	0.00%	13,699	14,110	14,533	14,969
10-3358-200	POLICE DUI PROGRAM REVENUE	-	-	-	5,246	-	10,000	10,000	3,000	-70.00%	3,000	3,000	3,000	3,000
	INTERGOVERNMENTAL REVENUE Totals:	627,459	409,345	425,150	723,190	821,180	831,180	10,000	804,028	-3.27%	828,427	854,038	880,921	909,140
<u>CHARGES FOR SERVICES</u>														
10-3413-100	ZONING & DEVELOPMENT FEES	100,075	95,707	132,606	142,364	40,000	40,000	-	35,000	-12.50%	35,000	35,000	35,000	35,000
10-3413-101	CONCEPT REVIEW FEES	71,600	20,845	5,707	2,140	2,500	2,500	-	1,500	-40.00%	1,500	1,500	1,500	1,500
10-3413-102	PRELIMINARY REVIEW FEES	100,770	16,500	16,187	5,975	2,500	2,500	-	2,000	-20.00%	2,000	2,000	2,000	2,000
10-3413-103	FINAL REVIEW FEES	110,350	73,350	10,350	42,375	20,000	20,000	-	13,000	-35.00%	13,650	14,333	15,049	15,802
10-3413-104	PUBLIC NOTICING FEES	-	-	500	150	-	-	-	-	0.00%	-	-	-	-
10-3414-100	PLAN CHECKING FEES	626,043	332,626	144,295	205,524	177,239	177,239	-	160,000	-9.73%	168,000	176,400	185,220	194,481
10-3415-100	RECORDER'S FEES-COPIES, MAPS	1,551	852	965	612	610	610	-	700	14.75%	700	700	700	700
10-3419-100	ENGINEER'S INSPECTION FEES	652,940	202,194	119,341	36,357	25,000	25,000	-	45,000	80.00%	45,000	45,000	45,000	45,000
10-3424-100	PROTECTIVE INSPECTION FEES	215,512	116,600	51,299	71,543	61,762	61,762	-	65,000	5.24%	68,250	71,663	75,246	79,008
10-3424-101	1% STATE SURCHARGE	8,793	4,762	2,072	2,730	2,468	2,468	-	2,500	1.30%	2,625	2,756	2,894	3,039
10-3424-102	BASEMENT PERMIT FEES	73,968	36,231	14,999	22,300	19,890	19,890	-	14,500	-27.10%	15,080	15,683	16,311	16,963

CITY OF SARATOGA SPRINGS

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10-3478-100	MARINA LAUNCH FEES	-	20,893	33,426	27,110	30,000	30,000	-	27,000	-10.00%	27,000	27,000	27,000	27,000
10-3478-200	PARK RESERVATION FEES	-	725	2,298	1,360	1,635	1,635	-	700	-57.19%	700	700	700	700
10-3490-110	DONATIONS - FIRE DEPARTMENT	-	3,768	1,934	4,635	-	-	-	-	0.00%	-	-	-	-
10-3491-100	RECREATION PROGRAM FEES	42,641	65,826	68,037	81,279	83,500	83,500	-	125,000	49.70%	131,250	137,813	144,703	151,938
10-3492-100	SPLASH CELEBRATION REVENUE	7,829	9,429	(120)	18,752	-	-	-	-	0.00%	-	-	-	-
10-3493-100	FIRE DEPT INCIDENT REVENUE	46,399	10,190	7,633	10,127	8,675	8,675	-	5,500	-36.60%	5,500	5,500	5,500	5,500
10-3493-101	AMBULANCE SERVICE REVENUE	25,475	133,827	135,473	137,909	182,779	182,779	-	130,000	-28.88%	132,600	135,252	137,957	140,716
CHARGES FOR SERVICES Totals:		2,083,946	1,144,325	747,001	813,242	658,558	658,558	-	627,400	-4.73%	648,855	671,299	694,780	719,347
OTHER REVENUE														
10-3610-100	INTEREST EARNINGS	186,554	72,066	19,171	17,845	13,723	13,723	-	12,000	-12.56%	12,000	12,000	12,000	12,000
10-3610-101	INTEREST EARNINGS - B&C ROADS	21,052	31,207	693	5	5	5	-	-	-100.00%	-	-	-	-
10-3640-100	SALE OF ASSETS	-	-	-	-	-	22,000	22,000	-	-100.00%	-	-	-	-
10-3660-100	CALLING BOND WARRANTY REVENUE	-	32,539	-	98,734	-	-	-	-	0.00%	-	-	-	-
10-3680-100	OTHER FINANCING SOURCES	760,119	534,135	-	69,021	192,811	115,488	(77,323)	-	-100.00%	-	-	-	-
10-3680-150	RENTAL REVENUE	-	-	-	67,862	12,273	12,273	-	-	-100.00%	-	-	-	-
10-3680-155	COMMON AREA MAINT REVENUE	-	-	-	2,113	-	-	-	-	0.00%	-	-	-	-
10-3680-200	LAW ENFORCEMENT FINES/CITATIONS	132,171	31,373	218,116	266,551	278,689	278,689	-	340,000	22.00%	357,000	374,850	393,593	413,272
10-3680-210	TRAFFIC SCHOOL REVENUE	-	175	3,435	3,364	3,278	3,278	-	3,000	-8.48%	3,000	3,000	3,000	3,000
10-3680-220	BAIL - FORFEITED	-	-	-	2,562	-	-	-	-	0.00%	-	-	-	-
10-3680-230	STATE JUSTICE COURT FEES PAID	-	-	(61,581)	(72,397)	(74,878)	(74,878)	-	(70,000)	-6.51%	(73,500)	(77,175)	(81,034)	(85,085)
10-3680-235	PROSECUTOR SERVICES	-	-	-	451	-	-	-	-	0.00%	-	-	-	-
10-3680-240	ACE COURT CITATIONS/FEES	-	-	-	7,114	-	-	-	15,000	0.00%	15,000	15,000	15,000	15,000
10-3680-244	SMALL CLAIMS COURT FEES	-	-	-	2,455	-	-	-	-	0.00%	-	-	-	-
10-3680-250	SPECIAL POLICE SERVICES	-	3,521	4,555	41,488	44,891	44,891	-	38,000	-15.35%	39,140	40,314	41,524	42,769
10-3680-255	POLICE SERVICE CONTRACT - BLUFFDALE	-	-	-	-	618,498	729,890	111,392	762,498	4.47%	785,373	808,934	833,202	858,198
10-3680-260	ALARM MONITORING SERVICE	-	-	50	825	-	-	-	-	0.00%	-	-	-	-
10-3680-270	POLICE K-9 PROGRAM DONATIONS	-	-	16,094	12,800	-	-	-	-	0.00%	-	-	-	-
10-3680-274	DONATIONS - RADKIDS	-	-	-	540	-	-	-	-	0.00%	-	-	-	-
10-3680-280	AMANDA LANE CONTRIBUTIONS	-	-	-	-	-	11,000	11,000	-	-100.00%	-	-	-	-
10-3680-272	DONATIONS - POLICE DEFIB	-	-	1,095	1,050	-	-	-	-	0.00%	-	-	-	-
10-3680-276	DONATIONS - LIBRARY	-	-	-	-	-	64,600	64,600	10,000	-84.52%	15,000	15,000	15,000	15,000
10-3690-100	MISCELLANEOUS REVENUE	2,877	34,188	6,712	8,629	9,471	9,471	-	10,000	5.59%	10,300	10,609	10,927	11,255
OTHER REVENUE Totals:		1,102,773	739,204	208,340	531,011	1,098,761	1,230,430	131,669	1,120,498	-8.93%	1,163,313	1,202,532	1,243,212	1,285,409

CITY OF SARATOGA SPRINGS

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CONTRIBUTIONS AND TRANSFERS														
10-3810-110	TRANSFER FROM OTHER FUND(S)	503,677	1,493,351	300,000	-	-	-	-	-	0.00%	-	-	-	-
10-3890-100	BEG GEN FUND BAL TO BE APPROP	-	-	-	-	329,441	432,723	103,282	81,496	-81.17%	-	-	-	-
10-3700-951	ADMINISTRATIVE CHARGE TO CULINARY WATER FUI	-	-	-	-	-	-	-	345,463	0.00%	352,372	359,420	366,608	373,940
10-3700-951	ADMINISTRATIVE CHARGE TO SECONDARY WATER F	-	-	-	-	-	-	-	332,802	0.00%	339,458	346,248	353,173	360,236
10-3700-952	ADMINISTRATIVE CHARGE TO SEWER FUND	-	-	-	-	-	-	-	333,043	0.00%	339,704	346,498	353,428	360,497
10-3700-954	ADMINISTRATIVE CHARGE TO STORM DRAIN FUND	-	-	-	-	-	-	-	212,044	0.00%	216,285	220,611	225,023	229,524
10-3700-955	ADMINISTRATIVE CHARGE TO GARBAGE FUND	-	-	-	-	-	-	-	32,686	0.00%	33,340	34,006	34,686	35,380
10-3700-922	ADMINISTRATIVE CHARGE TO STREET LIGHTING SII	-	-	-	-	-	-	-	18,553	0.00%	18,924	19,303	19,689	20,082
10-3700-923	ADMINISTRATIVE CHARGE TO SSD STREET LIGHTIN	-	-	-	-	-	-	-	9,277	0.00%	9,462	9,651	9,844	10,041
CONTRIBUTIONS AND TRANSFERS Totals:		503,677	1,493,351	300,000	-	329,441	432,723	103,282	1,365,364	215.53%	1,309,546	1,335,737	1,362,451	1,389,700
Revenue Totals:		7,224,465	6,860,980	5,982,229	7,173,385	7,808,563	8,053,514	244,951	9,293,386	15.40%	9,563,792	9,926,904	10,307,083	10,705,235

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GENERAL FUND EXPENDITURES														
GENERAL GOVERNMENT														
<u>LEGISLATIVE DEPARTMENT</u>														
10-4110-110	SALARIES & WAGES	39,000	39,000	35,100	33,300	56,765	56,765	-	59,373	4.59%	59,669	59,974	60,288	60,612
10-4110-130	EMPLOYEE BENEFITS	2,984	2,984	2,617	2,548	3,185	3,185	-	4,542	42.61%	4,565	4,588	4,612	4,637
10-4110-201	LEGISLATIVE RELATED COMM-MAT&SUPP	2,314	7,134	134	1,302	800	800	-	200	-75.00%	200	200	200	200
10-4110-210	ASSOCIATION MEMBERSHIP DUES	-	-	11,799	25,328	26,500	27,700	1,200	32,351	16.79%	33,374	34,440	35,551	36,710
10-4110-230	TRAVEL & LODGING	4,901	-	-	1,150	-	-	-	-	0.00%	-	-	-	-
10-4110-250	GOVERNMENTAL LOBBYIST	60,796	43,073	-	-	-	-	-	-	0.00%	-	-	-	-
10-4110-330	EDUCATION/TRAINING	2,336	2,813	320	838	1,000	1,000	-	6,000	500.00%	6,000	6,000	6,000	6,000
10-4110-410	NEIGHBORHOOD OUTREACH EXPENSES	-	-	-	-	200	200	-	200	0.00%	200	200	200	200
10-4110-420	NEWSLETTER	-	-	65	-	-	-	-	-	0.00%	-	-	-	-
10-4110-700	CITY HISTORIAN EXPENSES	30	40	-	-	-	-	-	-	0.00%	-	-	-	-
10-4110-800	LIBRARY	3,840	4,160	4,940	-	10,000	81,925	71,925	-	-100.00%	-	-	-	-
10-4110-900	MISCELLANEOUS EXPENSES	4,017	2,476	100	189	-	2,000	2,000	2,000	0.00%	2,000	2,000	2,000	2,000
LEGISLATIVE DEPARTMENT Totals:		120,218	101,680	55,074	64,654	98,450	173,575	75,125	104,665	-39.70%	106,007	107,402	108,851	110,359
<u>ADMINISTRATIVE DEPARTMENT</u>														
10-4140-110	SALARIES & WAGES	237,714	285,822	165,627	163,288	166,729	170,000	3,271	303,982	78.81%	313,102	322,495	332,170	342,135
10-4140-130	EMPLOYEE BENEFITS	84,006	96,909	45,787	44,976	54,136	54,136	-	110,003	103.20%	118,804	128,308	138,573	149,658
10-4140-134	OVERTIME PAY	-	-	-	-	-	-	-	-	0.00%	1,000	1,000	1,000	1,000
10-4140-210	BOOKS & MEMBERSHIPS	5,360	17,572	13,876	745	1,315	1,315	-	2,250	71.10%	2,304	1,000	1,000	1,000
10-4140-310	PROFESSIONAL & TECH - AUDITOR	15,500	16,000	17,000	18,000	18,500	18,500	-	18,500	0.00%	18,500	18,500	18,500	18,500
10-4140-330	EDUCATION/TRAINING	10,387	22,855	750	1,404	1,750	1,750	-	4,200	140.00%	4,200	4,200	4,200	4,200
10-4140-340	OFFICE SUPPLIES / EQUIPMENT (NON-CAPTL)	-	6,655	144	103	100	100	-	100	0.00%	100	100	100	100
10-4140-400	HR EXPENSES	-	-	56	-	200	7,200	7,000	10,200	41.67%	10,200	10,200	10,200	10,200
10-4140-900	MISCELLANEOUS EXPENSES	5,359	4,638	648	547	500	500	-	2,000	300.00%	2,000	2,000	2,000	2,000
ADMINISTRATIVE DEPARTMENT Totals:		358,326	450,451	243,887	229,063	243,230	253,501	10,271	451,236	78.00%	470,209	487,803	507,742	528,793
<u>UTILITY BILLING DEPARTMENT</u>														
10-4142-110	SALARIES & WAGES	-	-	-	-	-	-	-	29,089	0.00%	29,961	30,860	31,786	32,740
10-4142-130	EMPLOYEE BENEFITS	-	-	-	-	-	-	-	2,225	0.00%	2,292	2,361	2,432	2,505
10-4142-350	PROFESSIONAL & TECHNICAL	-	-	-	-	-	-	-	5,581	0.00%	5,781	5,981	6,181	6,381
10-4142-341	BILLING & MAILING EXPENSES	-	-	-	-	-	-	-	26,400	0.00%	27,720	29,106	30,561	32,089
UTILITY BILLING DEPARTMENT Totals:		-	-	-	-	-	-	-	63,295	0.00%	65,755	68,308	70,960	73,715

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TREASURER DEPARTMENT														
10-4143-110	SALARIES & WAGES	11,003	-	-	-	-	-	-	49,642	0.00%	51,131	52,665	54,245	55,873
10-4143-130	EMPLOYEE BENEFITS	5,046	-	-	-	-	-	-	22,564	0.00%	24,369	26,318	28,424	30,698
10-4143-210	BOOKS & MEMBERSHIPS	65	115	65	115	350	350	-	350	0.00%	350	350	350	350
10-4143-330	EDUCATION/TRAINING	125	575	200	-	200	200	-	200	0.00%	200	200	200	200
10-4143-540	ADMIN BANK CHARGES	18,410	27,401	3,395	4,374	4,500	4,500	-	51,600	1046.67%	54,180	56,889	59,733	62,720
10-4143-600	MISCELLANEOUS EXPENSES	98	50	250	20,087	-	-	-	-	0.00%	-	-	-	-
	TREASURER DEPARTMENT Totals:	34,747	28,141	3,910	24,576	5,050	5,050	-	124,356	2362.49%	130,230	136,423	142,952	149,840
RECORDER DEPARTMENT														
10-4144-110	SALARIES & WAGES	50,812	51,765	41,960	41,977	42,147	42,147	-	41,911	-0.56%	43,169	44,464	45,797	47,171
10-4144-130	EMPLOYEE BENEFITS	19,805	20,443	18,036	19,797	21,598	21,598	-	21,328	-1.25%	23,034	24,877	26,867	29,017
10-4144-134	OVERTIME PAY	-	-	-	2,808	2,000	2,000	-	4,000	100.00%	4,120	4,244	4,371	4,502
10-4144-202	ORDINANCES AND PRECEEDINGS	-	-	-	-	-	5,000	5,000	5,000	0.00%	500	500	500	500
10-4144-210	BOOKS & MEMBERSHIPS	511	380	293	315	500	500	-	500	0.00%	500	500	500	500
10-4144-220	PUBLIC NOTICES	39,281	10,578	13,338	4,802	5,000	5,000	-	5,000	0.00%	5,000	5,000	5,000	5,000
10-4144-330	EDUCATION/TRAINING	1,397	296	-	-	100	100	-	100	0.00%	100	100	100	100
10-4144-600	MISCELLANEOUS EXPENSES	2,994	2,011	1,346	1,359	1,500	1,500	-	1,500	0.00%	1,500	1,500	1,500	1,500
	RECORDER DEPARTMENT Totals:	114,800	85,473	74,972	71,057	72,845	77,845	5,000	79,339	1.92%	77,923	81,184	84,636	88,290
ATTORNEY DEPARTMENT														
10-4145-110	SALARIES & WAGES	50,842	29,296	17,361	16,873	18,922	18,922	-	104,920	454.49%	108,068	111,310	114,649	118,088
10-4145-130	EMPLOYEE BENEFITS	17,637	9,904	1,862	1,291	1,432	1,432	-	31,661	2110.98%	34,194	36,930	39,884	43,075
10-4145-240	OFFICE SUPPLIES / EQUIPMENT	-	-	560	357	400	400	-	400	0.00%	400	400	400	400
10-4145-310	PUBLIC DEFENDER CONTRACT (LDA)	-	-	-	10,000	9,000	9,000	-	12,000	33.33%	12,240	12,485	12,734	12,989
10-4145-315	PROF/TECH-ATTORNEY-DEVELOPMENT	613	-	-	-	-	-	-	-	0.00%	-	-	-	-
10-4145-320	PROF/TECH-ATTORNEY-LITIGATION	4,377	-	-	-	-	-	-	-	0.00%	-	-	-	-
10-4145-325	CITY ATTORNEY SERVICE CONTRACT	92,713	142,248	30,807	75,755	55,000	55,000	-	20,000	-63.64%	20,000	20,000	20,000	20,000
10-4145-330	PROSECUTING ATTORNEY	7,887	10,819	38,933	39,974	40,000	40,000	-	-	-100.00%	-	-	-	-
10-4145-335	ACE COURT EXPENSES	-	8,621	-	205	-	-	-	-	0.00%	-	-	-	-
10-4145-340	STATE COURT ASSOC. FEES	-	9,629	-	-	-	-	-	-	0.00%	-	-	-	-
10-4145-210	BOOKS AND MEMBERSHIPS	-	-	-	-	-	-	-	3,900	0.00%	3,290	3,290	3,290	3,290
10-4145-330	EDUCATION/TRAINING	-	-	-	-	-	-	-	4,080	0.00%	4,080	4,080	4,080	4,080
10-4145-600	MISCELLANEOUS	-	-	-	-	-	-	-	1,000	0.00%	1,000	1,000	1,000	1,000
	ATTORNEY DEPARTMENT Totals:	174,069	210,517	89,522	144,454	124,754	124,754	-	177,961	42.65%	183,272	189,494	196,038	202,922

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JUSTICE COURT DEPARTMENT														
10-4147-110	SALARIES & WAGES	-	-	49,518	48,980	102,493	102,493	-	93,170	-9.10%	97,828	102,719	107,855	113,248
10-4147-130	EMPLOYEE BENEFITS	-	-	17,980	19,552	24,670	24,670	-	24,685	0.06%	26,660	28,793	31,096	33,584
10-4147-134	OVERTIME PAY	-	-	-	1,688	2,000	2,000	-	2,000	0.00%	2,000	2,000	2,000	2,000
10-4147-210	BOOKS & MEMBERSHIPS	-	-	64	65	230	230	-	230	0.00%	230	230	230	230
10-4147-240	OFFICE SUPPLIES / EQUIPMENT	-	-	2,327	1,797	3,500	3,500	-	2,300	-34.29%	2,300	2,300	2,300	2,300
10-4147-310	DEFENSE ATTORNEY (LDA) (MOVED TO ATTORNEY)	-	-	2,099	-	-	-	-	-	0.00%	-	-	-	-
10-4147-330	EDUCATION / TRAINING	-	-	759	880	2,600	2,600	-	2,000	-23.08%	2,000	2,000	2,000	2,000
10-4147-380	WITNESS & JUROR FEES	-	-	1,465	703	4,000	4,000	-	4,000	0.00%	4,000	4,000	4,000	4,000
10-4147-390	COURT INTERPRETER	-	-	1,332	2,501	3,000	3,000	-	3,000	0.00%	3,000	3,000	3,000	3,000
10-4147-335	ACE COURT EXPENSES	-	-	-	-	300	300	-	300	0.00%	-	-	-	-
JUSTICE DEPARTMENT Totals:		-	-	75,543	76,166	142,793	142,793	-	135,185	-5.33%	138,018	145,042	152,482	160,362
NON-DEPARTMENTAL														
10-4150-180	EMPLOYEE APPRECIATION & RECOGNITION	8,953	17,317	411	59,882	1,500	1,500	-	158,565	10471.00%	1,500	1,500	1,500	1,500
10-4150-200	DATA PROCESSING / STORAGE / SECURITY	98,947	6,337	-	-	6,650	6,650	-	6,650	0.00%	250	250	250	250
10-4150-202	INTERNET CONNECTIONS	-	16,964	23,377	22,720	5,000	5,000	-	24,000	380.00%	24,000	24,000	24,000	24,000
10-4150-204	EMAIL SERVER / SYSTEM	-	130	-	-	5,000	5,000	-	5,000	0.00%	5,000	5,000	5,000	5,000
10-4150-206	NETWORK SERVICE CONTRACT	-	31,880	33,640	28,564	36,000	36,000	-	36,000	0.00%	36,000	36,000	36,000	36,000
10-4150-208	SOFTWARE MAINT. EXPENSE	-	9,458	10,988	8,488	8,800	8,800	-	8,800	0.00%	9,064	9,336	9,616	9,904
10-4150-210	INFORMATION SYSTEM EQUIPMENT / HARDWARE	-	10,869	104	6,127	6,360	6,360	-	6,360	0.00%	6,360	6,360	6,360	6,360
10-4150-220	LEASE/MAINTENANCE EXPENSE	9,381	12,298	17,114	13,710	11,920	11,920	-	6,100	-48.83%	6,100	6,100	6,100	6,100
10-4150-240	OFFICE SUPPLIES & EXPENSE	30,310	25,858	14,540	15,539	15,000	15,000	-	20,000	33.33%	20,600	21,218	21,855	22,510
10-4150-252	VEHICLE MAINTENANCE	-	306	244	51	400	400	-	400	0.00%	440	484	532	586
10-4150-254	GASOLINE EXPENSES	-	485	442	524	600	600	-	600	0.00%	600	600	600	600
10-4150-260	OTHER SERVICES	-	-	-	-	-	-	-	-	0.00%	600	600	-	-
10-4150-280	TELEPHONE SYSTEMS	-	3,623	1,578	2,861	2,800	2,800	-	3,500	25.00%	3,500	3,500	3,500	3,500
10-4150-300	PUBLIC RELATIONS	-	11,876	-	-	-	-	-	-	0.00%	-	-	-	-
10-4150-510	INSURANCE POLICIES	49,836	78,270	100,159	51,737	74,784	74,784	-	151,667	102.81%	157,795	164,230	170,987	178,081
10-4150-530	SALES TAX EXPENSE	-	70	41	-	-	-	-	-	0.00%	-	-	-	-
NON-DEPARTMENTAL Totals:		197,427	225,741	202,637	210,202	174,814	174,814	-	427,642	144.63%	271,809	279,178	286,300	294,391

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<u>GENERAL GOV'T BLDGS AND GROUNDS</u>														
10-4160-260	BUILDINGS & GROUNDS SUPPLIES	726	3,509	315	2,223	2,500	2,500	-	3,000	20.00%	3,090	3,183	46,305	3,377
10-4160-265	CUSTODIAL SERVICES	12,455	19,215	16,755	20,863	20,500	20,500	-	28,000	36.59%	28,840	29,705	46,305	31,514
10-4160-281	UTILITIES - POWER	22,008	25,912	24,654	32,748	34,000	34,000	-	40,000	17.65%	42,000	44,100	46,305	48,620
10-4160-283	UTILITIES - TELEPHONE	49,660	31,747	20,604	17,370	20,000	20,000	-	21,956	9.78%	22,395	22,843	23,300	23,766
10-4160-501	BLDGS - LEASE - ZIONS	104,193	104,193	104,193	89,904	104,200	104,200	-	-	-100.00%	-	-	-	-
10-4160-505	CITY OFFICE IMPROVEMENTS	36,548	320	65	115	1,000	17,000	16,000	1,000	-94.12%	1,000	1,000	1,000	1,000
10-4160-520	CONDOMINIUM ASSESSMENT	19,956	19,956	19,887	38,498	43,342	43,342	-	-	-100.00%	-	-	-	-
10-4160-525	COMMON AREA MAINTENANCE - CITY HALL	-	-	-	10,768	14,600	14,600	-	-	-100.00%	-	-	-	-
10-4160-530	GREENBELT PROPERTY TAX	(2,546)	(2,435)	-	16,534	-	-	-	-	0.00%	-	-	-	-
10-4160-615	CODE ENFORCEMENT JOBS	480	-	-	-	-	-	-	-	0.00%	-	-	-	-
10-4160-620	MISCELLANEOUS SERVICES & SUPPLIES	7,427	3,180	2,879	2,719	5,000	5,000	-	11,080	121.60%	11,302	11,528	11,758	11,993
10-4160-720	CAPITAL OUTLAY - BUILDINGS	98,121	18,210	-	-	-	-	-	-	0.00%	-	-	-	-
GENERAL GOV'T BLDGS AND GROUNDS Totals:		349,028	223,807	189,352	231,740	245,142	261,142	16,000	105,036	-59.78%	108,627	112,359	174,973	120,270
<u>ELECTIONS DEPARTMENT</u>														
10-4170-600	MISC EXPENSE - ELECTIONS	-	6,072	-	9,479	-	-	-	8,000	0.00%	-	8,500	-	9,000
ELECTIONS DEPARTMENT Totals:		-	6,072	-	9,479	-	-	-	8,000	0.00%	-	8,500	-	9,000
<u>PLANNING AND ZONING DEPARTMENT</u>														
10-4180-110	SALARIES & WAGES	237,500	198,708	167,719	141,386	152,388	152,388	-	148,991	-2.23%	153,461	158,064	162,806	167,690
10-4180-130	EMPLOYEE BENEFITS	90,995	74,561	59,422	49,233	53,759	53,759	-	54,415	1.22%	58,768	63,470	68,547	74,031
10-4180-210	BOOKS & MEMBERSHIPS	988	940	757	-	-	-	-	750	0.00%	750	750	750	750
10-4180-240	OFFICE SUPPLIES / EQUIPMENT	-	-	182	124	1,300	1,300	-	500	-61.54%	500	500	500	500
10-4180-310	PLANNING COMMISSION	6,584	3,900	3,800	4,800	7,500	7,500	-	5,000	-33.33%	5,000	5,000	5,000	5,000
10-4180-311	URBAN DESIGN COMMITTEE EXP	4,580	600	1,800	-	1,600	1,600	-	2,400	50.00%	2,400	2,400	2,400	2,400
10-4180-314	PROF & TECH SERVCS	-	412	-	-	-	-	-	-	0.00%	-	-	-	-
10-4180-318	CODE ENFORCEMENT EXPENSES	1,736	-	-	-	-	-	-	-	0.00%	-	-	-	-
10-4180-330	EDUCATION/TRAINING	99	2,274	83	-	-	-	-	2,000	0.00%	2,000	2,000	2,000	2,000
10-4180-340	HEARINGS EXAMINER	-	-	-	-	1,000	1,000	-	1,000	0.00%	1,000	1,000	1,000	1,000
10-4180-350	JORDAN RIVER CORRIDOR STUDY	69,072	-	-	-	-	-	-	-	0.00%	-	-	-	-
10-4180-500	MISCELLANEOUS EXPENSES	4,571	6,258	1,749	811	2,000	2,000	-	2,000	0.00%	2,000	2,000	2,000	2,000
10-4180-950	CAPITAL OUTLAY	17,138	-	-	-	-	-	-	-	0.00%	-	-	-	-
PLANNING AND ZONING DEPARTMENT Totals:		433,263	287,653	235,512	196,354	219,547	219,547	-	217,056	-1.13%	225,879	235,184	245,004	255,372
TOTAL GENERAL GOVERNMENT:		1,781,878	1,619,535	1,170,410	1,257,746	1,326,625	1,433,021	106,396	1,893,772	32.15%	1,777,729	1,850,877	1,969,938	1,993,315

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PUBLIC SAFETY		-													
POLICE DEPARTMENT															
10-4210-110	SALARIES & WAGES	220,814	918,438	947,718	1,070,314	1,178,862	1,178,862	-	1,083,686	-8.07%	1,154,821	1,189,466	1,225,150	1,261,904	
10-4210-130	EMPLOYEE BENEFITS	67,027	424,833	457,271	540,825	649,353	649,353	-	648,974	-0.06%	713,818	770,331	831,348	897,228	
10-4210-132	SALARIES - PART-TIME	-	102,734	99,792	100,786	111,391	111,391	-	150,186	34.83%	154,692	159,333	164,113	169,036	
10-4210-134	OVERTIME PAY	848	51,013	71,688	67,108	60,000	60,000	-	60,000	0.00%	61,800	63,654	65,564	67,531	
10-4210-136	HOLIDAY PAY	1,899	37,293	-	-	-	-	-	-	0.00%	-	-	-	-	
10-4210-138	COURT / STANDBY PAY	-	4,188	6,402	12,535	10,000	10,000	-	10,000	0.00%	10,500	11,000	11,500	12,000	
10-4210-140	UNIFORM EXPENSES	24,660	22,682	30,320	42,122	45,574	45,574	-	46,114	1.18%	46,114	46,114	46,114	46,114	
10-4210-250	VEHICLE LEASE PAYMENTS	5,357	64,634	63,677	68,638	105,616	105,616	-	92,642	-12.28%	57,910	33,464	33,464	33,464	
10-4210-252	VEHICLE MAINTENANCE	2,110	8,499	17,288	19,096	20,660	20,660	-	15,660	-24.20%	6,660	6,660	6,660	6,660	
10-4210-254	GASOLINE EXPENSES	-	44,191	30,808	48,160	45,833	45,833	-	45,833	0.00%	48,125	50,531	53,057	55,710	
10-4210-300	CRIME CONTROL & INVESTIGATIONS	1,163,863	-	-	-	-	-	-	-	0.00%	-	-	-	-	
10-4210-305	CONSUMABLE EQUIPMENT & SUPPLIES	18,958	22,447	14,833	13,197	12,251	12,251	-	12,267	0.13%	12,267	12,267	12,267	12,267	
10-4210-310	SPECIAL DETAIL SERVICES	6,852	-	-	-	-	-	-	-	0.00%	-	-	-	-	
10-4210-330	EDUCATION / TRAINING	913	20,407	13,719	7,185	10,000	10,000	-	15,000	50.00%	15,000	15,000	15,000	15,000	
10-4210-350	PROFESSIONAL CONTRACT SERVICES	5,986	53,108	83,594	142,825	140,699	140,699	-	165,257	17.45%	169,233	176,549	184,220	5,398	
10-4210-360	N.O.V.A. EXPENSES	410	2,399	2,011	2,335	3,700	3,700	-	3,700	0.00%	3,835	3,977	4,126	4,282	
10-4210-365	ALCOHOL PREVENTION EXPENSES	-	2,007	2,861	4,979	-	10,000	10,000	-	-100.00%	-	-	-	-	
10-4210-370	MEETINGS / CONFERENCE / MEMBERS	849	2,095	4,364	2,516	3,415	3,415	-	4,495	31.63%	4,495	4,495	4,495	4,495	
10-4210-380	SPECIAL EVENTS	1,707	1,716	940	2,329	1,500	1,500	-	1,500	0.00%	1,500	1,500	1,500	1,500	
10-4210-450	ANIMAL CONTROL EXPENSES	6,536	46	-	-	-	-	-	-	0.00%	-	-	-	-	
10-4210-470	UTAH COUNTY JUSTICE COURT FEES	34,187	50	-	-	-	-	-	-	0.00%	-	-	-	-	
10-4210-500	CELL PHONE EXPENSE	1,723	6,653	6,323	8,060	7,800	7,800	-	7,800	0.00%	7,800	7,800	7,800	7,800	
10-4210-505	RADIO & WIRELESS DATA SERVICES	31,726	7,357	5,420	7,882	5,398	5,398	-	5,398	0.00%	5,398	5,398	5,398	5,398	
10-4210-560	EMERGENCY PREPAREDNESS	1,171	-	1,174	2,080	-	-	-	-	0.00%	-	-	-	-	
10-4210-620	ANIMAL CONTROL / CODE ENFORCEMENT	3,398	15,902	11,638	13,366	15,000	18,000	3,000	21,841	21.34%	21,883	22,977	24,126	25,332	
10-4210-630	NEIGHBORHOOD WATCH PROGRAM	553	1,101	953	994	1,000	1,000	-	1,000	0.00%	1,000	1,000	1,000	1,000	
10-4210-640	MAJOR CRIMES TASK FORCE	-	-	-	-	4,000	4,000	-	4,000	0.00%	4,000	4,000	4,000	4,000	
10-4210-650	SPECIAL RESPONSE TEAM	-	4,936	3,094	3,420	3,510	3,510	-	2,000	-43.02%	2,000	2,000	2,000	2,000	
10-4210-660	VOLUNTEER PROGRAM	-	16,714	1,793	2,852	2,000	2,000	-	2,000	0.00%	2,000	2,000	2,000	2,000	
10-4210-670	K-9 PROGRAM	-	-	1,133	18,404	1,266	1,266	-	1,566	23.70%	1,566	1,566	1,566	1,566	
10-4210-740	CAPITAL OUTLAY - EQUIPMENT	313,885	-	-	17,747	-	115,488	115,488	-	-100.00%	-	-	-	-	
10-4210-742	FURNITURE & FIXTURES	23,782	3,134	143	-	1,650	1,650	-	-	-100.00%	-	-	-	-	
10-4210-744	COMPUTER SOFTWARE & LICENSES	98,527	-	8,609	9,334	9,606	9,606	-	9,606	0.00%	9,606	9,606	9,606	9,606	
POLICE DEPARTMENT Totals:		2,037,741	1,838,577	1,887,567	2,229,088	2,450,084	2,578,572	128,488	2,410,525	-6.52%	2,516,023	2,600,687	2,716,073	2,651,292	

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POLICE DEPARTMENT - BLUFFDALE														
10-4215-110	SALARIES & WAGES	-	-	-	2,351	265,489	265,489	-	286,525	7.92%	256,496	264,191	272,117	280,280
10-4215-130	EMPLOYEE BENEFITS	-	-	-	1,558	115,031	115,031	-	165,202	43.62%	164,861	264,191	192,169	207,479
10-4215-132	SALARIES - PART-TIME	-	-	-	681	14,370	14,370	-	15,018	4.51%	15,468	15,932	16,410	16,902
10-4215-134	OVERTIME PAY	-	-	-	161	20,000	20,000	-	20,000	0.00%	20,000	20,000	20,000	20,000
10-4215-140	UNIFORM EXPENSES	-	-	-	16,278	5,940	5,940	-	5,940	0.00%	5,940	5,940	5,940	5,940
10-4215-250	VEHICLE LEASE PAYMENTS	-	-	-	19,129	18,834	18,834	-	26,130	38.74%	26,130	18,772	18,772	18,772
10-4215-252	VEHICLE MAINTENANCE	-	-	-	-	1,500	1,500	-	1,500	0.00%	1,500	1,500	1,500	1,500
10-4215-254	GASOLINE EXPENSES	-	-	-	63	8,500	8,500	-	17,000	100.00%	17,850	18,743	19,680	20,664
10-4215-305	CONSUMABLE EQUIPMENT & SUPPLIES	-	-	-	16,352	2,500	2,500	-	2,500	0.00%	2,500	2,500	2,500	2,500
10-4215-350	PROFESSIONAL CONTRACT SERVICES	-	-	-	3,009	27,000	55,000	28,000	106,000	92.73%	111,300	116,865	122,708	128,844
10-4215-500	CELL PHONE EXPENSE	-	-	-	-	1,650	1,650	-	1,650	0.00%	1,650	1,650	1,650	1,650
10-4215-505	RADIO & WIRELESS DATA SERVICES	-	-	-	13,881	3,720	3,720	-	3,720	0.00%	3,720	3,720	3,720	3,720
10-4215-740	CAPITAL OUTLAY - EQUIPMENT	-	-	-	69,021	-	-	-	-	0.00%	-	-	-	-
10-4215-744	COMPUTER SOFTWARE & LICENSES	-	-	-	2,000	2,000	2,000	-	2,000	0.00%	2,000	2,000	2,000	2,000
POLICE DEPARTMENT - BLUFFDALE Totals:		-	-	-	144,482	486,534	514,534	28,000	653,185	26.95%	629,415	736,003	679,165	710,251
FIRE DEPARTMENT														
10-4220-110	SALARIES & WAGES	362,635	470,204	557,988	521,683	852,791	852,791	-	826,713	-3.06%	851,515	877,060	903,372	930,473
10-4220-130	EMPLOYEE BENEFITS	56,349	72,272	72,367	79,613	213,568	213,568	-	205,563	-3.75%	215,858	226,670	238,023	249,946
10-4220-134	OVERTIME PAY	-	-	-	8,258	7,500	7,500	-	10,000	33.33%	10,300	10,609	10,927	11,255
10-4220-140	UNIFORM EXPENSES	-	3,741	6,183	7,443	11,000	11,000	-	11,000	0.00%	11,000	11,000	11,000	11,000
10-4220-250	VEHICLE LEASES	73,960	106,063	71,958	62,815	96,617	96,617	-	44,532	-53.91%	44,527	34,265	24,022	24,022
10-4220-251	BOOKS & MEMBERSHIPS	98	2,751	288	1,143	3,500	3,500	-	4,692	34.06%	4,692	4,692	4,692	4,692
10-4220-252	GASOLINE / OIL EXPENSES	23,310	20,387	12,984	14,040	18,000	18,000	-	23,000	27.78%	24,150	25,358	26,625	27,957
10-4220-253	VEHICLE MAINT-REPAIRS-FIRE TRUCKS	26,917	21,039	16,633	24,382	23,000	23,000	-	31,500	36.96%	31,500	31,500	31,500	31,500
10-4220-330	FIRE TRAINING - PERSONNEL	27,318	18,786	5,143	5,107	57,500	57,500	-	45,000	-21.74%	20,000	20,000	20,000	20,000
10-4220-340	SAFETY HEALTH & WELLNESS	-	216	-	-	-	-	-	-	0.00%	-	-	-	-
10-4220-350	CONTRACT SERVICES	12,894	11,862	9,316	5,604	5,500	5,500	-	5,500	0.00%	5,500	5,500	5,500	5,500
10-4220-700	CAPITAL OUTLAY	198,400	22,837	-	8,033	230,401	230,401	-	-	-100.00%	-	-	-	-
10-4220-720	FIRE STATIONS & BUILDINGS	41,180	34,164	10,352	12,358	14,000	14,000	-	14,000	0.00%	14,000	14,000	14,000	14,000
10-4220-730	COMPUTERS / INFORMATION SYSTEMS	-	2,446	110	1,068	3,500	3,500	-	3,500	0.00%	3,500	3,500	3,500	3,500
10-4220-740	COMMUNICATIONS - RADIOS	4,662	8,854	6,874	7,930	12,700	12,700	-	30,478	139.98%	30,648	30,821	30,998	31,179
10-4220-741	FIRE EQUIPMENT/SUPPLIES	37,394	19,336	25,388	29,804	32,100	32,100	-	38,150	18.85%	38,150	38,150	38,150	38,150
10-4220-742	EMS EQUIPMENT/SUPPLIES	32,012	7,963	9,528	11,455	15,000	15,000	-	19,000	26.67%	17,850	18,743	19,680	20,664
10-4220-743	AMBULANCE COSTS	25,973	16,985	12,692	14,871	21,500	21,500	-	19,000	-11.63%	19,950	20,948	21,995	23,095
10-4220-750	PUBLIC EDUCATION	31,884	2,683	1,324	528	1,500	1,500	-	3,000	100.00%	3,000	3,000	3,000	3,000
10-4220-800	GRANT EXPENDITURES	342,857	26,794	13,878	2,225	-	-	-	-	0.00%	-	-	-	-
10-4220-900	COUNTY CONTRACT EXPENSES	12,845	-	-	-	-	-	-	-	0.00%	-	-	-	-
FIRE DEPARTMENT Totals:		1,310,688	869,383	833,006	818,359	1,619,677	1,619,677	-	1,334,628	-17.60%	1,346,140	1,375,814	1,406,984	1,449,931

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BUILDING DEPARTMENT														
10-4240-110	SALARIES & WAGES	309,572	375,346	242,748	212,962	219,029	219,029	-	212,707	-2.89%	219,088	225,660	232,430	239,403
10-4240-130	EMPLOYEE BENEFITS	134,196	148,270	76,711	68,618	86,940	86,940	-	93,704	7.78%	101,200	109,296	118,040	127,483
10-4240-134	OVERTIME PAY	-	-	-	36	2,000	2,000	-	2,000	0.00%	2,000	2,000	2,000	2,000
10-4240-210	BOOKS & MEMBERSHIPS	2,905	1,559	499	2,054	3,420	3,420	-	3,420	0.00%	3,420	3,420	3,420	3,420
10-4240-250	VEHICLE LEASE PAYMENTS	9,652	16,030	10,289	9,431	10,500	10,500	-	10,500	0.00%	7,056	5,442	1,815	-
10-4240-252	VEHICLE MAINTENANCE	11,989	1,441	413	314	4,500	4,500	-	4,500	0.00%	4,500	4,500	4,500	4,500
10-4240-254	GASOLINE EXPENSE	-	10,488	4,901	6,207	7,500	7,500	-	7,500	0.00%	7,875	8,269	8,682	9,116
10-4240-300	BUILDING INSPECTION	2,092	5,145	1,299	3,862	12,800	12,800	-	12,800	0.00%	12,800	12,800	12,800	12,800
10-4240-330	EDUCATION/TRAINING	6,430	6,439	125	1,338	6,675	6,675	-	7,675	14.98%	7,675	7,675	7,675	7,675
10-4240-500	ADMIN (1% STATE SURCHARGE)	7,229	5,090	2,363	2,161	1,800	1,800	-	1,800	0.00%	1,800	1,800	1,800	1,800
10-4240-740	CAPITAL OUTLAY	20,980	54,364	-	-	-	-	-	-	0.00%	-	-	-	-
10-4240-900	MISCELLANEOUS EXPENSES	1,160	-	-	-	-	-	-	-	0.00%	-	-	-	-
BUILDING DEPARTMENT Totals:		506,205	624,172	339,347	306,983	355,164	355,164	-	356,605	0.41%	367,414	380,862	393,162	408,197
GRANTS DEPARTMENT														
10-4260-300	POLICE DEPARTMENT GRANT EXPS	-	-	-	23,850	34,250	34,250	-	40,548	18.39%	27,548	27,548	27,548	27,548
10-4260-500	FIRE DEPARTMENT GRANT EXPS	-	-	-	171,191	87,150	87,150	-	104,150	19.51%	104,150	104,150	104,150	104,150
GRANTS DEPARTMENT Totals:		-	-	-	195,041	121,400	121,400	-	144,698	19.19%	131,698	131,698	131,698	131,698
TOTAL PUBLIC SAFETY:		3,854,634	3,332,132	3,059,920	3,693,953	5,032,859	5,189,347	156,488	4,899,641	-5.58%	4,990,689	5,225,066	5,327,083	5,351,370

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<u>HIGHWAYS AND PUBLIC IMPROVEMENTS</u>														
<u>HIGHWAYS DEPARTMENT</u>														
10-4410-110	SALARIES & WAGES	106,739	188,288	84,520	55,388	65,017	65,017	-	129,643	99.40%	133,533	137,539	141,665	145,915
10-4410-130	EMPLOYEE BENEFITS	49,694	84,109	38,377	25,717	34,705	34,705	-	59,233	70.68%	63,971	69,089	74,616	80,586
10-4410-134	OVERTIME PAY	-	-	-	1,935	3,333	3,333	-	5,000	50.02%	5,150	5,305	5,464	5,628
10-4410-250	VEHICLE LEASE PAYMENTS	19,864	73,083	77,333	29,927	39,650	39,650	-	85,928	116.72%	66,031	56,871	47,788	43,238
10-4410-252	VEHICLE MAINTENANCE	28,479	13,868	17,292	7,691	12,500	12,500	-	13,500	8.00%	13,500	13,500	13,500	13,500
10-4410-254	GASOLINE EXPENSE	-	24,188	10,296	12,413	12,200	12,200	-	14,700	20.49%	15,435	16,207	17,017	17,868
10-4410-300	STREET MAINTENANCE EQUIPMENT	4,327	25,068	1,568	259	9,570	9,570	-	18,900	97.49%	5,400	5,400	5,400	5,400
10-4410-330	EDUCATION/TRAINING	35	537	135	235	400	400	-	400	0.00%	400	400	400	400
10-4410-350	CONTRACT SERVICES	-	927	-	-	-	-	-	-	0.00%	-	-	-	-
10-4410-700	CAPITAL OUTLAY	223,759	357,843	-	-	-	-	-	-	0.00%	-	-	-	-
10-4410-730	STORM DRAIN MAINTENANCE	94	25,283	500	-	-	-	-	-	0.00%	-	-	-	-
10-4410-740	ROADWAYS - GENERAL MAINTENANCE	15,277	14,723	7,726	15,524	90,400	-	(90,400)	90,400	0.00%	94,920	99,666	104,649	109,882
10-4410-742	CURB, GUTTER & SIDEWALKS	2,208	3,113	300	3,490	7,500	7,500	-	5,000	-33.33%	5,000	5,000	5,000	5,000
10-4410-744	STREET SIGNS & MAINTENANCE	26,624	20,641	4,898	4,545	5,000	5,000	-	30,000	500.00%	5,000	5,000	5,000	5,000
10-4410-746	SNOW REMOVAL	21,742	49,068	17,105	27,754	30,427	30,427	-	45,354	49.06%	30,427	30,427	30,427	30,427
10-4410-750	PLANNED ROAD PROJECTS	120,463	122,587	-	47,154	137,025	-	(137,025)	137,025	0.00%	137,025	137,025	137,025	137,025
10-4410-760	UNIFORMS & CLOTHING	982	2,906	2,246	1,225	2,010	2,010	-	2,170	7.96%	2,170	2,170	2,170	2,170
	HIGHWAYS DEPARTMENT Totals:	620,287	1,006,232	262,296	233,257	449,737	222,312	(227,425)	637,253	186.65%	577,962	583,598	590,121	602,038

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ENGINEERING DEPARTMENT														
10-4450-110	SALARIES & WAGES	299,013	409,853	156,297	101,223	190,840	121,035	(69,805)	355,588	193.79%	366,256	377,244	388,561	400,218
10-4450-130	EMPLOYEE BENEFITS	109,281	152,265	54,448	33,210	68,454	45,187	(23,267)	145,535	222.07%	157,178	169,752	183,332	197,999
10-4450-134	OVERTIME PAY	-	-	-	856	2,000	2,000	-	3,500	75.00%	3,605	3,713	3,825	3,939
10-4450-140	UNIFORMS / CLOTHING	-	2,527	1,534	868	1,630	1,630	-	1,630	0.00%	1,630	1,630	1,630	1,630
10-4450-250	VEHICLE LEASE PAYMENTS	15,673	24,157	20,719	12,149	16,900	16,900	-	17,244	2.03%	10,788	6,336	3,244	2,035
10-4450-252	VEHICLE MAINTENANCE	18,040	1,355	544	1,175	4,400	4,400	-	7,500	70.45%	7,500	7,500	7,500	7,500
10-4450-254	GASOLINE EXPENSES	-	13,206	3,958	4,870	8,000	8,000	-	9,700	21.25%	10,185	10,694	11,229	11,790
10-4450-310	ENGINEERING	25,966	117,714	18,546	20,232	11,000	61,000	50,000	19,000	-68.85%	19,000	19,000	19,000	19,000
10-4450-311	PROF&TECH-ENGINEER-DEVELOPMENT	230,432	134,582	143,986	108,429	19,000	117,438	98,438	11,000	-90.63%	11,000	11,000	11,000	11,000
10-4450-330	EDUCATION/TRAINING	7,084	5,797	695	12	6,100	6,100	-	7,600	24.59%	7,600	7,600	7,600	7,600
10-4450-340	OFFICE EQUIPMENT / SUPPLIES (NON-CAPTL)	-	13,753	208	449	10,200	12,500	2,300	500	-96.00%	500	500	500	500
10-4450-500	GPS EQUIPMENT / SUPPLIES	6,569	39,428	-	-	-	-	-	13,242	0.00%	6,301	6,302	6,303	6,304
10-4450-530	EQUIPMENT	2,614	4,331	-	-	1,500	1,500	-	-	-100.00%	-	-	-	-
10-4450-660	CALLING BOND WARRANTY WORK	5,690	-	24,817	-	-	-	-	-	0.00%	-	-	-	-
10-4450-700	CAPITAL OUTLAY	45,039	54,675	-	7,253	-	-	-	-	0.00%	-	-	-	-
10-4450-900	MISCELLANEOUS EXPENSES	2,616	1,527	1,052	216	500	500	-	500	0.00%	500	500	500	500
ENGINEERING DEPARTMENT Totals:		768,017	975,170	426,804	290,943	340,524	398,190	57,666	592,539	48.81%	602,043	621,771	644,224	670,015
PUBLIC WORKS DEPARTMENT														
10-4420-110	SALARIES & WAGES	-	-	-	-	-	-	-	155,523	0.00%	160,188	164,994	169,944	175,042
10-4420-130	EMPLOYEE BENEFITS	-	-	-	-	-	-	-	55,963	0.00%	60,441	65,276	70,498	76,138
10-4420-134	OVERTIME PAY	-	-	-	-	-	-	-	2,500	0.00%	2,500	2,500	2,500	2,500
PUBLIC WORKS DEPARTMENT Totals:		-	-	-	-	-	-	-	213,986	0.00%	223,129	232,770	242,942	253,680
STORM DRAIN DEPARTMENT														
10-4460-730	MAINTENANCE & SUPPLIES	19	2,640	-	-	-	-	-	-	0.00%	-	-	-	-
STORM DRAIN DEPARTMENT Totals:		19	2,640	-	-	-	-	-	-	0.00%	-	-	-	-
TOTAL HIGHWAYS AND PUBLIC IMPROVEMENTS:		1,388,323	1,984,042	689,101	524,200	790,261	620,502	(169,759)	1,443,778	132.68%	1,180,005	1,205,369	1,234,345	1,272,053

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<u>PARKS, RECREATION, & PUBLIC PROPERTY</u>														
<u>PARKS & OPEN SPACE DEPARTMENT</u>														
10-4510-110	SALARIES & WAGES	65,517	169,586	162,227	168,617	246,922	246,922	-	277,353	12.32%	281,750	286,279	290,944	295,749
10-4510-130	EMPLOYEE BENEFITS	21,697	54,929	43,233	46,912	82,126	82,126	-	88,334	7.56%	94,940	102,060	109,736	118,012
10-4510-130	OVERTIME PAY	-	-	-	8,139	17,666	17,666	-	21,380	21.02%	22,021	22,682	23,362	24,063
10-4510-250	VEHICLE LEASE PAYMENTS	7,928	16,651	24,212	18,525	32,226	32,226	-	48,238	49.69%	37,463	29,014	29,014	29,014
10-4510-252	VEHICLE MAINTENANCE	13,557	2,743	4,015	6,856	9,000	9,000	-	9,000	0.00%	9,000	9,000	9,000	9,000
10-4510-254	GASOLINE EXPENSES	255	19,011	10,638	16,744	17,840	17,840	-	23,192	30.00%	24,352	25,569	26,848	28,190
10-4510-330	EDUCATION/TRAINING	3,174	4,427	350	375	1,000	1,000	-	3,000	200.00%	3,000	3,000	3,000	3,000
10-4510-350	CONTRACT SERVICES	-	443	-	-	-	-	-	-	0.00%	-	-	-	-
10-4510-500	PARK MAINTENANCE & SUPPLIES	13,688	18,215	10,524	14,731	28,700	28,700	-	46,700	62.72%	46,700	46,700	46,700	46,700
10-4510-502	REST ROOM MAINTENANCE & SUPPLIES	-	1,030	1,838	4,020	2,800	2,800	-	6,533	133.32%	6,533	6,533	6,533	6,533
10-4510-510	FERTILIZER	7,988	7,802	6,353	11,531	18,946	18,946	-	18,946	0.00%	19,893	20,888	21,932	23,029
10-4510-520	SPRINKLER MAINTENANCE	5,822	20,414	4,639	7,067	9,900	9,900	-	17,414	75.90%	17,414	17,414	17,414	17,414
10-4510-530	LANDSCAPE EQUIPMENT PURCHASES	1,146	5,076	-	1,487	5,200	5,200	-	13,815	165.67%	2,200	2,200	2,200	2,200
10-4510-540	LANDSCAPE EQUIPMENT MAINTENANCE	3,613	3,978	3,726	5,791	6,000	6,000	-	6,000	0.00%	6,300	6,615	6,946	7,293
10-4510-550	UNIFORMS & CLOTHING	1,039	1,946	1,165	1,416	2,956	2,956	-	3,116	5.41%	3,116	3,116	3,116	3,116
10-4510-560	HAND TOOLS	1,309	1,836	-	446	500	500	-	500	0.00%	500	500	500	500
10-4510-600	SPECIAL EVENTS	1,602	1,610	243	533	1,000	1,000	-	1,000	0.00%	1,000	1,000	1,000	1,000
10-4510-700	EQUIPMENT	3,285	5,700	13	110	1,200	1,200	-	-	-100.00%	-	-	-	-
10-4510-740	CAPITAL OUTLAY (ASSETS)	58,540	57,253	-	-	50,197	50,197	-	-	-100.00%	-	-	-	-
PARKS & OPEN SPACE DEPARTMENT Totals:		210,160	392,650	273,175	313,299	534,179	534,179	-	584,521	9.42%	576,182	582,570	598,245	614,812

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RECREATION DEPARTMENT														
10-4560-110	SALARIES & WAGES	11,950	22,536	19,799	17,942	20,215	20,215	-	63,047	211.88%	64,938	66,887	68,893	70,960
10-4560-130	EMPLOYEE BENEFITS	947	1,724	1,486	1,388	1,530	1,530	-	4,673	205.45%	4,814	4,958	5,107	5,260
10-4560-134	OVERTIME PAY	-	-	-	195	-	-	-	-	0.00%	-	-	-	-
10-4560-500	RECREATION PROGRAM EXPENSES	27,337	46,276	47,010	65,104	53,500	53,500	-	1,000	-98.13%	1,000	1,000	1,000	1,000
10-4560-550	RECREATION - SARATOGA SPLASH	46,256	52,555	972	23,764	-	-	-	-	0.00%	-	-	-	-
10-4560-560	COMMUNITIES THAT CARE	-	-	-	-	-	20,000	20,000	7,000	-65.00%	7,000	7,000	7,000	7,000
10-4560-570	MISS SARATOGA PAGENT	-	-	-	-	3,000	3,000	-	3,000	0.00%	3,000	3,000	3,000	3,000
10-4560-600	OTHER CITY-WIDE EVENTS	(260)	-	-	-	15,000	15,000	-	20,000	33.33%	15,000	15,000	15,000	15,000
10-4560-340	OFFICE SUPPLIES/EQUIPMENT	-	-	-	-	-	-	-	1,318	0.00%	1,318	1,318	1,318	1,318
10-4560-525	SPORTS EQUIPMENT	-	-	-	-	-	-	-	55,168	0.00%	57,926	60,823	63,864	67,057
10-4560-527	UNIFORMS	-	-	-	-	-	-	-	872	0.00%	916	961	1,009	1,060
10-4560-330	EDUCATION/TRAINING	-	-	-	-	-	-	-	1,400	0.00%	1,400	1,400	1,400	1,400
10-4560-252	VEHICLE MAINTENANCE	-	-	-	-	-	-	-	1,000	0.00%	1,000	1,000	1,000	1,000
10-4560-254	FUEL	-	-	-	-	-	-	-	700	0.00%	-	-	-	-
RECREATION DEPARTMENT Totals:		86,230	123,091	69,267	108,393	93,245	113,245	20,000	159,178	40.56%	158,312	163,347	168,591	174,055
TOTAL PARKS, RECREATION, & PUBLIC PROPERTY:		296,390	515,741	342,442	421,692	627,424	647,424	20,000	743,699	14.87%	734,494	745,917	766,836	788,867
ECONOMIC DEVELOPMENT														
ECONOMIC DEVELOPMENT DEPARTMENT														
10-4600-310	PROFESSIONAL & TECH-ECON DEVEL	880	920	-	-	-	-	-	-	0.00%	-	-	-	-
10-4600-320	ECONOMIC DEVELOPMENT	-	-	-	2,146	-	18,500	18,500	38,500	108.11%	15,000	15,000	15,000	15,000
TOTAL ECONOMIC DEVELOPMENT:		880	920	-	2,146	-	18,500	18,500	38,500	108.11%	15,000	15,000	15,000	15,000
LIBRARY SERVICES														
10-4610-340	OFFICE SUPPLIES/EQUIPMENT	-	-	-	-	-	-	-	15,000	0.00%	15,000	15,000	15,000	15,000
10-4610-700	CAPITAL OUTLAY	-	-	-	-	-	-	-	41,496	0.00%	7,325	7,325	7,325	7,325
TOTAL LIBRARY SERVICES:		-	-	-	-	-	-	-	56,496	0.00%	22,325	22,325	22,325	22,325

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<u>TRANSFERS & OTHER USES</u>														
<u>TRANSFERS & OTHER USES</u>														
10-4800-990	INCREASE IN FUND BAL	-	-	-	-	-	-	-	66,405	0.00%	742,456	761,257	870,462	1,161,211
10-4811-910	TRANSFER TO CAPITAL PROJ FUND	-	-	-	95,205	-	350,130	350,130	50,000	-85.72%	-	-	-	-
10-4811-911	TRANSFER TO FUND 32-PARKS	-	-	-	19,406	-	-	-	-	0.00%	-	-	-	-
10-4811-XXX	TRANSFER TO DEBT SERVICE FUND	-	-	-	-	-	-	-	101,095	0.00%	101,094	101,094	101,094	101,094
TOTAL TRANSFERS & OTHER USES:		-	-	-	114,611	-	350,130	350,130	217,500	-37.88%	843,550	862,351	971,556	1,262,305
<u>MISCELLANEOUS EXPENSES</u>														
<u>MISCELLANEOUS EXPENSES</u>														
10-4930-130	WORKER'S COMPENSATION	40,448	83,256	45,548	36,414	-	-	-	-	0.00%	-	-	-	-
10-4940-130	UNEMPLOYMENT	-	13,720	25,794	19,233	-	-	-	-	0.00%	-	-	-	-
TOTAL MISCELLANEOUS EXPENSES:		40,448	96,976	71,342	55,647	-	-	-	-	0.00%	-	-	-	-
Expenditures Totals:		7,362,553	7,549,346	5,333,214	6,069,995	7,777,169	8,258,924	481,755	9,293,386	12.53%	9,563,792	9,926,905	10,307,083	10,705,235
NET REVENUE OVER EXPENSES:		(138,088)	(688,366)	649,015	1,103,390	31,394	(205,410)	(236,804)	0	-100.00%	0	(0)	(0)	(0)
FUND BALANCE - BEGINNING		1,082,468	944,380	256,014	905,029		2,008,419		1,370,286		1,355,195	2,097,652	2,858,908	3,729,370
FUND BALANCE - ENDING		944,380	256,014	905,029	2,008,419		1,370,286		1,355,195		2,097,652	2,858,908	3,729,370	4,890,581
FUND BALANCE RESTRICTED FOR CLASS C ROAD FUNDS		293,750	35,413	137,274	406,423		751,000		593,747		519,785	465,386	430,925	412,331

CITY OF SARATOGA SPRINGS

STREET LIGHTING S.I.D. SPECIAL REVENUE FUND

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Combine Funds 22 & 23		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011		Proposed	% Change	FY 2013	FY 2014	FY 2015	FY 2016
Acct No	Account Description	Previous Year Actual	Previous Year Actual	Previous Year Actual	Previous Year Actual	Current Year Budget	Current Year Amend Bud	Difference	FY 2012 Future Year Budget	Proposed vs Current	Future Year Forecast	Future Year Forecast	Future Year Forecast	Future Year Forecast
STREET LIGHTING S.I.D REVENUES														
22-3433-100	STREET LIGHTING SID FEES	82,655	99,546	104,512	112,772	105,243	105,243	-	104,943	-0.29%	107,042	109,183	111,366	113,594
23-3433-100	SSD STREET LIGHTING SID FEES	22,349	22,176	21,792	22,096	22,200	22,200	-	22,500	1.35%	22,500	22,500	22,500	22,500
STREET LIGHTING S.I.D. REVENUE Totals:		105,004	121,722	126,304	134,868	127,443	127,443	-	127,443	0.00%	129,542	131,683	133,866	136,094
TRANSFERS AND OTHER USES														
22-3690-100	MISCELLANEOUS REVENUES	2,239	-	2,577	5,153	-	-	-	-	0.00%	-	-	-	-
23-3690-100	MISCELLANEOUS REVENUES	-	-	-	162	-	2,577	2,577	-	-100.00%	-	-	-	-
22-3990-110	BEG FUND BAL TO BE APPROP	-	-	-	-	-	-	-	200,568	0.00%	-	-	-	-
TRANSFERS AND OTHER USES Totals:		2,239	-	2,577	5,315	-	2,577	2,577	200,568	7683.00%	-	-	-	-
Revenue Totals:		107,243	121,722	128,881	140,183	127,443	130,020	2,577	328,011	152.28%	129,542	131,683	133,866	136,094

STREET LIGHTING S.I.D. OPERATING EXPENSES

22-4000-110	SALARIES & WAGES	19,208	23,070	20,079	13,541	20,455	20,455	-	-	-100.00%	-	-	-	-
23-4000-110	SALARIES & WAGES	-	-	-	6,771	-	6,360	6,360	-	-100.00%	-	-	-	-
22-4000-130	EMPLOYEE BENEFITS	8,128	8,116	6,854	4,920	7,379	7,379	-	-	-100.00%	-	-	-	-
23-4000-130	EMPLOYEE BENEFITS	-	-	-	2,460	-	2,660	2,660	-	-100.00%	-	-	-	-
22-4000-134	OVERTIME PAY	-	-	-	390	-	-	-	-	0.00%	-	-	-	-
23-4000-134	OVERTIME PAY	-	-	-	195	-	165	165	-	-100.00%	-	-	-	-
22-4000-280	STREET LIGHTING POWER EXP	33,610	52,617	33,907	38,015	40,000	40,000	-	40,000	0.00%	42,000	44,100	46,305	48,620
23-4000-280	SSD STREET LIGHTING POWER EXP	2,983	1,549	1,562	1,273	2,000	900	(1,100)	2,000	122.22%	2,000	2,000	2,000	2,000
22-4000-450	STREET LIGHTING SUPPLIES EXP	25,791	21,105	14,352	3,099	30,000	30,000	-	30,000	0.00%	30,000	30,000	30,000	30,000
23-4000-450	SSD STREET LIGHT SUPPLIES EXP	2,645	452	5,693	-	-	-	-	-	0.00%	-	-	-	-
22-4000-480	STREET LIGHTING MAINTAIN EXP	8,656	872	936	337	-	2,300	2,300	-	-100.00%	-	-	-	-
23-4000-480	SSD STREET LIGHT MAINTAIN EXP	1,417	4,188	2,725	507	7,000	-	(7,000)	7,000	0.00%	7,000	7,000	7,000	7,000
22-4000-500	BAD DEBT EXPENSE	554	184	130	5,532	-	942	942	210	-77.73%	214	218	223	227
22-4000-910	ADMINISTRATIVE CHARGE	-	-	-	-	-	-	-	18,553	0.00%	18,924	19,303	19,689	20,082
23-4000-910	ADMINISTRATIVE CHARGE SSD	-	-	-	-	-	-	-	9,277	0.00%	9,462	9,651	9,844	10,041
STREET LIGHTING S.I.D. OPERATING EXPENSES Totals:		102,992	112,153	86,239	77,040	106,834	111,161	4,327	107,039	-555.50%	109,600	112,272	115,061	117,971

TRANSFERS AND OTHER USES

22-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	-	18,859	18,859	-	-100.00%	-	-	-	-
TRANSFERS AND OTHER USES Totals:		-	-	-	-	-	18,859	18,859	-	-100.00%	-	-	-	-

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STREET LIGHTING S.I.D. SPECIAL REVENUE FUND

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Combine Funds 22 & 23 Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
	Expenditure Totals:	102,992	112,153	86,239	77,040	106,834	130,020	23,186	107,039	-17.67%	109,600	112,272	115,061	117,971
	NET REVENUE OVER EXPENSES:	4,251	9,569	42,642	63,143	20,609	-	(20,609)	220,972	0.00%	19,942	19,411	18,806	18,123
	FUND BALANCE - BEGINNING	44,321	48,572	58,141	100,783		163,926		182,785		203,188	223,130	242,541	261,346
	FUND BALANCE - ENDING	48,572	58,141	100,783	163,926		182,785		203,188		223,130	242,541	261,346	279,469

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STORM DRAIN - CAPITAL PROJECTS FUND

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IMPACT FEES REVENUES														
31-3910-100	STORM DRAIN IMPACT FEES	371,917	274,908	169,936	234,750	122,980	122,980	-	110,309	-10.30%	-	-	-	-
31-3910-110	INTEREST REVENUE	59,223	51,518	9,967	3,225	2,000	2,000	-	5,200	160.00%	-	-	-	-
	IMPACT FEES REVENUE Totals:	431,140	326,426	179,903	237,975	124,980	124,980	-	115,509	-7.58%	-	-	-	-
TRANSFERS AND OTHER USES														
31-3990-110	BEG FUND BAL TO BE APPROP	-	-	-	-	-	15,000	15,000	710,065	4633.77%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	15,000	15,000	710,065	4633.77%	-	-	-	-
	Revenue Totals:	431,140	326,426	179,903	237,975	124,980	139,980	15,000	825,574	489.78%	-	-	-	-
CAPITAL PROJECTS EXPENDITURES														
31-4000-600	PROF/TECH SERVICES	-	550	-	-	-	-	-	-	0.00%	-	-	-	-
31-4000-710	STORM DRAIN MASTER PLAN	9,592	11,424	24	-	32,500	32,500	-	57,500	76.92%	-	-	-	-
31-4000-730	STORM DRAIN CAP PROJECTS	299,299	173,742	737,321	16,770	-	16,063	16,063	-	-100.00%	-	-	-	-
31-4000-740	LAKE MTN STORM DRAIN IMPROVE	-	48,788	15,616	-	-	-	-	-	0.00%	-	-	-	-
31-4000-750	WJ CANAL PIPE EXTENSION	-	6,000	-	-	-	-	-	-	0.00%	-	-	-	-
31-4000-770	SARATOGA HILLS PARK STORM DRAIN	568,461	3,749	-	-	-	-	-	-	0.00%	-	-	-	-
31-4100-315	PROF & TECHN	-	-	-	-	-	15,000	15,000	-	-100.00%	-	-	-	-
	CAPITAL PROJECTS EXPENDITURES Totals:	877,352	244,253	752,961	16,770	32,500	63,563	31,063	57,500	-9.54%	-	-	-	-

CITY OF SARATOGA SPRINGS

STORM DRAIN - CAPITAL PROJECTS FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
TRANSFERS AND OTHER USES														
31-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	-	76,417	76,417	-	-100.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	76,417	76,417	-	-100.00%	-	-	-	-
	Expenditure Totals:	877,352	244,253	752,961	16,770	32,500	139,980	107,480	57,500	-58.92%	-	-	-	-
	NET REVENUE OVER EXPENSES:	(446,212)	82,173	(573,058)	221,205	92,480	-	(92,480)	768,074		-	-	-	-
	FUND BALANCE - BEGINNING	1,335,464	889,252	971,425	398,367		619,572		680,989					
	FUND BALANCE - ENDING	889,252	971,425	398,367	619,572		680,989		738,998					

CITY OF SARATOGA SPRINGS

PARKS - CAPITAL PROJECTS FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
IMPACT FEES REVENUES														
32-3310-100	GRANT REVENUE	-	-	-	-	520,075	520,075	-	117,150	-77.47%	-	-	-	-
32-3910-100	PARKS IMPACT FEES	1,192,180	625,611	271,800	441,600	396,000	396,000	-	328,800	-16.97%	-	-	-	-
32-3910-110	INTEREST REVENUE	117,106	143,500	73,779	23,863	20,000	20,000	-	12,000	-40.00%	-	-	-	-
32-3910-120	DEVELOPER CONTRIBUTION	5,280	778,060	-	-	-	-	-	-	0.00%	-	-	-	-
IMPACT FEES REVENUES Totals:		1,314,566	1,547,171	345,579	465,463	936,075	936,075	-	457,950	-51.08%	-	-	-	-
TRANSFERS AND OTHER USES														
32-3990-100	TRANSFERS FROM OTHER FUNDS	-	-	-	19,406	-	-	-	-	0.00%	-	-	-	-
32-3990-110	BEG FUND BAL TO BE APPROP	-	-	-	-	2,701,829	2,811,109	109,280	2,701,829	-3.89%	-	-	-	-
TRANSFERS AND OTHER USES Totals:		-	-	-	19,406	2,701,829	2,811,109	109,280	2,701,829	-3.89%	-	-	-	-
Revenue Totals:		1,314,566	1,547,171	345,579	484,869	3,637,904	3,747,184	109,280	3,159,779	-15.68%	-	-	-	-
CAPITAL PROJECTS EXPENDITURES														
32-4000-710	PARKS & RECREATION MASTER PLAN	15,760	1,550	-	-	36,200	115,480	79,280	145,780	26.24%	-	-	-	-
32-4000-715	UDOT REIMBURSED LANDSCAPE PROJ	14,900	-	-	-	216,184	216,184	-	-	-100.00%	-	-	-	-
32-4000-717	SUNRISE MEADOWS MEMORIAL	-	-	1,993	-	-	-	-	-	0.00%	-	-	-	-
32-4000-720	SOUTH MARINA-CAPITAL EXPEND	97,999	53,197	9,311	(1,438)	596,100	626,100	30,000	117,150	-81.29%	-	-	-	-
32-4000-740	PARKS CAP PROJECTS	1,507	25,190	501,330	1,225,466	2,789,420	2,789,420	-	2,006,923	-28.05%	-	-	-	-
32-4000-760	HARVEST HILLS REGIONAL PARK	690,796	-	-	-	-	-	-	-	0.00%	-	-	-	-
32-4000-790	HH - PARKWAY TRAIL	283,777	-	-	-	-	-	-	-	0.00%	-	-	-	-
CAPITAL PROJECTS EXPENDITURES Totals:		1,104,739	79,937	512,634	1,224,028	3,637,904	3,747,184	109,280	2,269,853	-39.43%	-	-	-	-

CITY OF SARATOGA SPRINGS

PARKS - CAPITAL PROJECTS FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
TRANSFERS AND OTHER USES														
32-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
	Expenditure Totals:	1,104,739	79,937	512,634	1,224,028	3,637,904	3,747,184	109,280	2,269,853	-39.43%	-	-	-	-
	NET REVENUE OVER EXPENSES:	209,827	1,467,234	(167,056)	(739,159)	-	-	-	889,926	0.00%	-	-	-	-
	FUND BALANCE - BEGINNING	2,231,069	2,440,896	3,908,130	3,741,074		3,001,915		190,806					
	FUND BALANCE - ENDING	2,440,896	3,908,130	3,741,074	3,001,915		190,806		(1,621,097)					

CITY OF SARATOGA SPRINGS

ROADS - CAPITAL PROJECTS FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
IMPACT FEES REVENUES														
33-3910-100	ROADS IMPACT FEES	1,475,872	1,006,653	556,010	570,340	550,000	550,000	-	465,808	-15.31%	-	-	-	-
33-3910-105	STATE ROAD REIMBURSEMENT	-	-	-	3,294,298	-	-	-	-	0.00%	-	-	-	-
33-3910-110	INTEREST REVENUE	158,865	180,483	99,770	14,749	18,000	18,000	-	10,800	-40.00%	-	-	-	-
	IMPACT FEES REVENUES Totals:	1,634,737	1,187,136	655,780	3,879,387	568,000	568,000	-	476,608	-16.09%	-	-	-	-
TRANSFERS AND OTHER USES														
33-3990-110	BEG FUND BAL TO BE APPROP	-	-	-	-	100,000	182,269	82,269	2,534,870	1290.73%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	100,000	182,269	82,269	2,534,870	1290.73%	-	-	-	-
	Revenue Totals:	1,634,737	1,187,136	655,780	3,879,387	668,000	750,269	82,269	3,011,478	301.39%	-	-	-	-
CAPITAL PROJECTS EXPENDITURES														
33-4000-500	UDOT PROJECTS	-	8,310	17,647	6,454	42,500	42,500	-	-	-100.00%	-	-	-	-
33-4000-710	TRANSPORTATION PLANNING	180	-	-	-	-	5,000	5,000	92,500	1750.00%	-	-	-	-
33-4000-720	ROADWAYS CAP PROJECTS	395,546	28,600	1,294,568	601,183	560,000	560,000	-	300,000	-46.43%	-	-	-	-
33-4000-722	PONY EXPRESS PARKWAY	-	-	-	3,257,628	-	108,808	108,808	-	-100.00%	-	-	-	-
33-4000-724	EIGHTH WEST EXTENSION	-	-	-	1,876,837	-	29,896	29,896	-	-100.00%	-	-	-	-
33-4000-740	CITY HALL ACCESS	-	-	-	1,526	-	4,065	4,065	-	-100.00%	-	-	-	-
33-4000-750	REBUILD OF 6800 NORTH STREET	228,165	-	-	-	-	-	-	-	0.00%	-	-	-	-
33-4000-760	ULD CANAL XING	312,708	151	-	-	-	-	-	-	0.00%	-	-	-	-
	CAPITAL PROJECTS EXPENDITURES Totals:	936,599	37,061	1,312,215	5,743,628	602,500	750,269	147,769	392,500	-47.69%	-	-	-	-

CITY OF SARATOGA SPRINGS

ROADS - CAPITAL PROJECTS FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
TRANSFERS AND OTHER USES														
33-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	65,500	-	(65,500)	-	0.00%	-	-	-	-
33-4811-910	LOAN TO OTHER FUNDS	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	65,500	-	(65,500)	-	0.00%	-	-	-	-
	Expenditure Totals:	936,599	37,061	1,312,215	5,743,628	668,000	750,269	82,269	392,500	-47.69%	-	-	-	-
	NET REVENUE OVER EXPENSES:	698,138	1,150,075	(656,436)	(1,864,241)	-	-	-	2,618,978	0.00%	-	-	-	-
	FUND BALANCE - BEGINNING	2,910,276	3,608,414	4,758,489	4,102,053		2,237,812		2,055,543					
	FUND BALANCE - ENDING	3,608,414	4,758,489	4,102,053	2,237,812		2,055,543		2,139,651					

CITY OF SARATOGA SPRINGS

PUBLIC SAFETY - CAPITAL PROJECTS FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
IMPACT FEES REVENUES														
34-3910-100	PUBLIC SAFETY IMPACT FEES	567,476	351,050	173,860	223,550	187,000	187,000	-	187,000	0.00%	-	-	-	-
34-3910-110	INTEREST REVENUE	18,409	29,243	19,716	349	400	400	-	15	-96.25%	-	-	-	-
	IMPACT FEES REVENUES Totals:	585,885	380,293	193,575	223,899	187,400	187,400	-	187,015	-0.21%	-	-	-	-
TRANSFERS AND OTHER USES														
34-3990-110	BEG FUND BAL TO BE APPROP	-	-	-	-	-	-	-	(105,130)	0.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	-	-	(105,130)	0.00%	-	-	-	-
	Revenue Totals:	585,885	380,293	193,575	223,899	187,400	187,400	-	81,885	-56.30%	-	-	-	-
CAPITAL PROJECTS EXPENDITURES														
34-4000-710	FIRE STATION-CAPITAL EXPEND	-	23,587	1,446	18,286	-	-	-	-	0.00%	-	-	-	-
34-4000-720	FIRE STATION ROAD IMPROVEMENTS	-	317	-	-	-	-	-	-	0.00%	-	-	-	-
34-4000-740	CAPITAL PROJECTS	-	-	-	1,567,848	187,000	187,000	-	187,000	0.00%	-	-	-	-
34-4000-800	INTEREST EXPENSE	-	-	-	2,546	-	-	-	-	0.00%	-	-	-	-
	CAPITAL PROJECTS EXPENDITURES Totals:	-	23,904	1,446	1,588,680	187,000	187,000	-	187,000	0.00%	-	-	-	-
TRANSFERS AND OTHER USES														
34-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	400	400	-	-	-100.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	400	400	-	-	-100.00%	-	-	-	-
	Expenditure Totals:	-	23,904	1,446	1,588,680	187,400	187,400	-	187,000	-0.21%	-	-	-	-
	NET REVENUE OVER EXPENSES:	585,885	356,389	192,130	(1,364,781)	-	-	-	(105,115)		-	-	-	-
	FUND BALANCE - BEGINNING	(40,523)	545,362	901,751	1,093,881		(270,900)		(270,500)					
	FUND BALANCE - ENDING	545,362	901,751	1,093,881	(270,900)		(270,500)		(270,485)					

CITY OF SARATOGA SPRINGS

CAPITAL PROJECTS -GENERAL FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
TRANSFERS AND OTHER USES														
35-3810-100	TRANSFERS FROM OTHER FUNDS	-	-	-	95,205	-	350,130	350,130	50,000	-85.72%	-	-	-	-
35-3910-201	FOX HOLLOW BOND PROCEEDS	-	-	-	-	-	1,794,042	1,794,042	-	-100.00%	-	-	-	-
35-3910-202	HARBOR BAY BOND PROCEEDS	-	-	-	-	-	37,079	37,079	-	-100.00%	-	-	-	-
35-3980-110	OTHER SOURCES	-	-	-	192,813	-	-	-	-	0.00%	-	-	-	-
35-3990-110	BEGINNING FUND BALANCE TO APPROPRIAT	-	-	-	-	95,000	813,125	718,125	2,565,759	215.54%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	288,018	95,000	2,994,376	2,899,376	2,615,759	-12.64%	-	-	-	-
	Revenue Totals:	-	-	-	288,018	95,000	2,994,376	2,899,376	2,615,759	-12.64%	-	-	-	-
TRANSFERS AND OTHER USES														
35-4800-990	APPROP INCREASE IN FUND BALANCE	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
35-4810-910	TRANSFER TO GENERAL FUND	503,677	913,646	-	-	-	-	-	-	0.00%	-	-	-	-
35-4000-300	FOX HOLLOW CONSTRUCTION COSTS	-	-	-	-	-	1,794,042	1,794,042	1,784,142	-0.55%	-	-	-	-
35-4000-301	HARBOR BAY PH 5 CONSTRUCTION COSTS	-	-	-	-	-	37,079	37,079	35,971	-2.99%	-	-	-	-
35-4000-302	SARATOGA CHASE CONSTRUCTION COSTS	-	-	-	-	-	95,205	95,205	70,164	-26.30%	-	-	-	-
35-4000-400	FIRE STATION	-	-	-	-	-	309,225	309,225	308,155	-0.35%	-	-	-	-
35-4000-401	PUBLIC WORKS SITE & BLDG	-	-	-	-	-	408,900	408,900	346,581	-15.24%	-	-	-	-
35-4000-720	REDWOOD RD PARKSTRIPS	-	-	-	2,195	95,000	95,000	-	-	-100.00%	-	-	-	-
35-4000-721	SR 73 & SR 68 MEDIAN LANDSCAPE	-	-	-	-	-	-	-	54,650	0.00%	-	-	-	-
35-4000-743	ROADWAYS (GENERAL MAINT)	-	-	-	-	-	90,400	90,400	-	-100.00%	-	-	-	-
35-4000-744	ROAD PROJECTS	-	-	-	-	-	164,525	164,525	-	-100.00%	-	-	-	-
	CITY MONUMENT SIGNS	-	-	-	-	-	-	-	50,000	0.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	503,677	913,646	-	2,195	95,000	2,994,376	2,899,376	2,649,663	-11.51%	-	-	-	-
	Expenditure Totals:	503,677	913,646	-	2,195	95,000	2,994,376	2,899,376	2,649,663	-11.51%	-	-	-	-
	NET REVENUE OVER EXPENSES:	(503,677)	(913,646)	-	285,823	-	-	-	(33,904)	0.00%	-	-	-	-
	FUND BALANCE - BEGINNING	1,417,323	913,646	-	-	-	285,823	-	(527,302)					
	FUND BALANCE - ENDING	913,646	-	-	285,823	-	(527,302)	-	(3,126,965)					

CITY OF SARATOGA SPRINGS

DEBT SERVICE

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
TRANSFERS AND OTHER USES														
40-3810-910	TRANSFERS FROM GENERAL FUND	-	-	-	-	-	-	-	101,095	0.00%	101,094	101,094	101,094	101,094
40-3810-951	TRANSFERS FROM WATER FUND	-	-	-	-	-	-	-	94,953	0.00%	94,953	94,953	94,953	94,953
40-3810-952	TRANSFERS FROM SEWER FUND	-	-	-	-	-	-	-	47,476	0.00%	47,476	47,476	47,476	47,476
40-3810-954	TRANSFERS FROM STORM DRAIN	-	-	-	-	-	-	-	47,476	0.00%	47,476	47,476	47,476	47,476
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	-	-	291,000	0.00%	290,999	290,999	290,999	290,999
	Revenue Totals:	-	-	-	-	-	-	-	291,000	0.00%	290,999	290,999	290,999	290,999
TRANSFERS AND OTHER USES														
40-4700-810	PRINCIPAL 2011 SALES TAX REVENUE BONDS	-	-	-	-	-	-	-	140,000	0.00%	145,000	150,000	155,000	160,000
40-4700-815	INTEREST 2011 SALES TAX REVENUE BONDS	-	-	-	-	-	-	-	148,500	0.00%	144,300	139,950	135,450	130,800
40-4700-820	PAYING AGENT FEES	-	-	-	-	-	-	-	2,500	0.00%	2,500	2,500	2,500	2,500
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	-	-	291,000	0.00%	291,800	292,450	292,950	293,300
	Expenditure Totals:	-	-	-	-	-	-	-	291,000	0.00%	291,800	292,450	292,950	293,300
	NET REVENUE OVER EXPENSES:	-	-	-	-	-	-	-	-	0.00%	(801)	(1,451)	(1,951)	(2,301)
	FUND BALANCE - BEGINNING	-	-	-	-	-	-	-	-	-	-	(801)	(2,252)	(4,203)
	FUND BALANCE - ENDING	-	-	-	-	-	-	-	-	-	(801)	(2,252)	(4,203)	(6,504)

CITY OF SARATOGA SPRINGS

WATER UTILITY FUND

Fiscal Year: July 1 - June 30

Future year budgets are for planning purposes only.

Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
OPERATING AND NON-OPERATING REVENUE														
<u>OPERATING REVENUE</u>														
51-3710-100	WATER METERED SALES	536,104	773,069	853,053	1,104,602	1,167,818	1,167,818	-	1,277,145	9.36%	1,341,002	1,408,052	1,478,455	1,552,377
51-3714-100	OTHER (CONSTRUCTION WATER)	59,848	17,257	7,012	17,049	13,500	13,500	-	13,500	0.00%	13,770	14,045	14,326	14,613
51-3716-100	SERVICING INSTALLATIONS	246,400	87,463	34,556	105,750	93,060	93,060	-	93,060	0.00%	93,060	93,060	93,060	93,060
51-3717-100	FORFEITURES AND PENALTIES	24,568	38,471	52,790	58,488	46,042	46,042	-	46,042	0.00%	48,344	50,761	53,299	55,964
51-3721-100	INTEREST EARNINGS	3,943	3,062	-	-	-	-	-	-	0.00%	-	-	-	-
51-3752-100	SECONDARY WTR FLAT RATE SALES	325,572	450,504	482,942	658,227	627,514	627,514	-	747,283	19.09%	784,647	823,880	865,074	908,327
OPERATING REVENUE Totals:		1,196,435	1,369,826	1,430,353	1,944,116	1,947,934	1,947,934	-	2,177,030	11.76%	2,280,823	2,389,799	2,504,214	2,624,342
<u>CONTRIBUTIONS AND TRANSFERS</u>														
51-3891-000	CONTRIBUTIONS	6,024,944	3,527,804	1,158,577	340,830	-	-	-	-	0.00%	-	-	-	-
51-3891-150	WATER RIGHTS DEVELOPER FEES	3,158,767	1,500,065	317,666	311,250	-	497,708	497,708	-	-100.00%	-	-	-	-
51-3891-100	WATER FUND BAL - APPROPRIATED	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
51-3899-900	APPROPRIATED RETAINED EARNINGS	-	-	-	-	-	171,751	171,751	-	-100.00%	-	-	-	-
51-4813-920	TRANSFER TO GENERAL FUND	-	(579,705)	(300,000)	-	-	-	-	-	0.00%	-	-	-	-
51-4813-950	TRANSFER TO CAPTL PROJ FUND	-	-	-	-	(290,000)	(290,000)	-	(253,488)	-12.59%	(378,240)	(378,240)	(378,240)	(378,240)
	TRANSFER TO DEBT SERVICE FUND	-	-	-	-	-	-	-	(94,953)	0.00%	(94,953)	(94,953)	(94,953)	(94,953)
CONTRIBUTIONS AND TRANSFERS Totals:		9,183,711	4,448,164	1,176,243	652,080	(290,000)	379,459	669,459	(348,441)	-191.83%	(473,193)	(473,193)	(473,193)	(473,193)
Revenue Totals:		10,380,146	5,817,990	2,606,596	2,596,196	1,657,934	2,327,393	669,459	1,828,589	-21.43%	1,807,630	1,916,606	2,031,021	2,151,149

CITY OF SARATOGA SPRINGS

WATER UTILITY FUND

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WATER OPERATIONS														
<u>CULINARY WATER OPERATIONS</u>														
51-5100-110	SALARIES & WAGES	158,325	263,113	231,547	251,466	320,254	320,254	-	140,791	-56.04%	145,014	149,365	153,846	158,461
51-5100-120	ADMINISTRATIVE & GENERAL EXP	-	-	-	7,802	-	-	-	-	0.00%	-	-	-	-
51-5100-130	EMPLOYEE BENEFITS	57,605	96,840	83,257	96,627	137,676	137,676	-	77,879	-43.43%	84,109	90,838	98,105	105,953
51-5100-134	OVERTIME PAY	-	-	-	11,868	21,080	21,080	-	19,644	-6.81%	20,233	20,840	21,465	22,109
51-5100-140	UNIFORMS / CLOTHING	-	2,902	3,067	2,584	7,707	7,707	-	2,862	-62.86%	2,862	2,862	2,862	2,862
51-5100-230	ADMINISTRATIVE CHARGE	26,981	40,829	19,306	49,979	62,712	62,712	-	339,777	441.81%	346,572	353,504	360,574	367,785
51-5100-250	VEHICLES	(3,379)	3,312	3,527	21,632	40,451	40,451	-	18,003	-55.49%	9,149	6,635	6,719	4,267
51-5100-252	VEHICLE MAINTENANCE	11,067	5,444	4,419	2,536	12,330	12,330	-	12,000	-2.68%	12,000	12,000	12,000	12,000
51-5100-254	GAS CARD	-	25,506	9,016	11,705	16,600	16,600	-	16,000	-3.61%	16,800	17,640	18,522	19,448
51-5100-280	POWER AND PUMPING	175,630	184,443	180,966	179,446	200,000	200,000	-	200,000	0.00%	204,000	208,080	212,242	216,486
51-5100-290	SCADA SYSTEM EXPENSES	-	582	-	-	1,800	1,800	-	1,800	0.00%	1,800	1,800	1,800	1,800
51-5100-310	PROF & TECH SERVICE - ATTORNEY	115,560	75,609	49,501	96,405	90,000	90,000	-	12,000	-86.67%	12,000	12,000	12,000	12,000
51-5100-315	PROF & TECH SERVICE - ENGINEER	1,544	12,654	6,041	950	2,500	2,500	-	2,500	0.00%	2,500	2,500	2,500	2,500
51-5100-320	BLUE STAKES EXPENSES	-	7,646	2,699	3,511	2,500	2,500	-	2,500	0.00%	2,500	2,500	2,500	2,500
51-5100-330	EDUCATION/TRAINING	3,028	2,213	1,628	698	9,951	9,951	-	4,696	-52.81%	4,696	4,696	4,696	4,696
51-5100-350	CONTRACT SERVICES	-	701	3,091	4,830	5,000	5,000	-	6,000	20.00%	6,000	6,000	6,000	6,000
51-5100-400	SOURCE AND SUPPLY	10,376	2,597	-	300	-	-	-	-	0.00%	-	-	-	-
51-5100-401	PURIFICATION	3,084	4,439	2,633	8,917	4,000	4,000	-	4,000	0.00%	4,000	4,000	4,000	4,000
51-5100-402	WATER METER	115,594	205,798	11,304	44,823	62,081	62,081	-	121,250	95.31%	121,250	121,250	121,250	121,250
51-5100-403	SHOP AND MAINTENANCE	6,277	8,563	4,098	5,201	12,250	12,250	-	11,800	-3.67%	11,800	11,800	11,800	11,800
51-5100-404	CUL WATER EQUIPMENT	7,416	17,191	72	58	2,020	2,020	-	2,020	0.00%	2,020	2,020	2,020	2,020
51-5100-405	C SHOP AND MAINTENANCE DISTRIBUTIO	52,063	97,080	21,844	37,993	-	-	-	78,925	0.00%	66,400	66,400	66,400	66,400
51-5100-406	C SHOP AND MAINTENANCE WELL HOUSE	25,036	58,212	11,650	9,411	9,000	9,000	-	35,000	288.89%	35,000	35,000	35,000	35,000
51-5100-407	WATER RIGHTS PURCHASE	-	-	-	-	-	675,000	675,000	-	-100.00%	-	-	-	-
51-5100-500	BAD DEBT EXPENSE	2,240	1,769	1,465	56,824	3,000	3,000	-	3,959	31.97%	4,157	4,365	4,583	4,812
51-5100-600	MISCELLANEOUS EXPENSES	7,592	2,061	4,492	237	-	-	-	-	0.00%	-	-	-	-
CULINARY WATER OPERATIONS Totals:		776,039	1,119,504	655,626	905,803	1,022,912	1,697,912	675,000	1,113,405	8.85%	1,114,863	1,136,095	1,160,884	1,184,151

CITY OF SARATOGA SPRINGS

WATER UTILITY FUND

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Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
SECONDARY WATER OPERATIONS														
51-5105-110	SALARIES & WAGES	-	166,008	199,278	209,493	259,045	259,045	-	88,104	-65.99%	90,747	93,469	96,273	99,162
51-5105-130	EMPLOYEE BENEFITS	-	61,482	61,877	68,714	101,005	101,005	-	41,191	-59.22%	44,443	47,955	51,746	55,838
51-5105-134	OVERTIME PAY	-	-	-	3,884	9,416	9,416	-	8,087	-14.11%	8,330	8,580	8,837	9,102
51-5105-250	VEHICLES	1,934	1,402	1,283	1,188	29,975	29,975	-	5,091	-83.02%	4,144	3,415	2,540	163
51-5105-252	VEHICLE MAINTENANCE	3,341	3,133	2,337	2,050	4,330	4,330	-	4,000	-7.62%	4,000	4,000	4,000	4,000
51-5105-254	GASOLINE EXPENSES	-	298	3,607	3,884	5,600	5,600	-	5,000	-10.71%	5,250	5,513	5,788	6,078
51-5105-280	SECONDARY WTR POWER & PUMPING	75,422	114,358	86,730	85,301	100,000	100,000	-	100,000	0.00%	102,000	104,040	106,121	108,243
51-5105-330	EDUCATION/TRAINING	1,189	1,538	410	463	6,755	6,755	-	1,500	-77.79%	1,500	1,500	1,500	1,500
51-5105-350	CONTRACT SERVICES	-	314	-	-	1,400	1,400	-	1,400	0.00%	1,400	1,400	1,400	1,400
51-5105-400	SECONDARY WTR SOURCE & SUPPLY	8,764	3,135	12,462	29,868	25,000	81,570	56,570	25,000	-69.35%	25,000	25,000	25,000	25,000
51-5105-402	SECONDARY TRANSMISSION & DIST	3,828	-	30	-	-	-	-	-	0.00%	-	-	-	-
51-5105-403	SHOP AND MAINTENANCE	2,228	1,732	484	487	5,695	5,695	-	5,001	-12.19%	5,000	5,000	5,000	5,000
51-5105-404	SECONDARY WATER EQUIPMENT	52	11,008	-	2,362	6,920	6,920	-	3,500	-49.42%	3,500	3,500	3,500	3,500
51-5105-405	SECONDARY MAINTENANCE DISTRIBUTIO	86,548	60,617	7,722	5,148	-	15,770	15,770	55,000	248.76%	55,000	55,000	55,000	55,000
51-5105-406	SECONDARY MAINTENANCE WELL & PUMF	18,268	19,081	2,104	10,282	-	-	-	34,200	0.00%	28,000	28,000	28,000	28,000
51-5105-410	CANAL MAINTENANCE	-	1,915	179	295	2,000	2,000	-	2,000	0.00%	2,000	2,000	2,000	2,000
51-5105-600	MISCELLANEOUS EXPENSES	1,278	145	-	-	-	-	-	-	0.00%	-	-	-	-
51-5105-700	WATER METERS	468	6,319	-	-	-	-	-	-	0.00%	-	-	-	-
51-5105-910	ADMINISTRATIVE CHARGE	-	-	-	-	-	-	-	327,116	0.00%	333,659	340,332	347,139	354,081
51-5500-100	DEPRECIATION	615,802	801,514	785,889	809,084	-	-	-	-	0.00%	-	-	-	-
SECONDARY WATER OPERATIONS Totals:		819,122	1,253,999	1,164,392	1,232,503	557,141	629,481	72,340	706,190	12.19%	713,973	728,703	743,844	758,067
Expenditure Totals:		1,595,161	2,373,503	1,820,018	2,138,306	1,580,053	2,327,393	747,340	1,819,595	-21.82%	1,828,836	1,864,798	1,904,727	1,942,218
NET REVENUE OVER EXPENSES:		8,784,985	3,444,487	786,578	457,890	77,881	-	(77,881)	8,994	-88.45%	(21,205)	51,808	126,294	208,931
FUND BALANCE (AVAILABLE FOR APPROPRIATION):		(97,955)	882,295	1,029,773	423,318	-	254,567	-	267,521	-	250,472	56,173	381,349	269,916

CITY OF SARATOGA SPRINGS

SEWER UTILITY FUND

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OPERATING AND NON-OPERATING REVENUES														
52-3731-100	SEWER SERVICE CHARGES	632,991	759,902	1,237,278	1,590,800	1,564,391	1,564,391	-	1,682,476	7.55%	1,766,600	1,854,930	1,947,676	2,045,060
52-3733-100	SERVICING CUSTOMER'S INSTALLAT	230,300	130,200	52,850	81,091	70,231	70,231	-	70,231	0.00%	1,766,600	1,854,930	70,231	70,231
	OPERATING REVENUE Totals:	863,291	890,102	1,290,128	1,671,891	1,634,622	1,634,622	-	1,752,707	7.22%	3,533,200	3,709,860	2,017,907	2,115,291
TRANSFERS AND OTHER USES														
52-3891-000	CONTRIBUTIONS	3,366,425	1,686,456	558,056	21,950	-	-	-	-	0.00%	-	-	-	-
52-3891-100	SWR FUND BAL TO BE APPROPRIATE	-	-	-	-	-	-	-	50,000	0.00%	-	-	-	-
52-5813-600	TRANSFER TO CP FUND	-	-	-	(692)	-	-	-	-	0.00%	-	-	-	-
	TRANSFER TO DEBT SERVICE FUND	-	-	-	-	-	-	-	(47,476)	0.00%	(47,476)	(47,476)	(47,476)	(47,476)
	TRANSFERS AND OTHER USES Totals:	3,366,425	1,686,456	558,056	21,258	-	-	-	2,524	0.00%	(47,476)	(47,476)	(47,476)	(47,476)
	Revenue Totals:	4,229,716	2,576,558	1,848,184	1,693,149	1,634,622	1,634,622	-	1,755,231	7.38%	3,485,724	3,662,384	1,970,431	2,067,815

CITY OF SARATOGA SPRINGS

SEWER UTILITY FUND

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SEWER OPERATIONS														
52-4000-800	INTEREST EXPENSE	8,613	-	-	-	-	-	-	-	0.00%	-	-	-	-
52-5200-110	SALARIES & WAGES	93,597	150,002	168,746	182,096	234,852	234,852	-	50,731	-78.40%	50,731	52,253	53,821	55,435
52-5200-120	ADMINISTRATIVE & GENERAL EXP	-	-	-	7,802	-	-	-	-	0.00%	-	-	-	-
52-5200-130	EMPLOYEE BENEFITS	34,287	56,363	53,495	63,309	90,322	90,322	-	21,007	-76.74%	22,638	24,398	26,297	28,346
52-5200-134	OVERTIME PAY	-	-	-	3,069	3,154	3,154	-	3,004	-4.75%	3,004	3,004	3,004	3,004
52-5200-140	UNIFORMS / CLOTHING	-	832	799	740	1,265	1,265	-	1,020	-19.37%	1,020	1,020	1,020	1,020
52-5200-230	ADMINISTRATIVE CHARGE	-	-	16,939	40,746	62,712	62,712	-	327,357	422.00%	333,904	340,582	347,394	354,342
52-5200-250	VEHICLES	879	1,409	1,210	17,198	7,470	7,470	-	5,973	-20.04%	2,698	2,043	2,044	171
52-5200-252	VEHICLE MAINTENANCE	3,772	3,368	818	1,011	2,330	2,330	-	2,000	-14.16%	2,000	2,000	2,000	2,000
52-5200-254	GAS CARD	-	5,238	329	1,728	4,600	4,600	-	4,000	-13.04%	4,200	4,410	4,631	4,862
52-5200-260	EQUIPMENT	-	-	-	-	5,000	5,000	-	5,000	0.00%	5,000	5,000	5,000	5,000
52-5200-270	NON-CAPITALIZED EQUIPMENT	1,405	2,921	(29,570)	-	2,450	2,450	-	2,000	-18.37%	2,000	2,000	2,000	2,000
52-5200-280	POWER & PUMPING	35,189	42,899	37,825	35,951	46,200	46,200	-	46,200	0.00%	47,124	48,066	49,028	50,008
52-5200-290	SCADA SYSTEM EXPENSES	-	291	-	428	3,000	3,000	-	3,000	0.00%	3,000	3,000	3,000	3,000
52-5200-310	PROFESSIONAL & TECH - ATTORNEY	6,027	-	-	-	-	-	-	-	0.00%	-	-	-	-
52-5200-315	PROF & TECH SERVICE - ENGINEER	1,348	(2,229)	-	-	-	-	-	-	0.00%	-	-	-	-
52-5200-330	EDUCATION/TRAINING	263	162	10	505	6,915	6,915	-	1,660	-75.99%	1,660	1,660	1,660	1,660
52-5200-350	CONTRACT SERVICES	-	848	-	-	5,400	5,400	-	5,400	0.00%	1,400	1,400	1,400	1,400
52-5200-403	SHOP AND MAINTENANCE	2,840	3,048	1,145	1,319	1,000	1,000	1,319	1,000	0.00%	1,000	1,000	1,000	1,000
52-5200-404	SHOP AND MAINTENANCE LIFT STAT.	56,104	23,803	16,363	31,882	130,000	130,000	-	266,000	104.62%	220,000	220,000	220,000	220,000
52-5200-405	SHOP AND MAINTENANCE COLLECTION	32,770	12,646	24,261	7,981	84,400	84,400	-	124,000	46.92%	124,000	124,000	124,000	124,000
52-5200-550	SEWAGE TREATMENT	361,898	622,499	656,315	612,248	830,000	830,000	-	875,000	5.42%	875,000	875,000	875,000	875,000
52-5200-600	MISCELLANEOUS EXPENSES	3,451	3,737	2,055	32,438	-	-	-	-	0.00%	-	-	-	-
52-5200-610	MISC - TSSD PASS THRU FEES	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
52-5200-700	BAD DEBT EXPENSE	1,617	1,054	692	42,269	-	-	-	841	0.00%	883	927	974	1,023
52-5200-700	DEPRECIATION	496,252	560,243	599,011	606,310	-	-	-	-	0.00%	-	-	-	-
SEWER OPERATIONS Totals:		1,140,312	1,489,134	1,550,444	1,689,030	1,521,070	1,521,070	-	1,745,194	14.73%	1,701,263	1,711,764	1,723,272	1,733,271
Expenditure Totals:		1,140,312	1,489,134	1,550,444	1,689,030	1,521,070	1,521,070	-	1,745,194	14.73%	1,701,263	1,711,764	1,723,272	1,733,271
NET REVENUE OVER EXPENSES:		3,089,404	1,087,424	297,740	4,119	113,552	113,552	-	10,037	-91.16%	1,784,461	1,950,619	247,159	334,543
FUND BALANCE (AVAILABLE FOR APPROPRIATION):		386,460	17,004	439,031	1,113,938	-	1,227,490	-	1,188,368	-	2,973,712	4,925,259	5,173,392	5,508,958

CITY OF SARATOGA SPRINGS

GARBAGE UTILITY FUND

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OPERATING REVENUES														
55-3710-100	GARBAGE COLLECTION CHARGES	480,279	585,684	668,185	679,239	683,304	683,304	-	770,059	12.70%	785,460	801,170	817,193	833,537
	OPERATING REVENUES Totals:	480,279	585,684	668,185	679,239	683,304	683,304	-	770,059	12.70%	785,460	801,170	817,193	833,537
	Revenue Totals:	480,279	585,684	668,185	679,239	683,304	683,304	-	770,059	12.70%	785,460	801,170	817,193	833,537
OPERATING EXPENSES														
55-4010-110	SALARIES & WAGES	21,370	16,079	14,546	14,715	24,235	24,235	-	-	-100.00%	-	-	-	-
55-4010-130	EMPLOYEE BENEFITS	4,175	3,665	2,435	2,460	8,336	8,336	-	-	-100.00%	-	-	-	-
55-4010-230	ADMINISTRATIVE & GENERAL EXP	-	-	22,412	18,541	15,500	15,500	-	32,686	110.88%	33,340	34,006	34,686	35,380
55-4010-300	CONTRACT SERVICES-SANITATION	431,160	525,619	573,005	572,321	600,989	600,989	-	650,000	8.16%	663,000	676,260	689,785	703,581
55-4010-400	COMMUNITY CLEANUP	-	33,282	12,423	16,652	28,000	28,000	-	28,000	0.00%	28,000	28,000	28,000	28,000
55-4010-500	BAD DEBT EXPENSE	1,296	1,026	486	24,465	-	-	-	924	0.00%	970	1,019	1,070	1,123
	OPERATING EXPENSES Totals:	458,001	579,671	625,308	649,154	677,060	677,060	-	711,610	5.10%	725,310	739,285	753,541	768,084
	Expenditure Totals:	458,001	579,671	625,308	649,154	677,060	677,060	-	711,610	5.10%	725,310	739,285	753,541	768,084
	NET REVENUE OVER EXPENSES:	22,278	6,013	42,877	30,085	6,244	6,244	-	58,449		60,151	61,885	63,652	65,453
	FUND BALANCE (AVAILABLE FOR APPROPRIATION):	21,129	27,142	70,019	100,104		106,348		165,722		226,843	289,746	354,467	421,043

CITY OF SARATOGA SPRINGS

STORM DRAIN UTILITY FUND

Fiscal Year: July 1 - June 30

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Acct No	Account Description	FY 2007 Previous Year Actual	FY 2008 Previous Year Actual	FY 2009 Previous Year Actual	FY 2010 Previous Year Actual	FY 2011 Current Year Budget	FY 2011 Current Year Amend Bud	Difference	Proposed FY 2012 Future Year Budget	% Change Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
OPERATING REVENUES														
54-3710-100	STORM DRAIN SERVICE CHARGES	-	-	-	145,372	145,082	145,082	-	312,160	115.16%	327,768	344,156	361,364	379,432
54-3990-110	BEG BAL TO BE APPROPRIATED	-	-	-	-	45,000	45,000	-	15,500	-65.56%	-	-	-	-
54-3800-000	CAPITAL CONTRIBUTION	-	-	-	13,920,560	-	-	-	-	0.00%	-	-	-	-
54-3891-000	CONTRIBUTIONS	-	-	-	114,975	-	-	-	-	0.00%	-	-	-	-
54-5800-940	TRANSFER TO DEBT SERVICE FUND	-	-	-	-	-	-	-	(47,476)	0.00%	(47,476)	(47,476)	(47,476)	(47,476)
	OPERATING REVENUES Totals:	-	-	-	14,180,907	190,082	190,082	-	280,184	47.40%	280,292	296,680	313,888	331,956
	Revenue Totals:	-	-	-	14,180,907	190,082	190,082	-	280,184	47.40%	280,292	296,680	313,888	331,956
OPERATING EXPENSES														
54-5400-110	SALARIES & WAGES	-	-	-	31,185	41,732	41,732	-	-	-100.00%	-	-	-	-
54-5400-130	EMPLOYEE BENEFITS	-	-	-	12,867	22,584	22,584	-	-	-100.00%	-	-	-	-
54-5400-134	OVERTIME PAY	-	-	-	971	1,717	1,717	-	1,667	-2.91%	-	-	-	-
54-5400-250	VEHICLE LEASE PAYMENTS	-	-	-	11,411	19,550	19,550	-	19,200	-1.79%	19,162	9,581	-	-
54-5400-252	VEHICLE MAINTENANCE	-	-	-	4,475	9,110	9,110	-	12,000	31.72%	12,000	12,000	12,000	12,000
54-5400-254	GASOLINE EXPENSES	-	-	-	923	2,000	2,000	-	1,800	-10.00%	1,890	1,985	2,084	2,188
54-5400-300	STORM DRAIN MAINTENANCE	-	-	-	7,228	16,372	16,372	-	30,000	83.24%	30,000	30,000	30,000	30,000
54-5400-330	EDUCATION & TRAINING	-	-	-	-	1,752	1,752	-	-	-100.00%	-	-	-	-
54-5400-500	BAD DEBT EXPENSE	-	-	-	1,839	-	-	-	375	0.00%	393	413	434	455
54-5400-700	CAPITAL OUTLAY	-	-	-	-	30,550	30,550	-	-	-100.00%	-	-	-	-
54-5400-910	ADMINISTRATIVE CHARGE	-	-	-	-	-	-	-	204,498	0.00%	208,588	212,760	217,015	221,355
54-5500-100	DEPRECIATION	-	-	-	396,859	-	-	-	-	0.00%	-	-	-	-
	OPERATING EXPENSES Totals:	-	-	-	467,758	145,367	145,367	-	269,540	85.42%	272,033	266,738	261,532	265,998
	Expenditure Totals:	-	-	-	467,758	145,367	145,367	-	269,540	85.42%	272,033	266,738	261,532	265,998
	NET REVENUE OVER EXPENSES:	-	-	-	13,713,149	44,715	44,715	-	10,644	-76.19%	8,259	29,942	52,356	65,958
	FUND BALANCE (AVAILABLE FOR APPROPRIATION):				47,001		46,716		42,235		50,887	81,242	134,032	200,446

CITY OF SARATOGA SPRINGS

WASTEWATER IMPACT FEE FUND

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		Previous Year Actual	Previous Year Actual	Previous Year Actual	Previous Year Actual	Current Year Budget	Current Year Amend Bud		FY 2012 Future Year Budget	Proposed vs Current	FY 2013 Future Year Forecast	FY 2014 Future Year Forecast	FY 2015 Future Year Forecast	FY 2016 Future Year Forecast
IMPACT FEES REVENUES														
53-2980-000	BEGINNING FUND BALANCE TO APPROPRI	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
53-3690-100	MISCELLANEOUS REVENUE	-	-	-	-	-	23,092	23,092	-	-100.00%	-	-	-	-
53-3910-100	WASTEWATER IMPACT FEES	187,800	45,600	25,200	18,000	-	-	-	-	0.00%	-	-	-	-
53-3910-110	INTEREST REVENUE	58,146	15,423	6,408	1,602	1,200	1,200	-	2,800	133.33%	-	-	-	-
53-3920-100	SOUTH WASTEWATER IMPACT FEES	254,130	87,303	24,000	124,800	88,000	88,000	-	84,800	-3.64%	-	-	-	-
53-3930-100	NORTH WASTEWATER IMPACT FEES	340,800	319,200	142,800	114,000	176,000	176,000	-	97,600	-44.55%	-	-	-	-
53-3949-100	MISCELLANEOUS REVENUE	-	-	-	-	-	200,000	200,000	-	-100.00%	-	-	-	-
53-3950-100	TRANSFER FROM OTHER FUND	-	-	-	692	-	-	-	-	0.00%	-	-	-	-
53-3990-110	APPROPRIAT OF BEGIN FUND BALAN	-	-	-	-	-	883,302	883,302	-	-100.00%	-	-	-	-
IMPACT FEES REVENUES Totals:		840,876	467,526	198,408	259,094	265,200	1,371,594	1,106,394	185,200	-86.50%	-	-	-	-
Revenue Totals:		840,876	467,526	198,408	259,094	265,200	1,371,594	1,106,394	185,200	-86.50%	-	-	-	-
WASTEWATER IMPACT FEES EXPENDITURES														
53-4000-500	PASS-THRU CAPITAL PROJECTS	73,688	-	-	85	-	331,204	331,204	-	-100.00%	-	-	-	-
53-4000-600	SEWER MASTER PLANS	-	-	-	95	-	-	-	57,500	0.00%	-	-	-	-
53-4000-820	DEVELOPER REIMBURSEMENT PAYMTS	626,724	204,798	83,440	85,701	117,600	117,600	-	117,600	0.00%	-	-	-	-
53-4400-100	PUBLIC WORKS PROPERTY	-	-	-	-	-	1,040,390	1,040,390	-	-100.00%	-	-	-	-
53-5300-315	PROFESSIONAL & TECH	-	-	-	-	-	15,000	15,000	-	-100.00%	-	-	-	-
53-5500-100	DEPRECIATION	21,639	62,231	70,782	76,950	-	-	-	-	0.00%	-	-	-	-
WASTEWATER IMPACT FEES EXPENDITURES Totals:		722,051	267,029	154,222	162,831	117,600	1,504,194	1,386,594	175,100	-88.36%	-	-	-	-

CITY OF SARATOGA SPRINGS

WASTEWATER IMPACT FEE FUND

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TRANSFERS AND OTHER USES														
53-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
	TRANSFERS AND OTHER USES Totals:	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
	Expenditure Totals:	722,051	267,029	154,222	162,831	117,600	1,504,194	1,386,594	175,100	-88.36%	-	-	-	-
	NET REVENUE OVER EXPENSES:	118,825	200,497	44,186	96,263	147,600	(132,600)		10,100		-	-	-	-
	FUND BALANCE (AVAILABLE FOR APPROPRIATION):	207,641	330,681	167,781	330,994		(684,908)		(674,808)					

CITY OF SARATOGA SPRINGS

CULINARY WATER IMPACT FEE FUND

Fiscal Year: July 1 - June 30

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Acct No	Account Description	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	Difference	Proposed	% Change	FY 2013	FY 2014	FY 2015	FY 2016
		Previous Year Actual	Previous Year Actual	Previous Year Actual	Previous Year Actual	Current Year Budget	Current Year Amend Bud		FY 2012 Future Year Budget	Proposed vs Current	Future Year Forecast	Future Year Forecast	Future Year Forecast	Future Year Forecast
IMPACT FEE REVENUES														
56-2980-000	BEGINNING FUND BALANCE TO APPR	-	-	-	-	250,000	250,000	-	-	-100.00%	-	-	-	-
56-3910-100	CUL WATER CONN FEE	693,000	428,750	181,250	262,000	214,500	214,500	-	179,000	-16.55%	-	-	-	-
56-3910-105	CUL WATER FEE DUE TO LMMWC	1,121,000	858,000	366,000	518,000	440,000	440,000	-	359,000	-18.41%	-	-	-	-
56-3910-110	INTEREST REVENUE	126,655	123,735	33,539	8,672	8,000	8,000	-	6,058	-24.28%	-	-	-	-
56-3950-100	TRANSFER FROM OTHER FUND	-	-	-	-	100,000	100,000	-	175,248	75.25%	-	-	-	-
56-3950-200	APPROPRIAT OF BEGIN FUND BALAN	-	-	-	-	-	15,000	15,000	-	-100.00%	-	-	-	-
Revenue Totals:		1,940,655	1,410,485	580,789	788,672	1,012,500	1,027,500	15,000	719,306	-29.99%	-	-	-	-
CULINARY WATER IMPACT FEE EXPENDITURES														
56-4000-500	PASS-THRU CAPITAL PROJECTS	72,000	-	-	-	-	-	-	-	0.00%	-	-	-	-
56-4000-600	CULINARY WATER MASTER PLANS	-	-	-	-	-	-	-	50,000	0.00%	-	-	-	-
56-4000-610	PROF & TECHN	-	-	-	-	-	15,000	15,000	-	-100.00%	-	-	-	-
56-4000-710	CUL WATER CAP PROJECTS	-	-	-	(290)	-	543	543	7,500	1281.22%	-	-	-	-
56-4000-712	CAPITAL OUTLAY - WATER TANKS	-	-	-	333	-	-	-	-	0.00%	-	-	-	-
56-4000-717	WELL #1 DESIGN/PROJECT	-	-	-	-	-	380,000	380,000	377,649	-0.62%	-	-	-	-
56-4000-800	INTEREST EXPENSE (ALL DEBT)	73,986	171,728	170,796	166,914	167,000	167,000	-	151,975	-9.00%	-	-	-	-
56-4000-810	LOAN COSTS	3,500	3,500	3,500	4,095	-	1,750	1,750	-	-100.00%	-	-	-	-
56-4800-990	APPROP INCREASE IN FUND BAL	-	-	-	-	-	212,707	212,707	-	-100.00%	-	-	-	-
56-5000-100	AMORT BOND ISSUE	4,111	8,222	-	-	-	-	-	-	0.00%	-	-	-	-
56-5500-100	DEPRECIATION	863,714	916,240	965,130	965,815	-	-	-	-	0.00%	-	-	-	-
56-2360-000	PAYMENTS TO LMMWC (LIABILITY)	-	-	-	-	440,000	440,000	-	359,000	-18.41%	-	-	-	-
56-2400-000	DEBT PRINCIPAL PAYMENTS (LIABIL	-	-	-	-	220,000	220,000	-	229,000	4.09%	-	-	-	-
Expenditure Totals:		1,017,311	1,099,690	1,139,426	1,136,867	827,000	1,437,000	610,000	1,175,124	-18.22%	-	-	-	-
NET REVENUE OVER EXPENSES:		923,344	310,795	(558,637)	(348,195)	185,500	(409,500)		(455,818)		-	-	-	-
FUND BALANCE (AVAILABLE FOR APPROPRIATION):		2,287,904	1,537,934	1,261,987	1,132,471		670,678		214,861					

CITY OF SARATOGA SPRINGS

SECONDARY WATER CONNECTION FEE FUND

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IMPACT FEE REVENUES														
57-2980-000	BEGINNING FUND BALANCE TO APPROPRI	-	-	-	-	-	-	-	-	0.00%	-	-	-	-
57-3910-100	2ND WATER CONN FEE REVENUE	1,835,044	624,300	187,550	70,200	59,400	59,400	-	80,800	36.03%	-	-	-	-
57-3910-110	INTEREST REVENUE	46,084	72,016	20,297	2,687	3,000	3,000	-	153	-94.90%	-	-	-	-
57-3950-100	TRANSFER FROM OTHER FUND	-	-	-	-	90,000	90,000	-	78,240	-13.07%	-	-	-	-
57-3990-110	APPROPRIAT OF BEGIN FUND BAL	-	-	-	-	-	15,000	15,000	-	-100.00%	-	-	-	-
Revenue Totals:		1,881,128	696,316	207,847	72,887	152,400	167,400	15,000	159,193	-4.90%	-	-	-	-
SECONDARY WATER IMPACT FEE EXPENDITURES														
57-4000-315	PROF & TECHN	-	-	-	-	-	15,000	15,000	-	-100.00%	-	-	-	-
57-4000-600	SECONDARY WATER MASTER PLANS	-	-	-	-	57,500	57,500	-	57,500	0.00%	-	-	-	-
57-4000-710	2NDARY WATER CAP PROJECTS	-	55,800	-	-	-	-	-	-	0.00%	-	-	-	-
57-4000-800	INTERERST EXPENSE	-	-	-	36,343	30,000	30,000	-	32,240	7.47%	-	-	-	-
57-4810-910	TRANSFERS OUT	-	-	-	120,000	-	-	-	-	0.00%	-	-	-	-
57-5500-100	DEPRECIATION	95,827	54,539	128,597	179,041	-	-	-	-	0.00%	-	-	-	-
57-2600-100	DEBT PRINCIPAL PAYMENTS	-	-	-	-	60,000	60,000	-	46,000	-23.33%	-	-	-	-
Expenditure Totals:		95,827	110,339	128,597	335,384	147,500	162,500	15,000	135,740	-16.47%	-	-	-	-
NET REVENUE OVER EXPENSES:		1,785,301	585,977	79,250	(262,497)	4,900	4,900	-	23,453		-	-	-	-
FUND BALANCE (AVAILABLE FOR APPROPRIATION):		2,113,549	1,152,059	1,329,878	101,239		91,139		114,592					