

Provo City Adopted Annual Budget 2015-2016

Provo City Corporation
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Provo City Adopted Budget FY 2016

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Executive Summary





May 5, 2015

Honorable Members of the Provo Municipal Council
351 West Center Street
Provo, Utah 84601

RE: Proposed Budget for Fiscal Year 2016

Ladies and Gentlemen of the Council:

I am pleased to submit our proposed budget for the City of Provo, Utah for the fiscal year beginning July 1, 2015 and ending June 30, 2016.

This budget is the result of many hours and the contributions of council members, the public, employees and City leadership. The Administration has worked hard to submit a responsible, sustainable budget.

Preparation for the Fiscal Year 2016 budget began in December 2014 with the Mayor, CAO and administrative budget team looking at early revenue forecasts, projected retirement and insurance increases, department needs for the Fiscal Year 2016.

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

- Revenue Needs & Forecasts.
- Budget Expenses & Shortfalls.
- Merit Increases, Retirement, Health Insurance, Operation and Maintenance Needs, Capital Needs, Vehicle Replacement, Outsourcing, Adequacy of Fees & Taxes.
- The FY2017 5-year Capital Improvement Plan will include recommended changes made by Municipal Council staff and include categories titled approved, working, and Vision 2030.

Provo City is striving to provide a more transparent and understandable budget by adopting best practices. We will be submitting the adopted budget to Government Finance Officers Association (GFOA) in hopes of receiving the "Distinguished Budget Award." This award encourages state and local governments to prepare budget documents of the very highest quality, reflecting the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices. The City received the award in FY2013 and FY2014.

As evidenced in Provo and the nation, there are many signs that the local and the national economies are recovering. While the local economy slowly continues to recover from the recession, it continues to outper-

form the national economy. The City is currently cautious about sales tax revenues, but anticipates they will moderately increase as the economy continues to improve this next fiscal year. However, it is important to note that we continue to have concerns about how global uncertainty and large fluctuations in healthcare costs, retirement costs, and other operational costs will impact consumer spending and City budgets.

Provo City continues to work hard in maximizing every dollar and providing a great value to our residents. Our employees understand that every tax dollar we receive is a sacrifice from our residents who trust us to use it wisely. While preparing the 2016 budget, directors were asked to evaluate their budgets and look for possible savings before they were submitted. Despite years of deep cuts, department directors were asked to keep operational budgets flat and submit only critical supplemental requests.

The 2016 budget supports our ongoing goal of continued fiscal health with a sustainable budget. Monies are invested in capital improvements, vehicle replacement and employees. Provo City employees are among the greatest and most critical assets the City has, and by investing in them, we are better able to recruit, develop, and retain top employees.

During Fiscal Year 2015 full-time city employees were encouraged to participate in a trust development program and use the skills learned to increase trust throughout the organization and with the public. "Huddle Groups" were established which consisted of a cross mix of employees from different work areas of the city. The purpose is for employees to learn and create a common language and behavior of trust in the city as well as enhance relationships and develop City leadership.

The Administration continues to look for opportunities for its employees to grow and better themselves both professionally and personally. A plan is currently being constructed to offer a standardized tuition reimbursement program to all city employees.

Rate and Fee Changes Proposed to take effect July 1, 2015

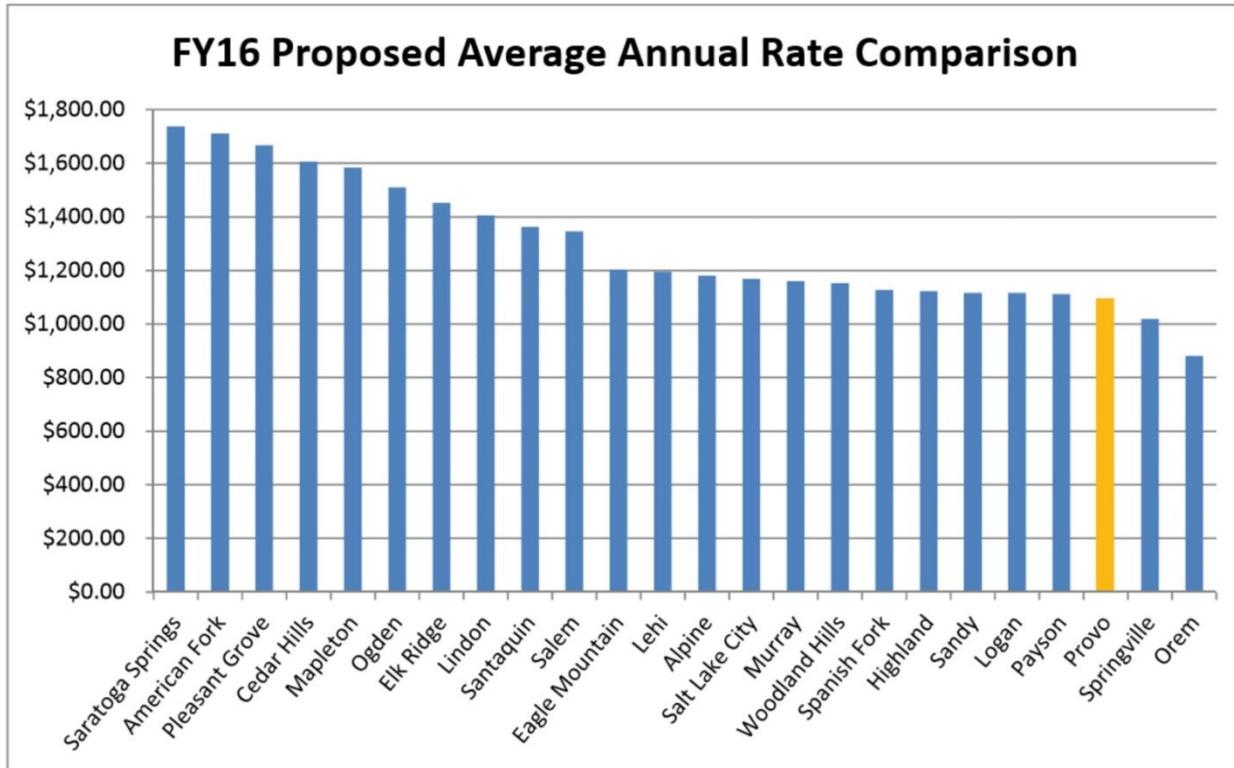
- Parks, Recreation, Golf Course and Covey Center fees
- Airport landing, passenger and parking fees
- Sanitation recycling fee
- Library ballroom rental fees
- Various other Wastewater fees

Utility Rate Increases are being implemented to fund ongoing operational and capital improvements throughout the City; a percentage of the increases will help fund portions of the ERP computer software and Fleet facility.

- An average 9.4% or \$2.22 monthly increase more than the FY2015 original proposal of 15% or \$3.56 monthly increases per average residential home on waste water utility sales (Waste Water Fund)
- An average 9.8% or \$2.79 monthly increase more than the FY2015 original proposal of 10% or \$2.84 monthly increase per average residential home on water utility sales (Water Fund)
- An average 5.8% or \$.32 monthly increase more than the FY2015 original proposal of 20% or \$1.11 monthly increase per average residential home on storm water utility sales (Storm Water Fund)
- An average 3% increase or \$2.20 per average residential home on energy utility sales (Energy Fund)
- An average 3% increase per commercial user on energy utility sales (Energy Fund)
- An average 6% increase per industrial user on energy utility sales (Energy Fund)

The graph below depicts the City's position compared to other cities after implementing the proposed rates,

excluding Energy. This graph would assume that other comparable entities make no other changes to their current rates.



Funded Personnel Costs

Each year we carefully evaluate the compensation scales of our employees and compare our compensation to the market of competing governmental entities. Personnel budgets in departments include current funding levels plus market required adjustments necessary to attract and retain good employees:

- Merit Increases (2.5%)
- Market Adjustments
- Career Series Advancements
- Health Insurance Cost Increases (5.4%)
- Utah Retirement System Defined Benefit Rate Changes (increase of .17 to Tier I Firefighters, and decrease of .03 to Tier 1 noncontributory employees)
- 401(k) Match (2%)
- Employee Recognition & Appreciation

Expenditures

All departments and divisions continue to do the same or more with very limited personnel and operational budget changes. The following specific areas have been added or changed significantly in the adopted budget:

- Recreation Center Capital Improvement Plan
- Citywide Fleet Facility funding
- Citywide Municipal Software System (Provo 360)
- Citywide vehicle & equipment purchases

Each department/division had the opportunity to submit supplemental requests as part of the Fiscal Year 2016 budget. Fifty nine requests were made for a total of \$5,739,971. An amount of \$2,613,961 has been

funded at this time either in FY2015 existing budget or new FY2016.

Other Funding

During Fiscal Year 2015, Water and Waste Water issued revenue bonds to cover much needed infrastructure needs and Energy issued revenue bonds for the construction of a new Energy Campus.

The Recreation Center continues to exceed revenue expectations and is being used heavily by its customers. Administration and the Municipal Council have a strong desire to have the funding necessary to adequately maintain the facility so that it will be able to serve customers long-term and the facility can continue to feel new and have equipment and services needed to keep up with current trends. In order to meet this need, we have provided funding in the operational budget to maintain the building and equipment over their useful life. Any unused funds in any given year will be moved forward for future use.

The budget proposes the addition of three (3) police officers, two being funded out of FY2016 revenue increases and one from asking the citizens for a property tax increase of approximately 2.28% to cover the cost of an officer, vehicle and equipment. Increasing property taxes require a Truth in Taxation hearing to be held in August supported by the Municipal Council.

Funding for overtime related to the Provo City Center Temple Open House is included in the FY2016 budget based on early estimates. Additional monies may be needed depending on the time of year the open house is held and the number of visitors. The City has established a Provo City Center Temple Open House Committee. The Committee is assisting administration with planning, preparation and anticipated budget needs for the open house.

The City is actively pursuing a Citywide Municipal Software Solution (Provo 360). Administration has included in the budget the costs for licensing, implementation and hardware. The funding source for these costs is to be provided by a 7 year lease. The vision for Provo 360 is to provide our residents, businesses, students, employees, administration and visitors with a 360 degree view of the city at any time, from anywhere, and from any device. The Provo 360 Core Team, administration and the municipal council are working towards solutions to make information requests and transactions accessible, easy and even enjoyable for our customer while giving our administration the same 360 degree view to enable them to service, resource, measure, refine and improve like never before.

A funding plan for a new fleet facility has been included in the FY2016 budget; the proposal would be Phase I of the project. The current fleet facility is old, unsafe and does not meet the needs of the City based on the composition of the fleet. Some of the equipment (fire truck, sanitation, dump trucks) require the need to have a higher clearance when working on them and at the current time requires the mechanics to work outside. The fleet facility is an integral part of the City Emergency Response plan. The lack of an adequate facility able to respond and maintain vehicles in times of emergency is very detrimental.

The budget provides for funding for a new comprehensive automated parking ticket system that includes a license plate reader and parking ticket system which will greatly enhance our current process on marking tires with chalk and handwriting tickets.

The budget includes an amount to reinstate the tree planting program in the Parks Maintenance Division;

these funds will be used to purchase and plant shade and ornamental trees in city parks and property.

During the latest legislative session, Dispatch Centers were asked to achieve cost savings by being functionally consolidated. This can be achieved by the five (5) PSAPs (Public Safety Answering Point aka dispatch centers) in Utah County working from a phone system with two shared servers. The proposed budget includes funding for the City's match.

The budget includes funding for the City to purchase a software system that offers the capability to notify up to 115,000 contact and 52,708 households. It enables an organization to send notifications via 25+ contact paths to individuals or groups using lists, locations and visual intelligence. This comprehensive notification solution keeps your contacts informed before, during and after all events operational incidents, and emergencies.

Funding is included to support the City's need to hold a municipal elections in 2015 for five council positions - Council Districts 1, 3, 4, 5, and Citywide II. All positions were for a four-year term except Council District 5, which will have a two-year term to complete Stephen Hales' term vacated due to his passing. We will be contracting with Utah County to use their electronic voting machines at the 21 polling locations throughout the City.

Provo City has been recognized as a community of choice by recent national accolades and the citizen survey results. Our goal is to provide residents with the services they need in an efficient and transparent manner. I believe the budget process forces us to make difficult decisions and prioritize what items should be funded. The City continues to make difficult decisions to reduce ongoing costs and to strengthen revenues. The City has not only balanced its budget for the current fiscal year, but also continues to work with the Municipal Council, citizens and employees to create a long-term sustainable budget. By making good financial decisions that consider both the short-term and long-term impacts, Provo will become a stronger, healthier community to live, learn, work and play.

We welcome and encourage your careful review of our recommended budget. We also welcome the input of our residents as we proceed through the process of adopting the City's annual budget. As always, our staff is at your disposal to respond to questions and assist in any way the Municipal Council would like over the next several weeks. We believe that you will find this budget responsive to your concerns and aspirations and forward thinking as we plan together for the future of the Provo community.

Sincerely yours,

John R. Curtis
Mayor

A handwritten signature in black ink, appearing to read "John R. Curtis", followed by a long horizontal line extending to the right.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

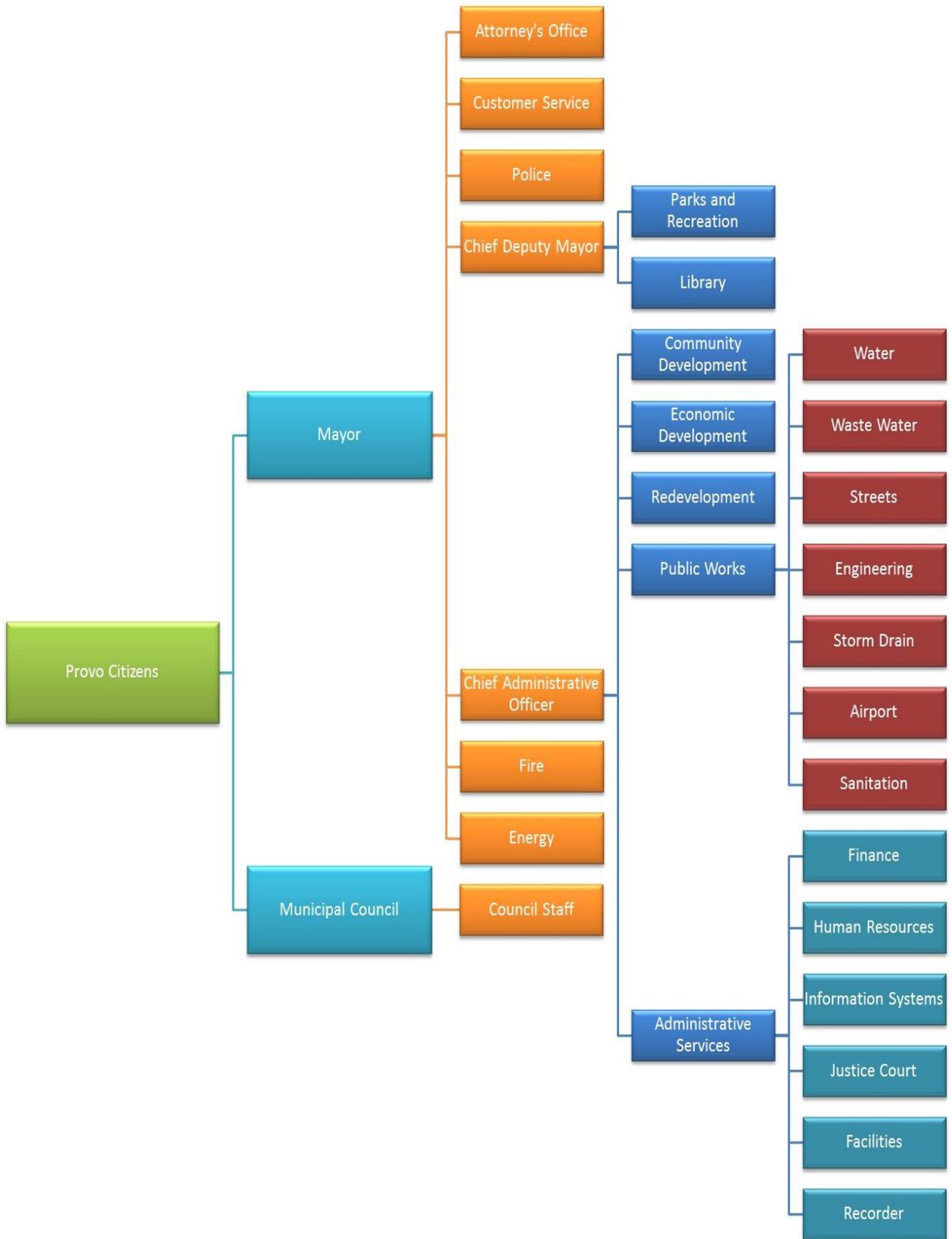
**Provo City Corporation
Utah**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Organizational Chart



Elected and Staff Positions



(Left to right) Kay Van Buren, Gary Winterton, Hal Miller, David Sewell, Kim Santiago (Vice Chair), Garry Garret (Chair), Calli Hales

Council Members

Gary Winterton

District 1

Present Term: 2012-2016

Kim Santiago (Vice Chair)

District 2

Present Term: 2014-2018

Hal Miller

District 3

Present Term: 2012-2016

Kay Van Buren

District 4

Present Term: 2012-2016

Calli Hales

District 5

Present Term: 2015-2016

Dave Sewell

City-Wide District I

Present Term: 2014-2018

Gary Garrett (Chair)

City Wide District II

Present Term: 2012-2016

City Administration

Mayor—John Curtis

Chief Administrative Officer—Wayne Parker

Chief Deputy Mayor's Office—Corey Norman

Chief Deputy Economic Development—Dixon Holmes

City Attorney—Robert West

Police Chief—John King

Fire Chief—Gary Jolley

Parks and Recreation—Roger Thomas

Library Services—Gene Nelson

Energy—Travis Ball

Community Development—Gary McGinn

Redevelopment—David Walter

Public Works—David Decker

Administrative Services—John Borget



Mayor John Curtis

Present Term: 2014-2018

Provo City Vision 2030

In March 2010, Provo City formed a 20-member visioning steering committee to provide a long-term strategy for municipal decision making. The Mayor and the Municipal Council, along with the committee, defined a community vision statement and eight core values that provide direction in setting measurable goals and objectives and provide guidance on what Provo City should be by the year 2030.

Community Visioning

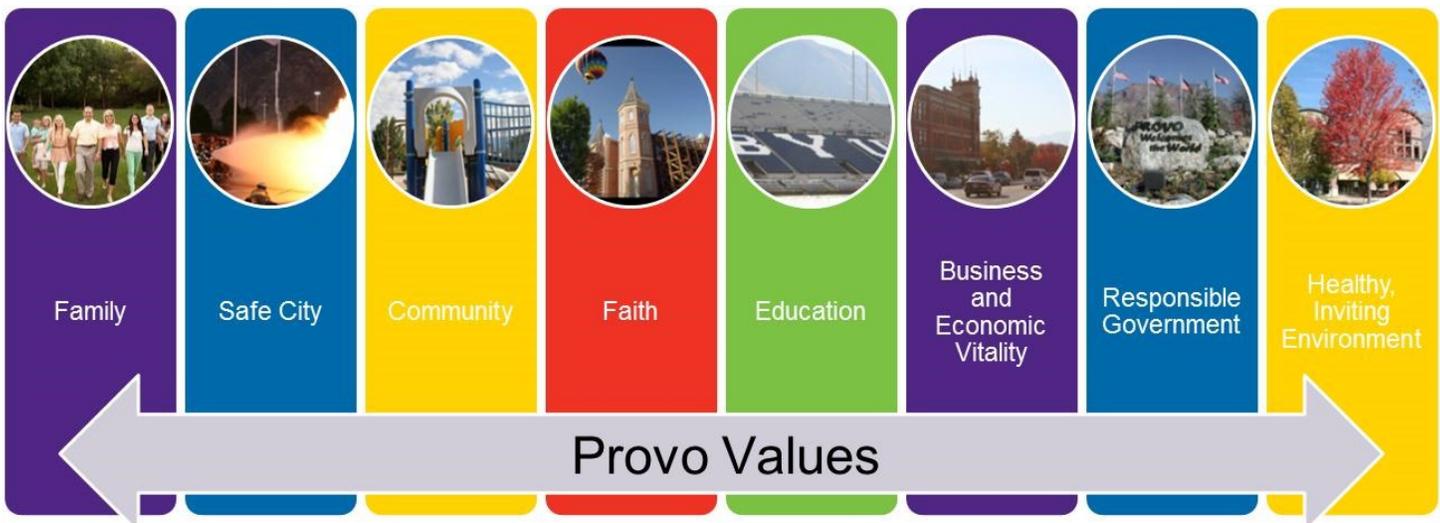
Provo — an inspiring place to live, learn, work, and play

We value:

- Faith, respect, and service to each other and our community
- Individual responsibility
- Families and individuals
- Our environment and natural amenities

We support:

- Safe, desirable neighborhoods
- A vibrant economy and high-quality jobs
- Fiscally responsible governance
- Life-long education



With the guidance of the Community Vision Statement and the focus on the eight Provo Core Values, the steering committee provided policy direction and specific goals and objectives for each of the following topics:

Education	Safety
Natural Resources	Image and Communication
Families and Neighborhoods	Transportation and Mobility
Prosperity	Land Use and Growth
Healthcare	Unity
Public and Non-Profit Partnerships	Leisure
Heritage	Governance

Provo City Vision 2030—Accomplishment Tracking

To monitor our success at implementing goals and objectives of the Vision 2030 document, the following actions have been completed or are in progress. To view the entire Provo City 2030 Vision document, please visit <http://www.provo.org/vision2030.html>.

Action Item	Step Taken	Status
Objective 1.1.2 Create and maintain bike trail and sidewalk systems that connect all parts of Provo.	In July 2015 the Municipal Council adopted the Joaquin Neighborhood Plan as a component of the Provo City General Plan.	In Progress
	A committee was created to review the Neighborhood Advisory Board Program and make recommendations for improving communication, reaching all citizens and businesses, and redefining the purpose of the program. An ordinance was adopted in April 2015 that amended the purpose statements.	In Progress
	February 2015 the Municipal Council adopted the Downtown Master plan, the second of the neighborhood Joaquin Neighborhood Plan as a component of the Provo City General Plan.	In Progress
1.1.2(b) Conduct a study to investigate ways to connect our trails and sidewalks city-wide.	A bike master plan has been completed and adopted by the City Council	Complete
1.1.2(c) Create an ongoing trail enhancement and maintenance fund.	Parks & Recreation has a CIP budget dedicated to maintenance of the Provo River Trail	In Progress
Objective 1.4.1 Use social networking, the Internet, and other communications tools and technology to involve all individuals in neighborhood discussions and activities.	City Council and Mayor blogs are up to date and provide exciting, pertinent information for Provo City residents and employees. Facebook and Twitter are also used to provide information.	In Progress
1.4.1(a) Implement an opt-in email program.	The mayor's office maintains an email mailing list for communication with citizens.	Complete
1.4.2(b) Develop town and gown strategies to foster involvement and inclusion of the student population.	Launched Provo4Students.org to support Provo-student interactions.	In Progress
1.5.1(a) Adequately fund and support Community Oriented Police programs.	The Police Department currently employs Community Oriented Police Programs	Complete
1.6.1(a) Support Provo's Urban Forestry Program.	The Energy Department employs a full-time forester and tree crews to manage Provo's urban forest.	Complete
1.6.4(b) Work with UDOT to improve freeway signage (such as Center Street Provo vs. Center Street Orem).	Signage on I-15 has been improved designating Provo Center street specifically.	Complete
1.7.1(a) Maintain and utilize a subscriber-based email system for notification and dissemination of information.	The mayor's office maintains an email mailing list for communication with citizens.	Complete
1.7.1(b) Improve access to public meetings through Channel 17 and the Internet.	Public meetings are now available on YouTube.	Complete

Action Item	Step Taken	Status
Objective 2.1.1 Identify exceptional areas that would benefit from area specific master plans, where the city would conduct a detailed land-use analysis. The objective is for a plan for every neighborhood.	March 2015 the council approved annexation of 3.15 acres located at 5050 North Canyon Road. The annexation is part of the city's overall annexation plan.	In Progress
Objective 2.4.1 Determine the appropriate type, level, and location of economic development initiatives for Provo City.	July 2014 the council adopted the South Downtown Community Development Project Area Plan to assist in identification of future redevelopment activities in the downtown area.	In Progress
	The city is currently focusing efforts on East Bay, Mountain Vista, TOD area, and the Airport. Results include 4 industrial projects and \$3.5 million grant for the airport.	In Progress
Objective 3.1.1 Work toward implementing Chapter Seven of Provo City's General Plan, the Parks Master Plan, which includes the even and fair distribution of park space throughout the city.	May 2015 the council approved the purchase of 80 acres in Rock Canyon.	In Progress
	FY 2016 budget includes funding for tree planting and upgrades to park lighting.	In Progress
Objective 3.2.2 Ensure that trail heads at Little Rock Canyon, Rock Canyon, and Slate Canyon have trails that connect to the Bonneville-Shoreline, Great Western, Provo River, and South Fork trails.	The Parks and Recreation Department are currently constructing a developed park at the trail head for Slate Canyon connecting it to the Bonneville shoreline trail.	In Progress
3.3.2(a) Include in the community center, an indoor gathering space with facilities for theater, arts exhibits, classrooms and outdoor performing space.	The Recreation center has indoor meeting spaces sufficient for theater, arts exhibits, and classrooms.	Complete
	The library completed an art gallery.	Complete
	The Covey Center continues to offer a variety of performing spaces.	Complete
Objective 3.6.1 Build a city recreation facility which will: •Develop a sense of community •Foster a healthy lifestyle and wellness •Enhance civic pride •Be versatile and adaptable to meet the needs of all elements of the community	In FY14 the city opened the new Recreation Center	Complete
Objective 3.8.1 Educate and inform voters of the options of creating a RAP tax for ongoing recreational funding, with the intent of putting this on the ballot.	The RAP tax will be on the ballot during FY16	Complete
Objective 4.1.4 Encourage resource preservation through greater participation in recycling and energy conservation efforts.	The council passed a resolution in June 2014 expressing support for the Provo Sustainability and Natural Resources Committee.	In Progress
	In September 2014 the council and administration approved a resolution supporting a thorough research of Tier 3 gasoline and exploration of other possible air quality enhancements for Utah by state legislators.	In Progress

Action Item	Step Taken	Status
Objective 4.3.2 Manage watersheds for the protection of drinking water sources and protect the water quality of surface waters.	January 2015 council adopted a resolution amending the water system master plan to account for differing growth patterns and changing economic circumstances.	In Progress
	The Water Division issued bonds to improve infrastructure for the residents of Provo. A portion of the bond monies will be used to build a new storage reservoir, increasing the total amount of water storage available.	In Progress
4.5.1(a) Encourage establishment of a nature preserve encompassing Provo Bay and its surrounding wetlands while allowing compatible uses, such as, boating, multiple public access points, boardwalks, hunting, fishing and other similar recreational activities.	A Provo River preservation effort is currently underway under the direction of a multi-agency effort.	In Progress
Objective 4.7.2 Implement new advances in electrical energy delivery and control systems (i.e., smart grid, smart houses) as they become practical and economically feasible.	In FY16 the Energy Department will begin deploying Automated Metering Infrastructure (Smart Grid) throughout the city with an estimated completion date in FY17.	In Progress
Objective 4.7.3 Work with residential, commercial, educational and industrial customers to identify and implement energy savings through increases in consumption efficiency and reduction in use of energy in a cost-effective manner.	The Energy Department hired a full-time energy efficiency specialist to administer in-home audits and subsidies for efficiency upgrades.	In Progress
Objective 4.7.4 Cooperate with customers who privately generate renewable energy resources (i.e., wind, solar).	Net metering continues to grow each year where customers deploy private solar panels and receive a credit on their energy bill.	Complete
Objective 4.8.2 Seek opportunities for consumer alternatives to purchase energy from renewable resources.	In FY15 RenewChoice was launched which enables customers to purchase renewable energy for their homes or businesses.	Complete
5.4.2(b) Establish a Provo City Innovation Center to synergistically host and support incubation activities of local entrepreneurs.	A business incubator has been established in Provo and the Economic Development department aids its efforts through the administration of programs.	Complete
6.2.1(a) Provide physical exercise facilities and recreation activities to involve children and adults in encouraging regular physical activity.	The Parks and Recreation department supports sports programs and regular fitness classes	Complete
6.2.1(c) Enhance Provo City infrastructure for supporting bicycling and walking.	A bike master plan has been completed and adopted by the City Council	In Progress
Objective 6.3.1 Provide all households important information explaining what to do before, during, and after major emergencies—earthquakes, wildfires, flooding, extreme weather, mass violence, pandemic influenza, and other communicable diseases.	Funding for additional Power Cots will allow safer transfers into and out of ambulances for emergency responders and patients.	In Progress

Action Item	Step Taken	Status
Objective 6.4.2 Promote the use of zero or reduced emission transportation using bicycles, electric vehicles, mass transit, etc.	Clear the Air Challenge for July 2014, a joint resolution was approved to encourage city employees and other residents to find ways to improve air quality by using alternative travel methods.	In Progress
	In June of 2014 the Municipal Council passed a resolution supporting a Bus Rapid Transit route alignment through Provo City.	In Progress
	January 2015 the council and administration approved a joint resolution encouraging the State of Utah to address comprehensive transportation funding to support local transportation needs and provide for future growth.	In Progress
Objective 7.2.1 Identify important historical sites located throughout the city, even those where structures no longer exist, and preserve the history of the site.	Funding was included to facilitate the Provo City Center Temple Open house event.	In Progress
Objective 8.1.1 Maintain a brand and image for Provo City	Provo City now has a consistent brand developed by a private consulting firm.	Complete
8.2.3(a) Identify and allocate marketing budget to cover initial and annual marketing program expenses.	FY16 includes funding for an out-of-state marketing campaign.	In Progress
8.2.4(a) Create a plan for on-going brand management and ROI assessment.	Provo now employs full-time staff to support the brand with multimedia aids.	In Progress
9.3.1(b) Identify or provide incubator space for early stage businesses until they are more mature and can afford market rents and leases.	Provo provided a no-interest loan to the Candy Startup to facilitate its transition to a start up center. The city organizes weekly events and other programs to promote the startup community.	Complete
Objective 9.3.2 Develop and maintain a city-wide Economic Development Strategic Plan that identifies new employment and retail opportunities.	In September 2014 the municipal council approved funding for a retail strategy study to review, analyze, and recommend retail strategies for retail centers within Provo.	In Progress
	In FY14 and FY15 Provo contracted consulting firms to establish "Provo Strategy" to identify specific goals and a retail strategy.	
	July 2014 the municipal council enacted a mobile food business ordinance to regulate the licensing and operations of mobile food businesses.	In Progress
9.6.1(a) Put all necessary elements for commercial regional transportation into place, i.e., marketing, terminal/baggage, ground transportation, parking, safety, security, etc.	Parking has been improved at the Airport.	In Progress
Objective 11.1.2 Work in proactive partnership with neighboring jurisdictions, civic and religious groups, and law-abiding citizens to actively patrol and police neighborhoods.	In January 2015 the municipal council and administration approved a joint resolution encouraging parents to speak with their youth about the dangers of Fight Nights in order to help ensure the health, safety, and welfare of our children.	In Progress
	FY 2016 includes Funding for three additional police officers.	In Progress

Action Item	Step Taken	Status
Objective 11.1.2 Work in proactive partnership with neighboring jurisdictions, civic and religious groups, and law-abiding citizens to actively patrol and police neighborhoods.	FY 2016 includes the purchase of EverBridge notification system was funding this year to help with emergency management.	In Progress
	The Recreation Center has been designated as the EOC for Provo City	Complete
12.5.2(a) Work with the efforts for creating an image and brand the city to identify a sign plan or design that is consistent with the image and branding efforts.	Provo hired consultants to develop a wayfinding program for the city. Deployment of the signage is in progress.	In Progress
Objective 12.6.1 Provide direct routes to and from the airport and alternative methods for public transportation.	The west-side connector with access to the airport began in FY14 and is expected to be completed in FY16	In Progress
13.4.1(a) Utilize the new Senior Center by providing on-going educational programs that aid the seniors in health-care, religious courses (for all denominations), and other classes with emphasis on cultural and religious unity that are requested by them.	The senior center section of the recreation center offers enrichment classes for elderly citizens.	Complete
Objective 14.1.1 Post important government documents, including official transactions, legislation, policy, procedures, and performance measures, online with easy search capability.	Publicly available documents are all posted online.	Complete
Objective 14.1.2 Enhance government services to citizens by creating convenient one stop service centers in government buildings and online.	Customer service has consolidated many requests made of the city.	In Progress
Objective 14.2.2 Encourage each government entity to develop ten-year or longer financial plans that demonstrate the impact of current decisions on long-term financial sustainability.	A 10-year projection is conducted each fiscal year to analyze future financial stability	Complete
Objective 14.3.1 Encourage government entities to create citizen academies to develop groups of well-informed citizens.	The Police Department currently offers a citizen academy. A general city-wide academy will be offered in FY16.	In Progress
Objective 14.3.2 Increase the diversity of residents and stakeholders serving on government boards and commissions with the addition of minorities, women, and a broader range of ages and geographic locations to achieve broader representation and more balance.	Efforts are ongoing and appointments have been made with the intent of increasing diversity of boards and commissions. Appointments are for shorter terms resulting in more rotation and greater opportunity for diversity.	In Progress



Informational Section



Basis of Budgeting

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

Budget Administration and Methodology

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

Budget Preparation

Preparation for the Fiscal Year 2016 budget began in April 2014 with the Mayor, CAO and administrative team along with a Citizen Budget Committee that was created by the Municipal Council. The administrative budget team presented budget and financial training to the committee members that covered various topics such as: Fiscal Year 2015 Budget document in detail, Governmental and financial reporting relating to the Comprehensive Annual Financial Report (CAFR), Single Audit Report, Popular Annual Financial Report (PAFR), Quarterly Report, and Principles of Financial Management. The committee has focused on the following topics: Citizen Engagement in creating a long-term, sustainable structural budget, user fees, utility rates, sales and property taxes, and city-wide capital improvement needs. IN January 2015, the administrative budget team met with City administration on a bi-weekly basis to continually review updated revenue forecasts, budgeted shortfalls and other challenges.

Budget Approval

Once the budget process is complete, the Mayor presents the completed budget to the Municipal Council by the first Tuesday in May. The Council then reviews the budget and presents any questions or concerns to administration. Two public hearings are held in the month of June during regularly scheduled council meetings. Per Utah State Code, the budget must be adopted by resolution by June 22nd of each fiscal year, unless the City is planning on Truth in Taxation. If the city holds a Truth in Taxation hearing, the budget must be adopted by August 17th. Once the budget is adopted, this becomes the legal working budget for each department/division in the city.

The budget resolution presented to the council provides the budget staff with the ability to make changes to the budget throughout the fiscal year. The resolution provides for the following:

- Authorization to carry outstanding encumbrances and project/grant balances from one fiscal year to the next, and authorization to re-appropriate with the Mayor's approval.
- Projects within the capital improvement funds cannot be deleted, changed in budget amount by more than 10% of the original cost or \$50,000, whichever is less, or new projects added without approval from the Municipal Council.
- Authorization to move budget appropriations along with needed expenditure adjustments including capital labor from the individual enterprise funds to the corresponding capital improvement fund in conjunction with the capital expenditure.
- Mayor is authorized to increase appropriations for revenues in excess of the adopted budget in the following areas: Police & Fire reimbursable overtime, medical supply inventory, grants, cemetery fees received in Parks & Recreation CIP Fund, Winterfest sales and donations, lease and interest revenue, new development street signs and street overlays, impact fees, aid-to-construction, reimbursements, revenues in self-sustaining funds and donations.
- Mayor is authorized to transfer excess fund balances of funds subsidized by the General Fund, Justice Court, and Trust and Agency back to the General Fund.

Budget Presentation

Each fund or department's financial report includes three years of actuals, the FY 2015 "adjusted" budget and the FY 2016 Adopted budget. The adjusted budget includes the FY 2015 adopted budget, any appropriations from the current fiscal year, and carryover from the previous fiscal year, including capital project budgets.

Budget Timeline

December 2014	<ul style="list-style-type: none">• Distribute 5-year capital improvement packets to departments• Review revenue forecasts
January	<ul style="list-style-type: none">• Review proposed Fiscal 2016 budget calendar with directors• Distribute payroll schedules and budget worksheets to departments
February	<ul style="list-style-type: none">• 5-year capital improvement packets returned to Budget Division• Review 5-year capital improvement packets and budget worksheet with directors and administration
March	<ul style="list-style-type: none">• Deliver and review 5-year capital improvement plan to Municipal Council
April	<ul style="list-style-type: none">• Proposed budget worksheets are prepared based on recommendations from Administration• Review key issues of proposed budget with Municipal Council• Finance Budget Team to prepare final proposed documents to be presented to employees and Municipal Council
May	<ul style="list-style-type: none">• Present proposed budget to employees and to the Municipal Council• Directors budget briefings with Municipal Council
June	<ul style="list-style-type: none">• Budget to be adopted by this date per State Code if not holding a Truth in Taxation hearing June 22• Review 10-year budget forecast• Administration and Municipal Council budget sharing
July	<ul style="list-style-type: none">• Truth in Taxation hearings held
August	<ul style="list-style-type: none">• Budget to be adopted by August 17 per State Code if Truth in Taxation hearing is held• Submit budget to Utah State Auditor's office• Submit to GFOA for certification

Principles of Financial Management

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practices for the City of Provo. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management.

Effective fiscal policies:

1. Contribute significantly to the City's ability to insulate itself from fiscal crisis.
2. Enhances short-term and long-term financial credit ability by helping to achieve the highest possible credit and bond ratings.
3. Promotes long-term financial stability by establishing clear and consistent guidelines.
4. Directs attention to the total financial picture of the City rather than single issue areas.
5. Promotes the view of linking long-term financial planning with day-to-day operations.
6. Provides the Municipal Council and citizens with a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

Following these principles will enhance the City's image and credibility with the public, credit rating agencies, and investors. Many people and businesses who deal with the City (including the rating agencies) take comfort knowing the City adheres to established guiding financial policies.

Policy changes may be needed as the City and its citizen base grow and becomes more diverse and complex. It is important to regularly engage in the process of financial planning including reaffirming and updating these financial guidelines. To these ends, the following fiscal policy statements are presented.

Fund Balance

Fund Balance is the difference between assets and liabilities reported in governmental funds. It is used to measure the net financial resources available to finance future expenditures. The Governmental Accounting Standards Board specifies the classification of fund balance. The components include: 1) non-spendable, 2) restricted, 3) committed, 4) assigned, and 5) unassigned. A definition of these components can be found in the Appendix. These classifications are currently only used in the Governmental Fund types.

Municipalities may accumulate fund balances in any fund. However Utah Code 10-6-116 states the General Fund balance amount must be within the following limits: 5% of total revenues must be maintained as a minimum fund balance, and the accumulation shall not exceed 25% of the total estimated revenue of the General Fund. The fund balance percentage will be calculated using the Utah State Auditors guidelines. The fund balance policy focuses on the assigned and unassigned components of fund balance. Fund balance in excess of 25% should be used to 1) fund one-time expenditures in the current year, 2) prepay existing City debt, or 3) transfer to a capital project fund to be used for capital expenditures.

Governmental Funds

General Fund

1. The General Fund is the primary fund for the City. This fund is used to account for all financial resources not accounted for in other funds.
2. The desired unassigned fund balances at the close of each fiscal year should be between 20-25% of the total budgeted revenues for the following fiscal year.
3. The City's unassigned fund balance will be maintained to provide the City with sufficient working capital and a margin of safety to address local and regional emergencies without borrowing.
4. In the event of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the City there may be a need to appropriate unassigned fund balance below the 25% policy level. In such circumstances, the City will:

- a. Take measures necessary to prevent its use in the following fiscal year by increasing fees or taxes and/or decreasing expenditures.
 - b. Adopt a plan to restore the available fund balances to the policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the City, then the Municipal Council will establish a different but appropriate time period.
5. The unassigned fund balance should not be used to support recurring operating expenditures.
 6. The annual budgets for all City funds will be structurally balanced throughout the budget process. Recurring revenue will equal or exceed recurring expenditures in both the Proposed and Adopted Budgets. If a structural imbalance occurs, a plan will be developed and implemented to bring the budget back into balance.
 7. The unassigned fund balance can only be appropriated by Municipal Council resolution.

Other Governmental Funds

1. *Special Revenue Funds* - used by the City to account for revenues derived from specific taxes, licenses and inter-governmental grants which are designated to finance particular functions or activities in the City.
2. *Debt Service Funds* - used to account for the accumulation of resources for the payment of general obligation bonds and for the accumulation of special assessments for the payment of special improvement bonds.
3. *Capital Project Funds* - used to account for resources designated to construct governmental capital assets which may require more than one fiscal year for completion.

Proprietary Funds

Enterprise Funds

1. Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. Each individual Enterprise Fund has a capital improvement fund associated with it.
2. The existing enterprise funds account for construction; operation; maintenance; related debt; and property, plant and equipment within each fund.
3. Airport, Energy, Golf Course, Sanitation, Storm Drain, Water, Wastewater, Utility Transportation are classified as Enterprise Funds.
4. The desired fund balance at the close of each fiscal year should be 25% of the operating revenues for the following fiscal year.

Internal Service Funds

1. Internal Service Funds are used to account for the financing of services provided by one department to other departments with the City.
2. Customer Service, Employee Benefits, Insurance/Claims, Fleet Management, Vehicle Replacement, Capital Resources, Facility Services, and Computer Replacement, Telecom are classified as Internal Service Funds.
3. The desired fund balance for each fund at the close of each fiscal year should be as listed:
 - a. Customer Service - \$50,000 with excess being returned to contributing departments.
 - b. Employee Benefits - \$2 Million with excess being returned to contributing departments.
 - c. Insurance/Claims – \$1.5 Million minimum with a maximum of \$3 Million with excess being returned to contributing departments.
 - d. Fleet Management - \$200,000 with excess being returned to contributing departments.
 - e. Facility Services - \$100,000 with excess being transferred to the General Capital Improvement Fund.
 - f. Computer Replacement – no limit. Departments are allowed to accumulate up to ½ of their computer replacement needs in this fund.
 - g. Telecom – no limit. Fund balance will be used to provide a network that meets City needs. Any excess fund

balance will be maintained to provide funding for bond payments at the end of the term so the telecom debt service fee may be eliminated early.

Fiscal Planning and Budgeting

The budget is one of the most important documents the City prepares since it identifies the services to be provided and how the services are to be financed.

Budget Process

1. The Mayor shall provide annually a Budget Preparation Schedule outlining the preparation timelines for the proposed budget.
2. Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to City departments to complete. Departments shall prepare and return their budget proposals to the City Budget Officer as required in the Budget Preparation Schedule.
3. The budget that will be submitted by the Administration shall be submitted to the Municipal Council on the first Tuesday in May and will be in compliance with state and City legal requirements.
4. The Municipal Council will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30.
5. The City Budget Staff will prepare a budget in accordance with the guidelines established by the Government Finance Officers Association in its Distinguished Budget Award Program.
6. The annual fiscal plan will contain the following:
 - a. Revenue estimates by major category
 - b. Expenditure estimates by program levels and major expenditure categories
 - c. Debt service summarized by issues detailing principal and interest amounts by fund
 - d. Proposed personnel staffing level
 - e. A detailed schedule of capital projects
 - f. Overhead charges allocation methodologies are designed and used to reasonably allocate the cost of internal service fund expenses to line departments; charge for service formulas should be calculated to fairly allocate these internal services costs among line departments and functions.
 - g. Any additional information, data, or analysis requested of management by the Municipal Council
7. The Municipal Council will adopt the budget no later than June 22; if a Truth in Taxation hearing is necessary adoption must take place by August 17.

Budget Policies

1. The City will fund current expenditures with current revenues and other resources.
2. The encumbered balances (open purchase orders) will be considered for re-appropriation in the subsequent fiscal year with approval from the Mayor.
3. By City ordinance, funds appropriated for multi-year capital projects will be automatically re-appropriated for the same project in subsequent years until the project is complete.
4. The City will not use debt to fund current operations.
5. The City will maintain a Capital Asset Replacement Schedule which provides a five-year estimate of the funds necessary to maintain and replace the City's capital assets. The Capital Asset Replacement Schedule will be updated as part of the Capital Improvement Program planning process.
6. If a deficit is projected during any fiscal year, the City will take steps to reduce expenditures, increase revenues or, **if a deficit is caused by an emergency**, consider using fund balance, to the extent necessary to ensure a balanced budget at the close of the fiscal year.
7. The Mayor may institute a cessation during the fiscal year on hiring, promotions, transfers, and capital equipment purchases. Such action will not be used arbitrarily and without knowledge and support of the Municipal Council and will allow for exceptions in appropriate areas to comply with emergency needs such as a loss or decline in a major

revenue source or natural disaster.

8. Unspent budget may be considered for re-appropriation in the subsequent fiscal year with approval from the Mayor.

Performance and Measurement

1. Budgeting procedures will attempt to identify distinct functions and activities and to allocate budget resources to perform these functions and activities as required.
2. Alternatives for improving the efficiency and effectiveness of the City's programs and the productivity of its employees will be considered during the budget process.
3. Duplication of services and inefficiency in delivery should be eliminated wherever identified. The City will continue to examine alternative service delivery options for all City functions.
4. Performance measurement and productivity indicators will be integrated into the budget process as appropriate.
5. A quarterly report on the status of the General Fund and other major funds will be presented to the Municipal Council within 75 days of the end of each quarter. This report will include a forecast of revenues.
6. Department directors and division heads are required to monitor revenues and control expenditures to prevent exceeding the amount of their total departmental expenditure budget.
7. Annually the Mayor shall submit to the Municipal Council a General Fund Ten-Year Budget Forecast, including revenue and expenditure projections.

Revenues

The City collects revenues from many sources to provide services and meet operational needs. The largest revenue sources are sales taxes, franchise fees and user fees. The structure, fluctuation, and collection of revenues are examined by rating agencies to determine the City's credit quality.

1. The City will strive to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source.
2. Major revenue sources should provide for the following principles:
 - a. Revenue sources should provide appropriate treatment of taxpayers at different economic levels.
 - b. Revenue sources should treat taxpayers equally regardless of income or wealth.
 - c. Revenue sources should not unduly influence economic decisions by consumers or business except for targeted development or redevelopment programs approved by the Municipal Council.
 - d. Revenue administration and enforcement should not absorb an undue percentage of revenue collected.
3. The City will periodically recalculate the full costs of providing services in order to provide a basis for setting the associated service charge or fee. Full cost shall incorporate direct and indirect costs, including operations and maintenance, overhead, and charges for use of capital facilities, thereby setting fees at a level that is related to the cost of producing the good or service, unless otherwise restricted by law. The City will periodically examine current competitive rates and establish new charges and fees as needed and as permitted by law. It is recognized that occasionally competing policy objectives may result in user fee levels that recover only a portion of service costs.
4. The Mayor will provide the Municipal Council with an estimate of the City's revenues annually.
5. The City will pursue intergovernmental aid, including grants, for those programs and activities that address a recognized need and are consistent with the City's long-range objectives, and will attempt to recover all allowable costs associated with those programs.
6. Before accepting grant funds, the following will be reviewed:
 - a. Present and future funding requirements.
 - b. Cost of administering the funds.
 - c. Matching funds and requirements to retain positions beyond the grant period.
 - d. Costs associated with the special conditions or regulations attached to the grant award.

7. When grants are reduced or eliminated, the plan or project it supported will be reduced by a commensurate amount.
8. For an overview of revenues collected see the Appendix in this document, for detail of all fees collected see the Consolidated Fee Schedule at <http://www.codepublishing.com/ut/provo/>.

Transfers

The City uses the transfer from the enterprise utility funds to the General Fund as a dividend to the taxpayers of Provo for their initial investment in establishing these enterprise funds (return on investment) and in the risk undertaken by the taxpayers in creating these utilities. Investor owned utilities provide a similar return to their investors and allowing such returns has been a long established practice in rate setting.

1. Transfers from
 - a. Enterprise utility funds provide a transfer of 11% of utility sales to the General Fund each fiscal year.
 - b. Additional transfers may be approved by the Municipal Council but should not be considered a long-term revenue source for the General Fund
 - c. The Justice Court collects fines from traffic, parking and criminal cases. The fines are collected to recover a portion of the costs incurred by the Police and Legal Departments. As a result, a transfer is made to the General Fund after expenses are covered during the fiscal year.
2. Transfer to
 - a. The General Fund provides transfers to various departments for debt service, lease payments and operating subsidies.
 - b. Current funds receiving an annual subsidy from the General Fund are: Airport, Airport Capital Improvement Fund, Golf Course, Peaks Ice Area, and Covey Center for the Arts.

Other Budget Information

All City budgets are included in this budget book, with the exception of the Storm Water Service District and the Provo Redevelopment Agency. Those budgets are approved separately by the governing boards of those entities. The budgets are included in the Appendix at the end of this book.

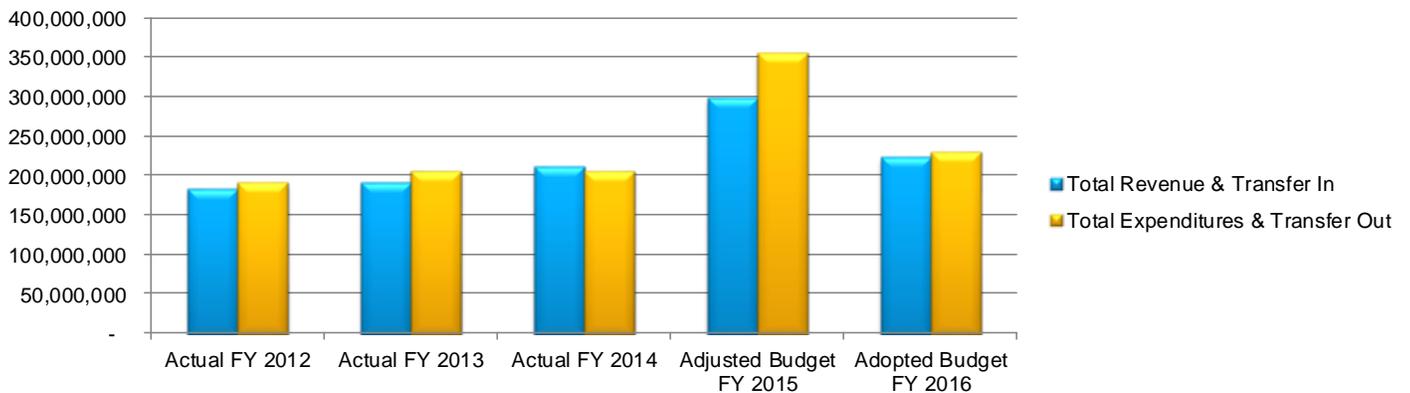


Financial Information



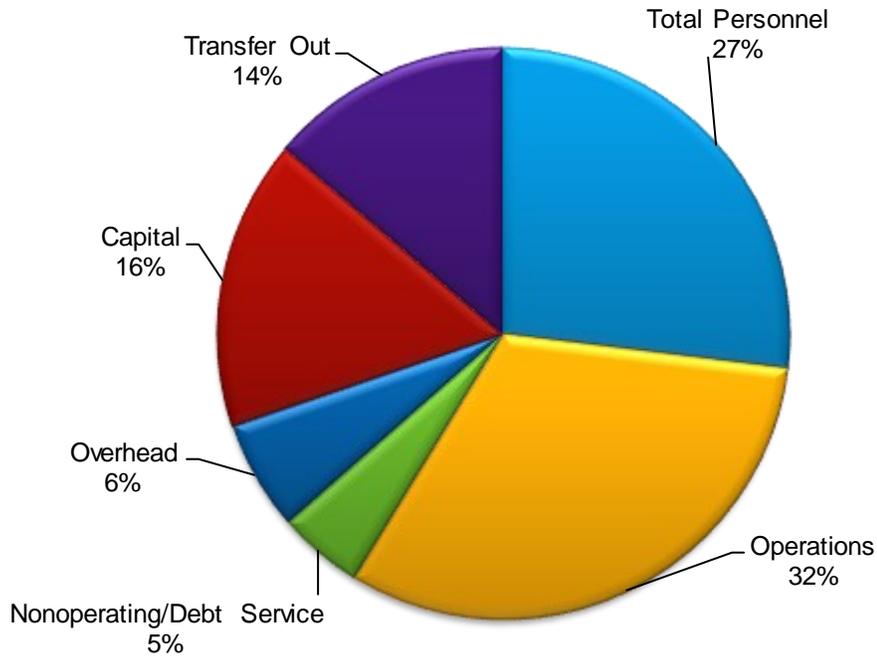
All Funds	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenues					
Utility Sales	\$ 78,122,890	\$ 83,379,184	\$ 84,773,491	\$ 87,206,880	\$ 92,858,981
Sales Tax	14,910,351	15,461,642	16,076,033	15,979,210	16,856,536
Chargeback	10,044,019	13,720,930	14,071,598	15,159,888	15,612,279
Property Tax	12,372,996	12,963,652	12,909,814	12,964,792	12,177,044
Franchise Fee	8,435,172	8,942,802	9,241,971	9,345,325	9,736,812
Fees	11,852,366	13,148,049	18,198,841	16,445,501	17,446,483
Grant	6,663,747	4,925,247	8,765,150	33,971,284	9,084,000
Telecom Debt Charge	2,117,723	3,291,823	3,337,730	3,216,000	3,250,000
B&C Roads	2,947,919	3,060,622	2,927,849	3,060,622	3,335,622
Miscellaneous	5,077,534	4,300,108	6,233,485	4,077,032	2,121,652
Other Tax	961,074	1,021,319	980,603	1,075,000	1,000,000
License	562,793	739,385	638,810	649,250	627,000
Principal/Interest Income	3,784,261	2,879,721	534,054	409,277	290,035
Land Sales	201,385	290,650	543,867	-	-
Bond Proceeds	-	-	2,334,000	22,179,576	7,302,214
Transfer In	25,810,565	24,300,245	29,536,096	73,413,319	32,334,453
Total Revenue & Transfer In	183,864,795	192,425,379	211,103,392	299,152,956	224,033,111
Expenditures					
Personnel					
Salaries	\$ 33,827,838	\$ 34,926,749	\$ 37,018,541	\$ 38,194,301	\$ 40,052,979
Benefits	15,159,379	17,122,459	18,714,464	20,834,393	21,728,297
Total Personnel	48,987,217	52,049,208	55,733,006	59,028,694	61,781,276
Operations	59,549,647	63,196,595	67,956,562	74,909,077	73,030,899
Nonoperating/Debt Service	12,865,341	13,077,891	12,931,767	10,321,979	11,039,447
Overhead	9,053,307	12,259,991	12,738,570	13,545,997	14,319,710
Capital	35,532,339	41,439,554	27,151,990	125,896,591	37,740,556
Transfer Out	24,906,216	24,070,070	29,212,156	71,430,643	31,556,968
Total Expenditures & Transfer Out	\$ 190,894,067	\$ 206,093,310	\$ 205,724,049	\$ 355,132,982	\$ 229,468,856
Net Change in Fund Balance	\$ (7,029,272)	\$ (13,667,931)	\$ 5,379,343	\$ (55,980,027)	\$ (5,435,745)

Revenue vs. Expenditures FY12-FY16

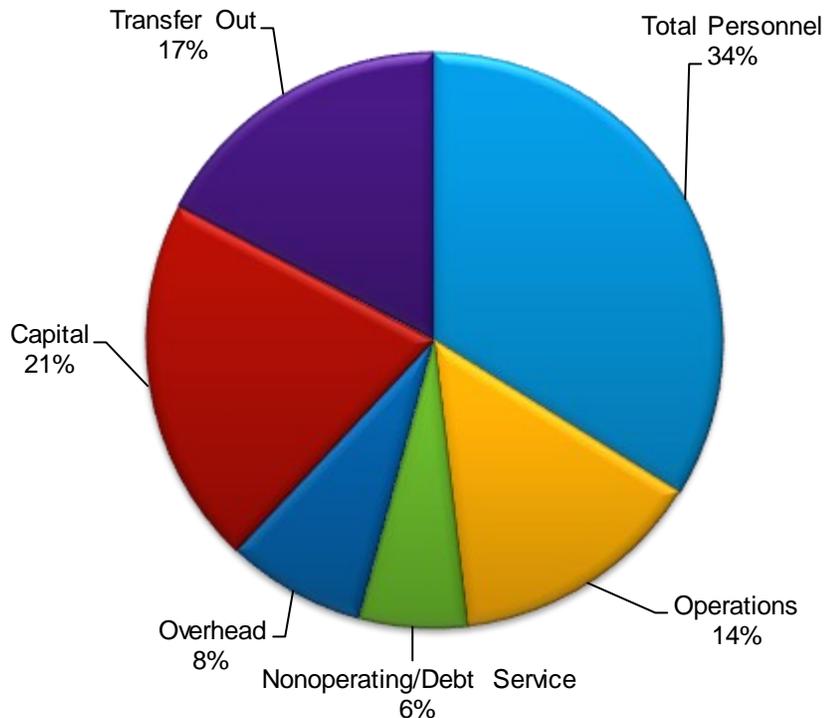


Total expenditures above include the cost of purchased power from Utah Municipal Power Agency, which is included in the Operations category. Total expenditures are compared both with the purchased power cost and without the purchased power cost.

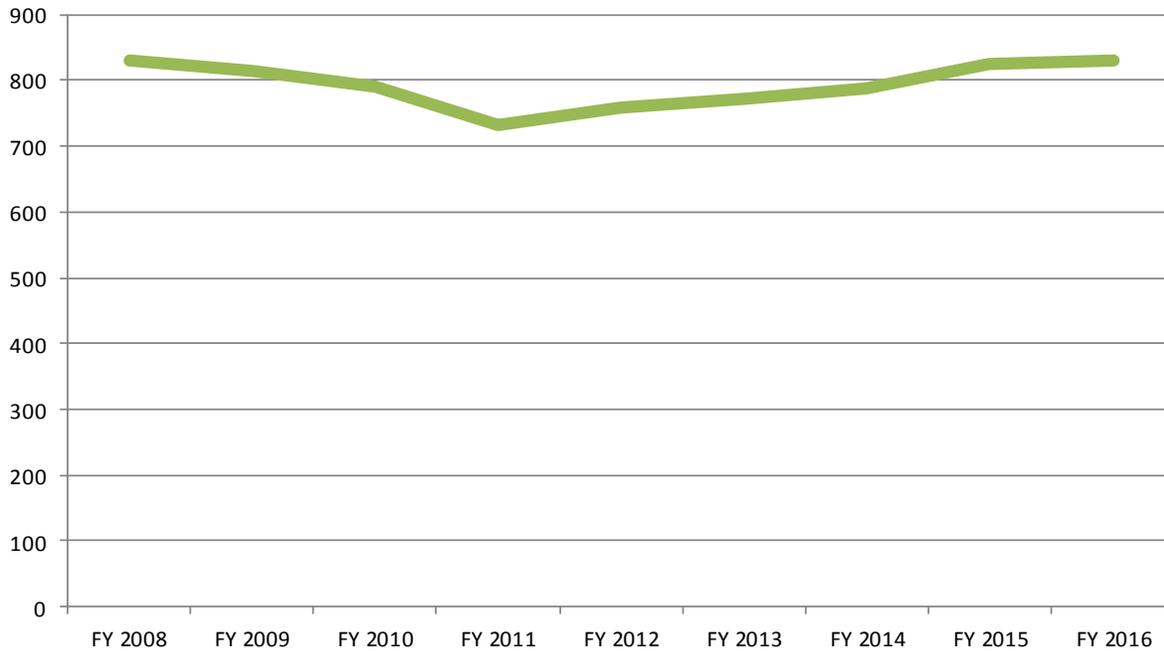
Adopted Budget FY 2016



Adopted Budget FY 2016 (without Purchased Power)



FTE Summary - All Funds - FY2008 to FY2016



FTE Summary FY 2008 - FY 2016									
Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
General Fund	515.03	515.27	494.52	463.52	478.90	488.67	502.35	537.06	535.35
Justice Court	15.00	11.00	12.00	13.88	13.87	12.75	12.75	12.63	11.50
Emergency Response	6.00	6.00	8.00	9.04	9.02	9.03	9.03	7.03	5.03
Media Services	2.44	4.44	4.44	3.04	3.03	3.10	2.63	-	-
Library	52.38	52.38	51.88	51.33	53.15	53.18	52.07	57.60	57.82
Arts Council	8.94	12.83	11.58	11.11	11.11	11.12	11.12	10.00	14.05
Golf	7.91	7.91	7.91	7.65	7.68	7.69	7.69	7.69	7.69
Water	33.40	34.40	34.00	30.73	32.10	32.10	32.35	36.00	37.10
Wastewater	27.56	27.56	27.56	26.56	27.56	27.55	27.80	27.80	27.80
Energy	102.08	103.09	100.10	82.64	86.76	65.01	63.01	64.46	66.06
Telecommunications	19.00	-	-	-	-	1.00	1.00	-	-
Airport	2.00	2.00	2.00	2.00	3.65	3.65	3.65	3.65	4.15
Sanitation	15.41	15.41	16.41	16.21	16.21	14.21	13.56	13.56	16.56
Customer Service	-	-	-	-	-	27.67	31.55	31.45	29.45
Insurance/Claims	-	-	-	-	-	1.00	1.00	1.00	1.00
Employee Benefits	-	-	-	-	-	-	0.63	0.66	0.66
Vehicle Maintenance	10.75	10.75	10.75	7.00	8.00	8.00	8.00	8.00	8.00
Facilities	12.30	12.30	9.00	7.00	7.00	7.00	7.50	7.50	7.50
Total FTEs	830.20	815.34	790.15	731.71	758.04	772.73	787.69	826.09	829.72

In FY 2016 total FTES increased by 3.61. The largest changes were adjustments due to part-time/seasonal hours in parks and recreation and additional personnel for the Arts Council.

Three police officers were added in Police, and two dispatchers were moved from the Emergency Response Fund to General Fund. One systems analyst was moved from Customer Service to Information Services of the General Fund.

Airport moved part time office specialist to full time. Sanitation added three positions to bring recycling in-house.

FY2016 Adopted Budget by Fund					
Fund	Revenue	Transfer In	Expenditures	Transfer Out	Change in Fund Balance
General Fund	<u>46,096,347</u>	<u>11,023,890</u>	<u>(53,251,078)</u>	<u>(3,869,159)</u>	<u>-</u>
Enterprise Funds					
Airport	446,562	291,611	(704,059)	(39,597)	(5,483)
Energy	74,968,213	-	(60,621,135)	(14,986,138)	(639,060)
Golf Course	699,879	144,540	(843,098)	(53,776)	(52,455)
Sanitation	4,611,978	-	(4,164,254)	(541,040)	(93,316)
Utility Transportation	2,300,000	-	(2,300,000)	-	-
Wastewater	7,332,237	-	(4,931,688)	(3,840,301)	(1,439,752)
Water	<u>10,985,248</u>	<u>583,820</u>	<u>(7,436,922)</u>	<u>(4,702,846)</u>	<u>(570,700)</u>
Total Enterprise Funds	<u>101,344,117</u>	<u>1,019,971</u>	<u>(81,001,156)</u>	<u>(24,163,698)</u>	<u>(2,800,766)</u>
Capital Improvement Funds					
Airport	2,381,000	150,758	(2,405,340)	-	126,418
B&C Road	-	2,259,438	(2,240,000)	(500,000)	(480,562)
Energy	-	4,260,990	(4,706,660)	(915,427)	(1,361,097)
Engineering	6,850,000	500,000	(8,357,000)	(50,000)	(1,057,000)
General CIP	7,302,214	1,781,393	(8,210,528)	(651,000)	222,079
Golf	10	53,776	(55,000)	-	(1,214)
Parks & Recreation	890,000	-	(1,248,275)	-	(358,275)
Sanitation	-	-	-	(260,000)	(260,000)
Wastewater	500,000	2,200,000	(2,547,564)	-	152,436
Water	<u>150,000</u>	<u>3,200,000</u>	<u>(3,537,000)</u>	<u>-</u>	<u>(187,000)</u>
Total Capital Improvement Funds	<u>18,073,224</u>	<u>14,406,355</u>	<u>(33,307,367)</u>	<u>(2,376,427)</u>	<u>(3,204,215)</u>
Special Revenue Funds					
Arts Council	454,058	335,428	(803,371)	-	(13,885)
Cemetery Perpetuity	169,559	-	-	(169,559)	-
Performance	260,000	-	(260,000)	-	-
Emergency Response	622,000	62,200	(693,481)	-	(9,281)
Justice Court	1,854,327	-	(1,452,810)	(401,517)	-
Library	4,026,483	-	(4,194,762)	-	(168,279)
Trust & Agency	18,000	-	(2,000)	-	16,000
Family Games	75,000	-	(71,500)	-	3,500
Winterfest	<u>31,000</u>	<u>13,000</u>	<u>(44,000)</u>	<u>-</u>	<u>-</u>
Total Special Revenue Funds	<u>7,510,427</u>	<u>410,628</u>	<u>(7,521,924)</u>	<u>(571,076)</u>	<u>(171,945)</u>
Debt Service					
Telecom	7,500	3,250,000	(3,218,513)	-	38,987
General	<u>3,993,243</u>	<u>1,771,443</u>	<u>(4,748,151)</u>	<u>(466,608)</u>	<u>549,927</u>
Total Debt Service Funds	<u>4,000,743</u>	<u>5,021,443</u>	<u>(7,966,664)</u>	<u>(466,608)</u>	<u>588,914</u>
Internal Service Funds					
Capital Resource	181,545	-	(181,545)	-	-
Computer Replacement	-	-	-	(110,000)	(110,000)
Customer Service	2,587,369	98,112	(2,685,481)	-	-
Employee Benefits	2,442,411	-	(2,442,411)	-	-
Equipment Replacement	3,997,158	354,054	(4,113,304)	-	237,908
Facility Services	866,711	-	(862,585)	-	4,126
Telecom	490,000	-	(474,660)	-	15,340
Insurance/Claims	1,122,410	-	(1,117,517)	-	4,893
Vehicle Management	<u>2,986,196</u>	<u>-</u>	<u>(2,986,196)</u>	<u>-</u>	<u>-</u>
Total Internal Service Funds	<u>14,673,800</u>	<u>452,166</u>	<u>(14,863,699)</u>	<u>(110,000)</u>	<u>152,267</u>
Total - All Funds	<u><u>191,698,658</u></u>	<u><u>32,334,453</u></u>	<u><u>(197,911,888)</u></u>	<u><u>(31,556,968)</u></u>	<u><u>(5,435,745)</u></u>

General Fund Information

The General Fund is the primary fund for the City. This fund is used to account for all financial resources not accounted for in other funds. The departments/divisions included in the General Fund are the Municipal Council, Mayor's Office, Administrative Services (Human Resources, Information Systems, Finance, Recorder), Community Development, Economic Development, Media/Web Services, General Services, Fire, Police, Parks and Recreation, Engineering, and Streets.

Revenue

Revenue for the city can be classified into three major sources: taxes, transfers in, and fees. Taxes consist of sales tax, property tax, and road tax. Fees include inspection fees, franchise fees, user fees, parks fees, business licenses, apartment licenses, and other fees. Transfers in include transfers from the enterprise funds and the Justice Court. Other sources of revenue include intergovernmental revenues, grants, interest income, land sales, and other miscellaneous revenue. Revenue projections are done using trend analysis for those revenues that are not flat. Trend analysis generally includes a ten-year review of revenues received.

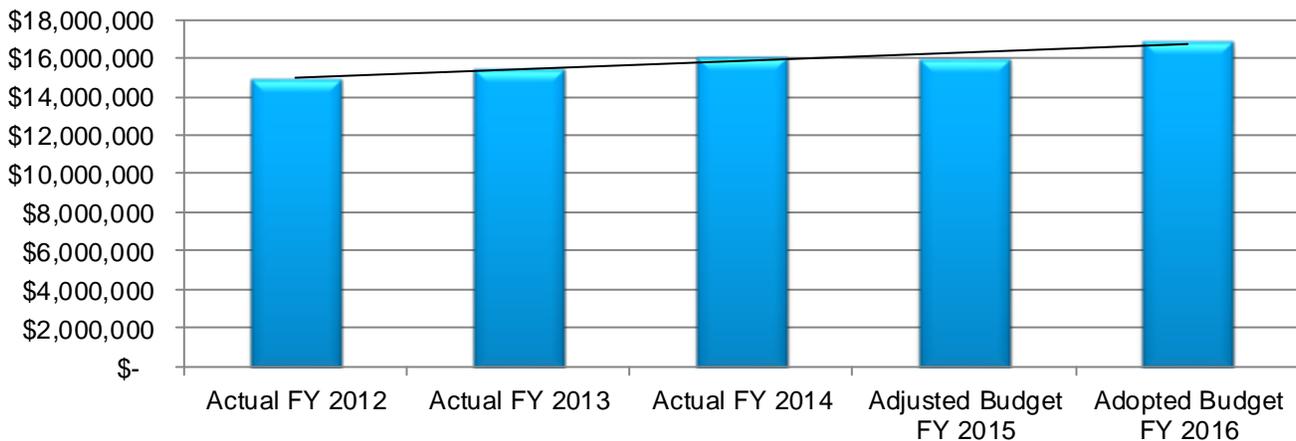
Taxes

Sales Tax

The largest source of revenue (30%) for the General Fund is sales tax. Sales tax for FY 2016 is budgeted at \$17.0 million, a 6.5% increase from the projected sales tax for FY 2015. City administration is hopeful that the upward trend continues. Provo City has consistently been named one of the best cities to do business in the United States, and Provo City is always looking for new businesses to help bolster the economy further.

General Fund Summary	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016	% of Total
Revenues						
Sales Tax	\$ 14,910,351	\$ 15,461,642	\$ 16,076,033	\$ 15,979,210	\$ 16,856,536	30%
Transfer In	8,781,742	9,191,508	10,224,216	10,347,761	11,023,890	19%
Franchise Fee	8,435,172	8,942,802	9,241,971	9,345,325	9,736,812	17%
Fees	4,192,445	5,430,433	8,061,914	7,317,550	8,073,725	14%
Property Tax	4,648,587	4,314,024	4,306,888	4,397,000	4,596,568	8%
Road Tax	2,947,919	3,060,622	2,927,849	3,060,622	3,335,622	6%
Other Revenue	4,510,409	4,951,641	4,434,606	4,119,947	3,497,084	6%
Total Revenue & Transfer In	<u>48,426,625</u>	<u>51,352,672</u>	<u>55,273,476</u>	<u>54,567,415</u>	<u>57,120,237</u>	

Sales Tax Revenue FY 2012 - FY 2016

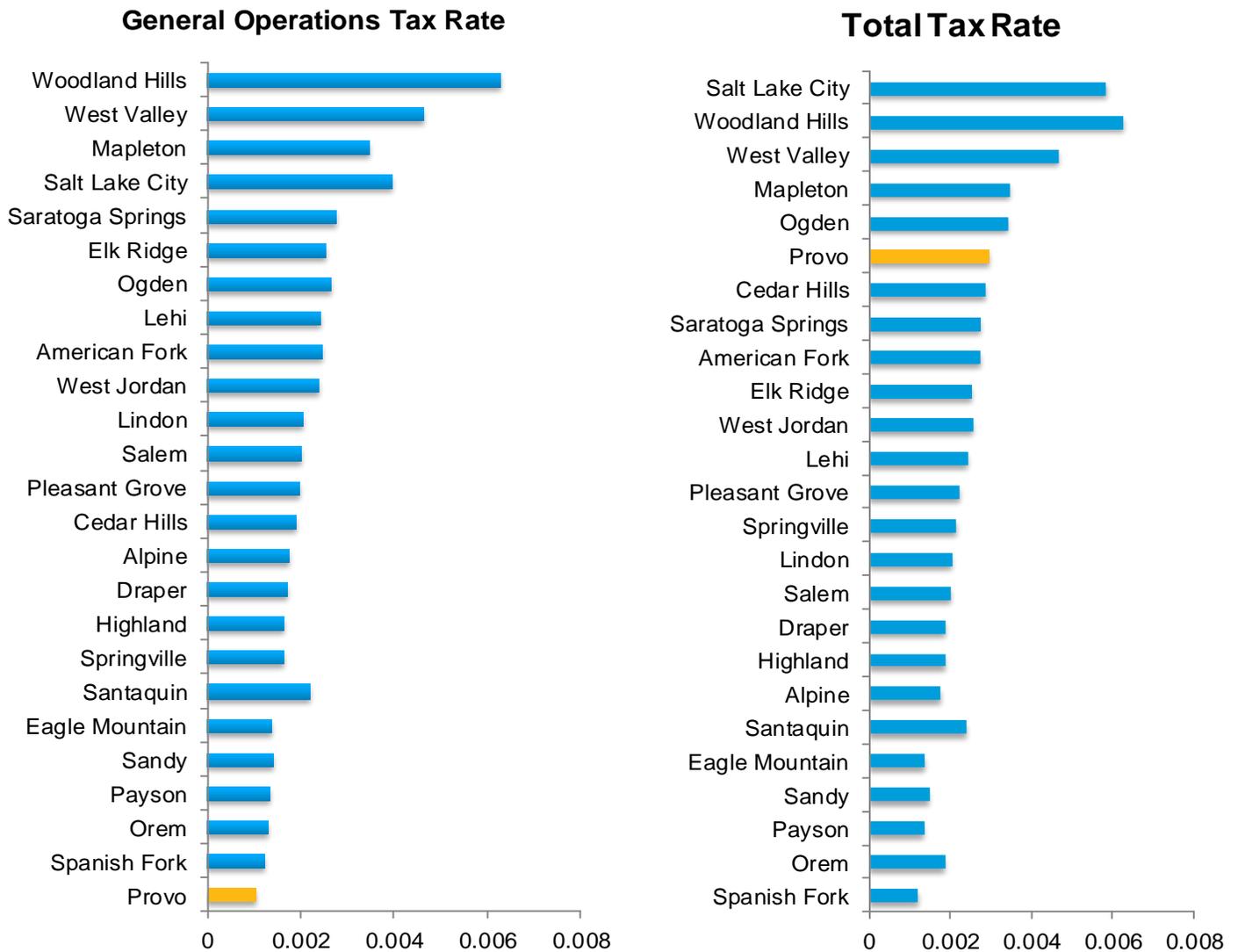


Property Tax

Property tax is the second largest source of tax revenue for Provo City. The City has three separate property tax levies that are imposed—general operations, library, and debt service. The general operations levy assists in paying for public safety, parks and recreation and other General Fund operations. The library levy pays for the operations of the Provo City Library. The debt service levy pays the principal and interest on the General Obligation bonds that Provo City has outstanding—detail about the bonds outstanding are included in the Debt Service section of this book. The rates used below are the certified 2015 rates.

Levy	Rate
General Operations	0.000943
Bond Obligations	0.000714
<u>Library Operations</u>	<u>0.000699</u>
Total Property Tax Rate	0.002356

Below is a comparison of property tax rates, total and only general operations, for all cities in Utah County and comparable cities in surrounding counties.



The total Property Tax budget includes ad valorem taxes and motor vehicle tax collections, which are not included in the City's total Property Tax levy.

Other Taxes

Other taxes included in the FY 2016 budget are the lodging tax and B&C Road taxes. Lodging tax pays for General Fund functions. The Road Tax pays for road maintenance throughout Provo City. This tax is received in the General Fund, and a transfer is done to the B&C Capital Improvement Fund to pay for these expenses.

Transfers In

Transfers in account for 19% of the total revenue for the General Fund. Enterprise funds transfer 11% of their utility sales to the General Fund—10% for general operations and 1% to help pay for road maintenance in the Streets Division. The Justice Court also transfers in excess revenue for general operations in the General Fund.

Fees

Franchise Fees

Franchise fees account for 17% of the total General Fund revenue. State law authorizes cities to collect up to 6% on utilities operating within city boundaries. In FY 2016 there is a budgeted increase in franchise fee revenue of 4.2%, which is in direct correlation to the increase in utility rates from Provo City utilities, as well as increases in rates for other privately owned utilities.

Other Fees

The other fees account for 14% of the total General Fund revenue in aggregate, but each fee individually is a smaller percentage of the total revenue. This revenue includes fees generated by the Community Development Department (building permits, planning and zoning fees, inspection fees, and other fees pertaining to building), fees generated by the Parks and Recreation Department (recreation center fees, sports participation fees, etc.), and fees generated by the Public Safety Departments (ambulance fees, commuting fees, etc.).

Other Revenue

Other revenue accounts for 6% of the total revenue for the General Fund. This category includes grant and intergovernmental revenue, land sales, interest income, and miscellaneous revenue.

Expenses

The FY 2016 General Fund budget presents a balanced budget. Expenses are analyzed each fiscal year by the Finance Division and reviewed by the department directors. The largest expense in the General Fund is personnel (salaries and benefits).

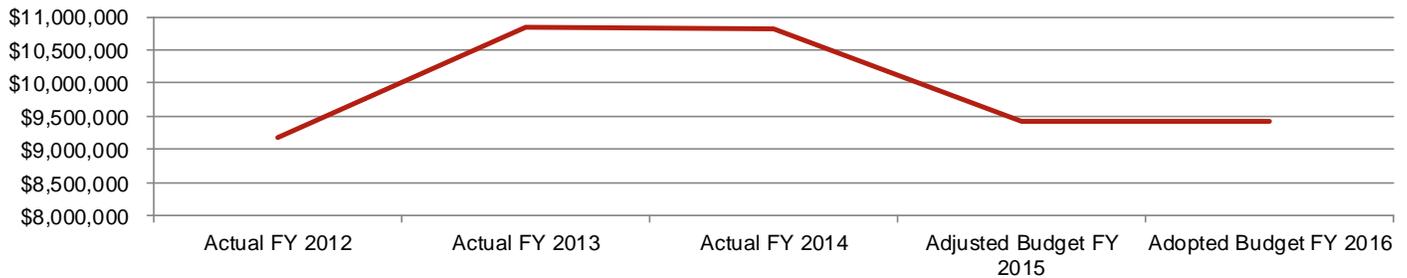
Budget Highlights

- Personnel expenses increased due to a 2.5 percent merit increase, market study adjustments, a slight 0.17 percent increase in firefighters retirement, and an 5.4 percent increase in medical insurance.
- Overhead expenses include costs for employee benefits, vehicle replacement, vehicle fuel and repairs, utility charges, and facility maintenance charges.
- Transfers out increased due to subsidies for the (1) ERP software upgrade, (2) fleet facility, and (3) Increase monies available from road taxes..
- The decrease in Operations in FY 2016 is largely due to prior year carryovers.

General Fund Summary	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016	% of Total
Personnel	32,705,636	34,625,920	37,254,766	39,116,124	40,381,242	71%
Operations	6,079,216	6,402,019	8,761,399	7,916,626	7,112,943	12%
Nonoperating/Debt Service	113,298	-	2,000	448,394	-	0%
Overhead	4,524,822	5,005,289	5,185,191	5,264,418	5,364,850	9%
Capital	159,107	268,121	71,849	171,350	392,043	1%
Transfer Out	<u>4,662,548</u>	<u>3,383,342</u>	<u>4,020,323</u>	<u>3,045,812</u>	<u>3,869,159</u>	7%
Total Expenditures & Transfer Out	\$ 48,244,627	\$ 49,684,691	\$ 55,295,527	\$ 55,962,725	\$ 57,120,237	

General Fund Fund Balance Summary Five-Year						
General Fund	Beginning Fund Balance	Revenues	Transfer In	Expenditures	Transfer Out	Ending Fund Balance
Actual FY 2012	\$ 6,849,313	\$ 39,644,883	\$ 8,781,742	\$ (43,582,079)	\$ (4,662,548)	\$ 9,182,932
Actual FY 2013	9,182,932	42,161,164	9,191,508	(46,301,349)	(3,383,342)	10,850,913
Actual FY 2014	10,850,913	45,049,261	10,224,216	(51,275,204)	(4,020,323)	10,828,862
Adjusted Budget FY 2015	10,828,862	44,219,654	10,347,761	(53,196,463)	(3,045,812)	9,154,002
Adopted Budget FY 2016	9,154,002	46,096,347	11,023,890	(53,251,078)	(3,869,159)	9,154,002

Fund Balance (General Fund) FY 2012-FY 2016



General Fund Summary	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenues					
Sales Tax	\$ 14,910,351	\$ 15,461,642	\$ 16,076,033	\$ 15,979,210	\$ 16,856,536
Franchise Fee	8,435,172	8,942,802	9,241,971	9,345,325	9,736,812
Fees	4,517,473	5,430,433	8,061,914	7,317,550	8,073,725
Property Tax	4,323,559	4,314,024	4,306,888	4,397,000	4,596,568
B&C Roads	2,947,919	3,060,622	2,927,849	3,060,622	3,335,622
Chargeback	1,343,459	1,355,155	1,375,137	1,614,304	1,503,588
License	562,793	739,385	638,810	649,250	627,000
Grant	1,664,282	1,573,494	1,264,389	1,071,175	203,000
Miscellaneous	394,091	695,947	694,539	379,456	773,496
Other Tax	288,664	349,540	341,962	350,000	355,000
Interest Income	55,735	47,047	48,770	55,762	35,000
Land Sales	201,385	191,073	71,000	-	-
Transfer In	8,781,742	9,191,508	10,224,216	10,347,761	11,023,890
Total Revenue & Transfer In	<u>48,426,625</u>	<u>51,352,672</u>	<u>55,273,476</u>	<u>54,567,415</u>	<u>57,120,237</u>
Expenditures					
Personnel					
Salaries	\$ 22,437,541	\$ 23,099,785	\$ 24,696,397	\$ 25,307,182	\$ 25,975,250
Benefits	10,268,095	11,526,135	12,558,369	13,808,942	14,405,992
Total Personnel	<u>32,705,636</u>	<u>34,625,920</u>	<u>37,254,766</u>	<u>39,116,124</u>	<u>40,381,242</u>
Operations	6,079,216	6,402,019	8,761,399	7,916,626	7,112,943
Nonoperating/Debt Service	113,298	-	2,000	727,945	-
Overhead	4,524,822	5,005,289	5,185,191	5,264,418	5,364,850
Capital	159,107	268,121	71,849	171,350	392,043
Transfer Out	4,662,548	3,383,342	4,020,323	3,045,812	3,869,159
Total Expenditures & Transfer Out	<u>\$ 48,244,627</u>	<u>\$ 49,684,691</u>	<u>\$ 55,295,527</u>	<u>\$ 56,242,275</u>	<u>\$ 57,120,237</u>
Net Increase/(Decrease)	\$ 181,998	\$ 1,667,981	\$ (22,051)	\$ (1,674,860)	\$ -
Beginning Fund Balance	\$ 9,000,934	\$ 9,182,932	\$ 10,850,913	\$ 10,828,862	\$ 9,154,002
Ending Fund Balance	\$ 9,182,932	\$ 10,850,913	\$ 10,828,862	\$ 9,154,002	\$ 9,154,002

General Fund Summary by Department	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenues					
Sales Tax	\$ 14,910,351	\$ 15,461,642	\$ 16,076,033	\$ 15,979,210	\$ 16,856,536
Franchise Fee	8,435,172	8,942,802	9,241,971	9,345,325	9,736,812
Fees	4,192,445	5,430,433	8,061,914	7,317,550	8,073,725
Property Tax	4,648,587	4,314,024	4,306,888	4,397,000	4,596,568
Road Tax	2,947,919	3,060,622	2,927,849	3,060,622	3,335,622
Other Revenue	4,510,409	4,951,641	4,434,606	4,119,947	3,497,084
Total Revenue	<u>39,644,883</u>	<u>42,161,164</u>	<u>45,049,261</u>	<u>44,219,654</u>	<u>46,096,347</u>
Transfer In					
Transfer from Energy	6,032,164	6,486,740	7,290,195	7,416,957	7,712,298
Transfer from Water	795,557	907,293	979,873	1,005,400	1,198,719
Transfer from Wastewater	529,670	530,973	564,732	660,000	801,981
Transfer from Sanitation	389,116	410,120	454,977	459,800	474,540
Transfer from Storm Drain	229,600	230,176	258,695	310,200	384,835
Transfer from Justice Court	633,652	540,516	493,110	445,404	401,517
Transfer from Debt Service	-	85,690	96,388	-	-
Transfers from Other Funds	171,983	-	86,245	50,000	50,000
Total Transfer In	<u>8,781,742</u>	<u>9,191,508</u>	<u>10,224,216</u>	<u>10,347,761</u>	<u>11,023,890</u>
Total Revenue & Transfer In	<u>48,426,625</u>	<u>51,352,672</u>	<u>55,273,476</u>	<u>54,567,415</u>	<u>57,120,237</u>
Expenditures					
Police	14,117,507	15,174,936	15,732,982	16,380,067	16,743,814
Parks	6,479,396	6,996,733	9,218,948	9,445,922	9,900,988
Fire	8,311,069	8,574,848	8,799,615	9,038,931	9,371,501
Information Systems	2,307,256	2,414,702	2,392,113	2,629,937	2,536,247
Community Development	2,011,355	1,946,644	2,073,913	2,352,186	2,323,875
Streets	1,724,848	1,844,554	1,868,557	2,009,390	2,037,308
Engineering	1,468,160	1,764,306	1,666,162	1,921,539	1,736,561
General Services	1,202,359	1,326,270	3,074,602	1,964,926	1,807,838
Attorney's Office	1,200,965	1,246,390	1,308,752	1,362,769	1,429,700
Finance	1,296,985	1,281,455	1,330,596	1,359,040	1,278,086
Mayor's Office	1,041,532	1,091,180	1,118,749	1,132,517	1,159,005
Human Resources	823,838	875,327	930,894	970,669	923,573
Municipal Council	798,514	818,868	938,297	1,006,527	952,972
Economic Development	798,295	945,136	821,025	1,300,044	759,505
Media/Web Services	-	-	-	322,000	290,105
Total Expenditures	<u>43,582,079</u>	<u>46,301,349</u>	<u>51,275,204</u>	<u>53,196,463</u>	<u>53,251,078</u>
Transfer Out					
Transfer to Airport CIP	25,000	20,000	15,000	20,000	20,000
Transfer to Airport	243,165	244,209	339,553	291,611	291,611
Transfer to Arts Council	302,007	249,198	389,773	335,428	335,428
Transfer to B&C Roads	1,237,254	1,302,867	1,927,334	1,946,901	2,259,438
Transfer to Customer Service	-	152,300	139,844	94,332	98,112
Transfer to Debt Service	75,241	106,450	67,412	-	194,830
Transfer to Econ/Comm Dev	310,382	-	-	-	-
Transfer to Engineering CIP	1,164,000	-	-	-	-
Transfer to General CIP	314,980	450,600	-	-	250,000
Transfer to Golf	156,118	167,832	159,241	144,540	144,540
Transfer to Golf CIP	-	47,611	-	-	-
Transfer to Justice Court	-	-	219,775	-	-
Transfer to Media Services	85,715	153,313	142,817	-	-
Transfer to Parks and Rec	335,000	69,288	195,000	-	-
Transfer to Tax Increment	-	-	-	-	-
Transfer to Vehicle Replacement	400,686	406,674	411,574	200,000	200,000
Transfer to Emergency Response	-	-	-	-	62,200
Transfer to Winterfest	13,000	13,000	13,000	13,000	13,000
Total Transfer Out	<u>4,662,548</u>	<u>3,383,342</u>	<u>4,020,323</u>	<u>3,045,812</u>	<u>3,869,159</u>
Total Expenditures & Transfer Out	<u>48,244,627</u>	<u>49,684,691</u>	<u>55,295,527</u>	<u>56,242,275</u>	<u>57,120,237</u>
Net Change in Fund Balance	181,998	1,667,981	(22,051)	(1,674,860)	-
Beginning Fund Balance	9,000,934	9,182,932	10,850,913	10,828,862	9,154,002
Ending Fund Balance	<u>\$ 9,182,932</u>	<u>\$ 10,850,913</u>	<u>\$ 10,828,862</u>	<u>\$ 9,154,002</u>	<u>\$ 9,154,002</u>



General Fund Departments



Municipal Council

Department Function

- The Municipal Council is the legislative branch and policy making body of Provo City. The Council, through the adoption of ordinances and resolutions, establishes laws, sets policy, oversees the budget, provides opinion on the administrative branch's execution of the law, and approves long-term contracts and commitments of City resources. The Council annually supervises the independent financial audit and performance audits of the City's affairs. Council staff provides policy analysis, legal counsel and administrative support for the Council's legislative activities and provides the public with access to the Provo City ordinances, resolutions, agendas, minutes, and adopted policies. In addition, an extensive volunteer Neighborhood Program is administered through the Council Office.

Department Goals

- Continue to provide responsive, responsible, and transparent government.
- Continue development and implementation of policies that lead to a structurally balanced and sustainable budget for the next decade.
- Review legislation, appropriation, and policy against established policy, such as Council Intent Statements, Vision 2030, and the General Plan and adopted Master Plans.
- Through a strategic planning process, develop a policy governance model for developing City and Council policies and for regular reporting on their implementation.
- Establish regular independent budget review, benchmarking and performance audits of city departments and divisions.



Department Accomplishments

- Built a 10-year financial projection to be used by the Council in analyzing future budget proposals.
- Analysis of the Capital Improvement Plan which led to the revised reporting method for capital projects moving forward. As the Administration reports project in the coming years, the CIP will be broken down into three categories: Approved CIP, Working CIP, and Vision 2030 CIP.
- Continued analysis of proposals that go before the Council for review and approval.
- Continued and established partnerships with UVU and BYU to assist the Council in their role of oversight through the creation of Volunteer and Downtown Provo, Inc., Benchmarking studies and a Provo City online dashboard.
- Hired a communications specialist and developed a multi-channel strategy for regularly communicating Council news, soliciting feedback, and educating the citizens on current issues.
- Worked with the Neighborhood Advisory Board to evaluate the current state of the Neighborhood Program and to recommend changes.
- Development and completion of the implementation of SIRE agenda process and the training of all City Departments in its use. Completed and update the 2015 legislation to Code Publishing in time to print a 2015 Code Book.

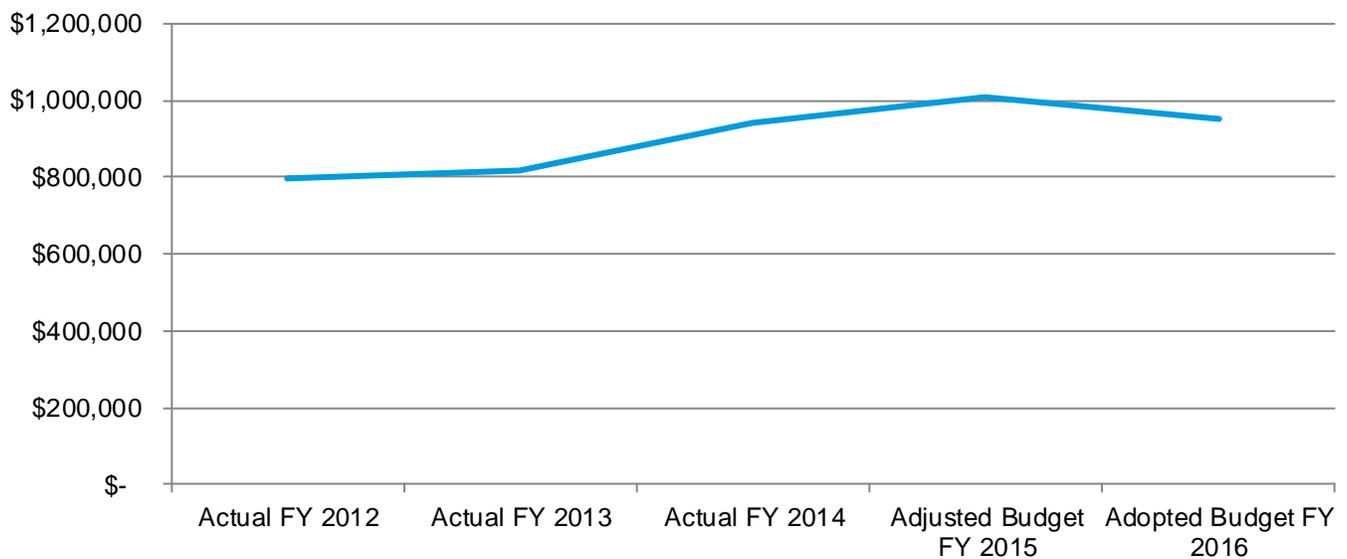
Budget Outcomes

- FY 2015's budget funded significant policy analysis and legislative actions.
- FY 2016 operations budget includes funding to cover third party legal counsel.
- Added one part-time intern to Council staff.

Municipal Council	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 335,477	\$ 361,587	\$ 377,590	\$ 402,878	\$ 428,788
Benefits	233,768	234,521	243,981	278,927	280,134
Total Personnel	<u>569,245</u>	<u>596,108</u>	<u>621,571</u>	<u>681,805</u>	<u>708,922</u>
Operations	181,016	169,384	259,715	260,395	192,884
Overhead	39,233	52,849	55,011	53,027	37,666
Nonoperating	-	-	2,000	11,300	-
Capital	9,020	527	-	-	13,500
Total Expenditures	<u>\$ 798,514</u>	<u>\$ 818,868</u>	<u>\$ 938,297</u>	<u>\$ 1,006,527</u>	<u>\$ 952,972</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	5.00	5.00	4.00	5.00	5.00
Part-Time	<u>3.87</u>	<u>3.88</u>	<u>5.26</u>	<u>3.86</u>	<u>4.50</u>
Total FTEs	<u>8.87</u>	<u>8.88</u>	<u>9.26</u>	<u>8.86</u>	<u>9.50</u>

Municipal Council Total Expenditures



Mayor's Office

Department Function

- The Mayor and immediate staff oversee the enforcement of all laws applicable to those residing or conducting business in Provo; execute the policies adopted by the Municipal Council; prepare and submit a proposed annual budget; hire executive employees and administrative department heads; recommend for adoption such measures as may be deemed necessary or proper for the efficient operation of the City; and perform numerous other duties as prescribed by law.

Department Goals

- Continue to implement Vision 2030.
- Support all city departments in achieving each department's goals and objectives.
- Improve communication with Provo City residents and businesses.
- Develop a long-term, sustainable city budget that supports city-wide goals and objectives.

Department Accomplishments

- Negotiated purchase of Rock Canyon.

Budget Outcomes

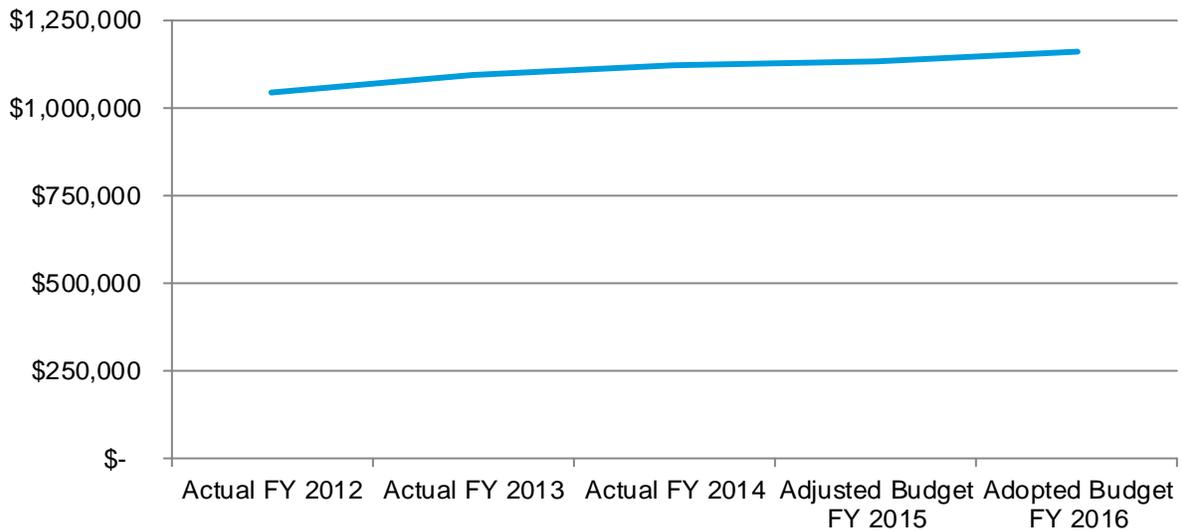
- The Mayor's Office budget has stayed relatively flat over the last few years. Increases are mostly restricted to normal operating costs.
- In FY 15 the Media/Web services was moved from its own division to the mayor's office, FY 16 includes the same.



Mayor's Office	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 510,692	\$ 521,958	\$ 519,118	\$ 519,287	\$ 538,819
Benefits	203,674	223,551	238,035	250,085	259,014
Total Personnel	<u>714,366</u>	<u>745,509</u>	<u>757,153</u>	<u>769,372</u>	<u>797,833</u>
Operations	301,235	311,908	320,275	326,072	324,996
Capital	-	-	5,650	-	-
Overhead	25,932	33,762	35,671	37,073	36,176
Total Expenditures	<u>\$ 1,041,532</u>	<u>\$ 1,091,180</u>	<u>\$ 1,118,749</u>	<u>\$ 1,132,517</u>	<u>\$ 1,159,005</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	6.00	6.00	6.00	6.00	6.00
Part-Time	0.75	0.75	0.75	0.75	0.38
Total FTEs	<u>6.00</u>	<u>6.75</u>	<u>6.75</u>	<u>6.75</u>	<u>6.38</u>

Mayor's Office Total Expenditures



Human Resources Division

Division Function

- The Human Resources Division is part of the Administrative Services Department. This division provides city-wide support of personnel, payroll and benefits for all departments, employees and retirees including: recruitment, testing, application processing, promotional exams, background investigations, drug testing, policy development, benefit administration, benefit contract negotiations, wellness program, employment liability monitoring, research and compliance with state and federal laws, investigation and dispute resolution of unlawful employment allegations, recognition programs, career counseling, classification and compensation maintenance, specific Citywide training, and other workplace programs. Contracts are negotiated and monitored for numerous employee benefit coverages.

Division Goals

- Assist in completing the selection process for the enterprise software solution as it impacts the Human Resources Division and then begin implementation as approved by City.
- Begin the software upgrade for the Time & Attendance System, upon approval and selection of the enterprise software.
- Implement a Supervisor Essentials online training course for all city supervisors.
- Provide Wellness Screening and health promotion programs with incentives to employees to increase health, productivity, and lower health costs.
- Streamline the city injury and accident reporting process through the 311 system
- Continue scanning documents into the City's electronic document management software.

Division Accomplishments

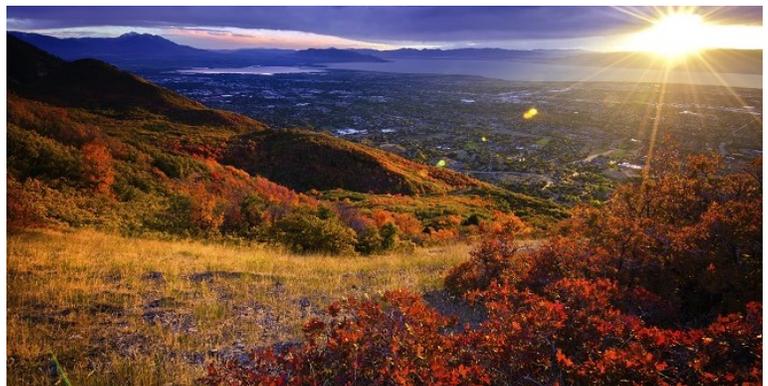
- Completed RFP process for a potential ERP replacement
- Terminated the Health Reimbursement Account (HRA) Plan and disbursed all funds.
- Transitioned employees from the old wellness program incentives to the new incentives.
- Implement additional employee remote access system capabilities to provide remote/mobile employee access to Time & Attendance, Employee Benefits, Employee Appraisal, Employee Self-Service, HR intranet, Employee Training and SIRE workflow and document management software.
- Provided Financial & Retirement planning seminars for employees
- Renegotiated Employee Assistance Program with lower cost and enhanced benefits
- Facilitated promotional assessment centers for police Captains and Fire Battalion Chiefs and Captains. Conduct written, physical, interview testing for entry-level police and fire hiring lists.
- Implemented Speed of Trust Huddle Groups for 450+ employees along with additional trainings.
- Conducted numerous classification and compensation market studies to ensure the City is competitive.
- Implemented new performance appraisal templates that allowed individual goals to be loaded into the appraisal. Developed training manuals and training sessions for department administrators of the system. Employee manuals have also be developed.
- Obtained email connections for all employees to ensure they are advised of policy changes and other informational

communications.

- Updated the City Affirmative Action Plan.
- Conducted City wide trust survey and incorporated results into City goal to increase trust.
- Recruited and hired approximately 780 employees.
- Transitioned or drafted for other departments four City approval processes to paperless forms/workflows including: Travel Application, Accounts Payable, Employee Disclosure & Ethic Forms, and Mayor Recognitions.
- Provided, monitored, and audited employee course registrations for employment training.
- Promoted City Wellness program and provided participation incentives.
- Recognized by Utah Council for Worksite Health Promotion for Wellness Program (21 years in a row.)
- Provided employee flu shot clinic, blood drive, numerous benefits education meetings, exit interviews, new hire orientations, drug screenings, worker compensation claims processing

Budget Outcomes

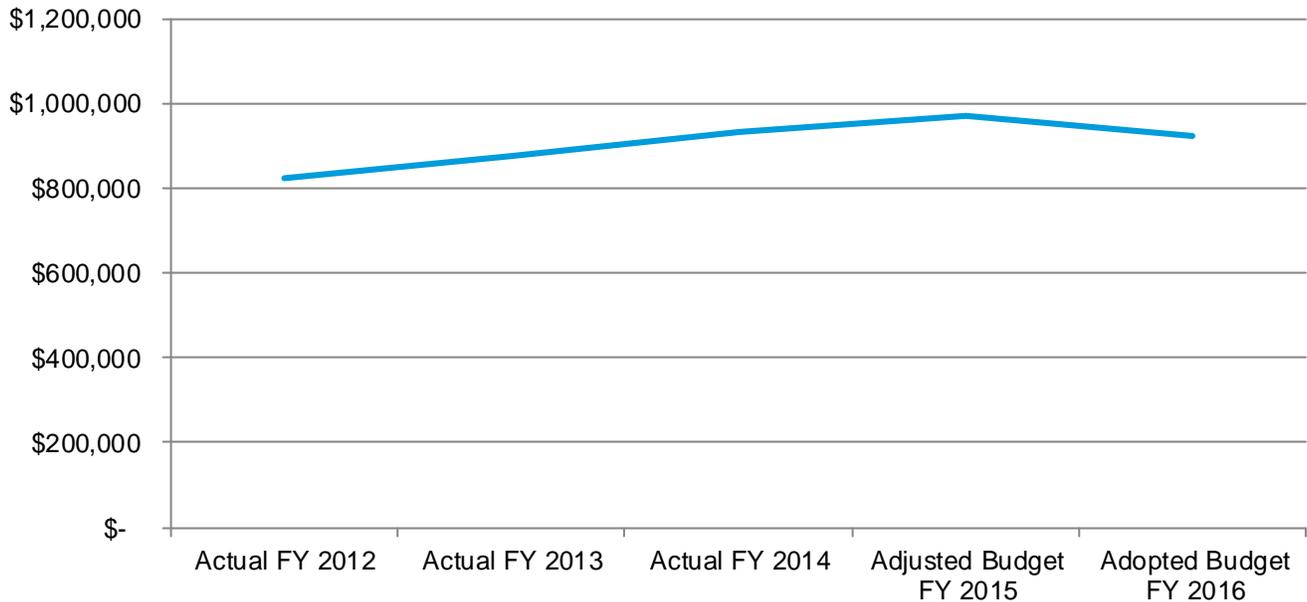
- FY 2015 saw the turnover of dozens of employees and successful administration of programs and laws with respect to the employees of Provo.



Human Resources	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 520,386	\$ 539,306	\$ 566,162	\$ 558,520	\$ 537,366
Benefits	<u>229,620</u>	<u>254,661</u>	<u>279,465</u>	<u>292,827</u>	<u>294,295</u>
Total Personnel	<u>750,006</u>	<u>793,967</u>	<u>845,627</u>	<u>851,347</u>	<u>831,661</u>
Operations	49,248	52,382	53,731	85,379	63,460
Nonoperating	-	-	-	-	-
Overhead	<u>24,584</u>	<u>28,978</u>	<u>31,536</u>	<u>33,943</u>	<u>28,452</u>
Total Expenditures	<u>\$ 823,838</u>	<u>\$ 875,327</u>	<u>\$ 930,894</u>	<u>\$ 970,669</u>	<u>\$ 923,573</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	<u>0.38</u>	<u>0.38</u>	<u>0.50</u>	<u>0.53</u>	<u>0.38</u>
Total FTEs	<u>8.38</u>	<u>8.38</u>	<u>8.50</u>	<u>8.53</u>	<u>8.38</u>

Human Resources Total Expenditures



Finance Division

Division Function

- The Finance Division is part of the Administrative Services Department. This Division provides support services to the Administration, Council and City departments. It is responsible for the overall financial procedures and processes of the City and is primarily responsible for ongoing transition of the Provo fiber network. The Finance Division includes the purchasing, treasury, recorder, property coordinator/ombudsman, budget and accounting functions. Purchasing controls the purchase of all materials, supplies and capital outlay, oversight of the City procurement card program, along with providing central billing for City Services. Treasury oversees cash management, debt, accounts receivable, and collections. The Recorder maintains the City's records, reviews GRAMA requests, oversees elections. Budget assists in the yearly preparation of the City's operating budget and capital improvement budget, preparation of annual budget document, along with executing the day-to-day operations of the budget. Accounting maintains the general ledger, accounts payable function, tracks grants and identifies new grant opportunities, the internal controls of the City, and provides support for preparation of the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR).

Division Goals

- Select and begin implementation of new Municipal Software System for finance applications.
- Provide training on new Municipal Software system and other financial training to internal customers.
- Develop and train a new grants administrator for the City
- Semi-annual surveys to internal customers on satisfaction of service received.
- Document imaging and indexing of all vault records.
- Provide Quarterly Report to the Administration and Municipal Council within 75 days of the end of the quarter.
- Prepare and complete annual fiscal 2015 City audit.
- Submit to the Government Finance Officers Association for certification the 2016 Annual Budget and the CAFR and PAFR for 2015.
- Prepare and complete the 2017 operating and capital budget.

Division Accomplishments

- Completed the development and issuance of a RFP for the new Citywide Municipal Software System.
- Successfully completed 2014 independent audit and CAFR.
- Received Distinguished Budget Award from the GFOA for the 2015 budget document.
- Received GFOA award of excellence for CAFR and PAFR for fiscal 2014.
- Implemented and utilized CCH Engagement Software during the fiscal 2014 audit.
- Increased use of document management system (SIRE) to provide quicker turnaround of financial processes

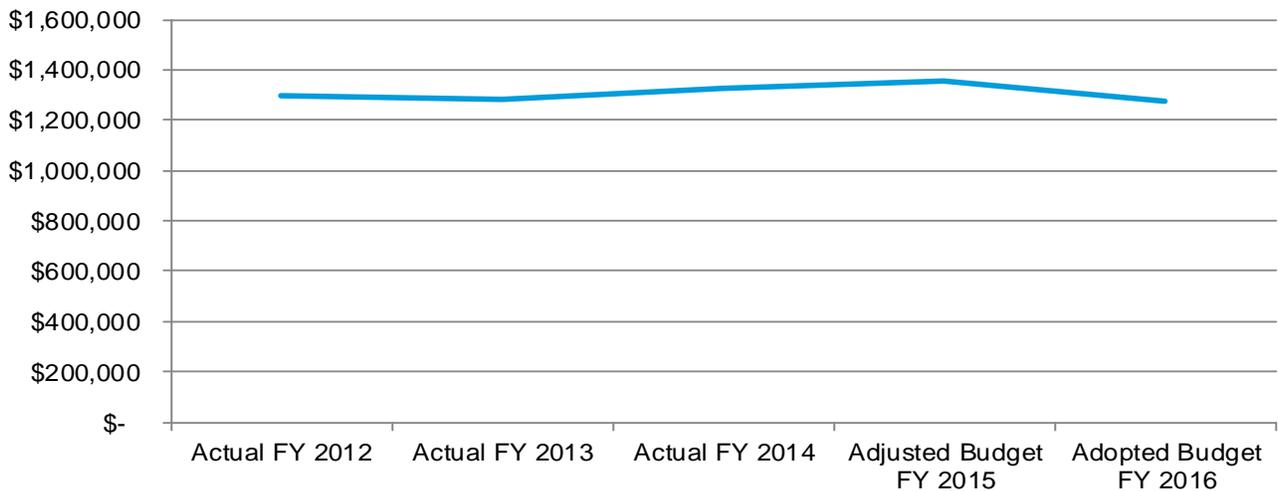
Budget Outcomes

- FY 2015 produced hundreds of payments and disbursements and thousands of journal lines to support the city's operations.
- The FY2016 budget includes funding for elections in November 2015.

Finance	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 691,674	\$ 672,011	\$ 700,846	\$ 699,349	\$ 669,073
Benefits	301,899	310,259	325,976	343,858	326,465
Total Personnel	993,573	982,270	1,026,822	1,043,207	995,538
Operations	256,972	245,363	249,939	253,048	231,830
Overhead	46,440	53,822	53,835	56,878	50,718
Nonoperating	-	-	-	2,407	-
Capital	-	-	-	3,500	-
Total Expenditures	\$ 1,296,985	\$ 1,281,455	\$ 1,330,596	\$ 1,359,040	\$ 1,278,086

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	11.00	10.00	10.00	10.00	10.00
Part-Time	0.92	0.92	0.50	0.50	0.50
Total FTEs	11.92	10.92	10.50	10.50	10.50

Finance Division Total Expenditures



Information Systems

Division Function

- The Information Systems Division is part of the Administrative Services Department. This division investigates and evaluates new technologies as they become available to advise and help assess their impact on City departments in accomplishing their mission; design, build and maintain the City's technology infrastructure to support information access and technology utilization in a cost-effective and reliable manner; assist City employees to effectively utilize information and technology through hardware and software support and training; work with City departments and empower Provo residents and others by providing access to appropriate information and facilitating City business electronically.
- Promote technology leadership by a) creating a culture of process and service innovation, b) providing effective support for technology pilots, and c) investing in technology when it provides positive returns for our residents.
- Standardize applications by a) evaluating and implementing a fully integrated municipal ERP system to replace costly disparate systems, b) utilizing a buy vs. build approach to take advantage of rich technology stacks without the costs of custom development, and c) continuing to standardize on MS Office with a focused investment in the training required to be highly productive.
- Improve information systems resiliency by a) creating and maintaining a fully architected and reliable network and b) preparing for disasters, both large and small, through the investment and implementation of a regional offsite disaster recovery center.
- Continue the development of information system service excellence by a) hiring and retaining skilled IS professionals, b) implementing effective business relationship management, c) maintaining a highly effective and engaged IS Governance Committee, d) providing technology education through lunch and learn-style engagements, and e) performing ongoing IS service measurement and improvement.



Division Goals

- Lead the Provo 360 initiative through the final system(s) selection process and then execute on the implementation of the selected system(s) per IS Governance approved timelines. This core focus will require major efforts in systems implementation including, but not limited to, assisting organizations with “as is” and “to be” business process analysis, data conversion, technology implementation, training & adoption, and organizational change management.
- Maintain customer service scores at, or above, an average 3.3 service index based on periodic customer surveys that measure quality, communication, timeliness, delivery, business skill, technical skill, courtesy, and value.
- Support the information systems needs for the build-out of the new Energy campus. This includes the installation and configuration of networking and phone services along with other requirements defined by the project as it launches.
- Execute on the approved and funded infrastructure plan projects that are required to maintain a reliable and secure operating environment. This includes completing maintenance and upgrades for at least two network closets, completing a disk system evaluation with replacement options, and other projects defined within the IS Governance approved infrastructure plan.

Division Accomplishments

- In addition to providing a significant role for the Google Fiber close, the information system team led multiple post Google close projects including, but not limited to, the implementation of a separated citywide municipal network, mapping the fiber network, and repairing / installing city fiber drops where required.

- Designed and implemented a regional off-site information systems disaster recovery center making it possible for the city to recover critical data assets if / when a major disaster strikes the city and / or region.

Division Accomplishments

- Successfully led the Provo 360 team through a detailed needs assessment, a comprehensive request for proposal (RFP), and the opening funding steps with administration. This key project has identified high potential for enhancing the customer experience, improving efficiency, increasing transparency, empowering stewardship, and promoting innovation and will become a core focus of the organization for the coming year.
- Completed a service consolidation project that combined Customer Service Division IS personnel with Information systems personnel that resulted in overall improved resiliency, reliability, and service.
- Released a significantly improved mapping application for city usage. This new service, named GIS Home, provides internal staff and authorized field personnel a gateway to mapping information via desktop and mobile devices. Information on utility pole locations, water lines, waste water lines, valves, and much more, is now just a click away making our teams able to respond quickly with the right information at hand.
- Completed a technology infrastructure plan for the purpose of identifying and prioritizing the investment and replacement infrastructure projects before the IS Division. Engaged on IS governance selected priorities with a focus on simplifying operations as identified by the Provo 360 assessment.
- Completed numerous employee training events, tips and tricks, and “how to’s” designed to increase and / or maintain technology skills of city employees. These included topics such as MS Office, Outlook calendar, email functionality, and GIS tools.
- Implemented improved public safety mobility solutions that increased service, stability, and security for our police and fire personnel.
- Extended Wifi services to additional facilities providing employees and the public improved access to services. The City Center Campus, Public Works, Rec Center / Energy Campus, Library, and Fire Stations now all have access to full Wifi services.

Budget Outcomes

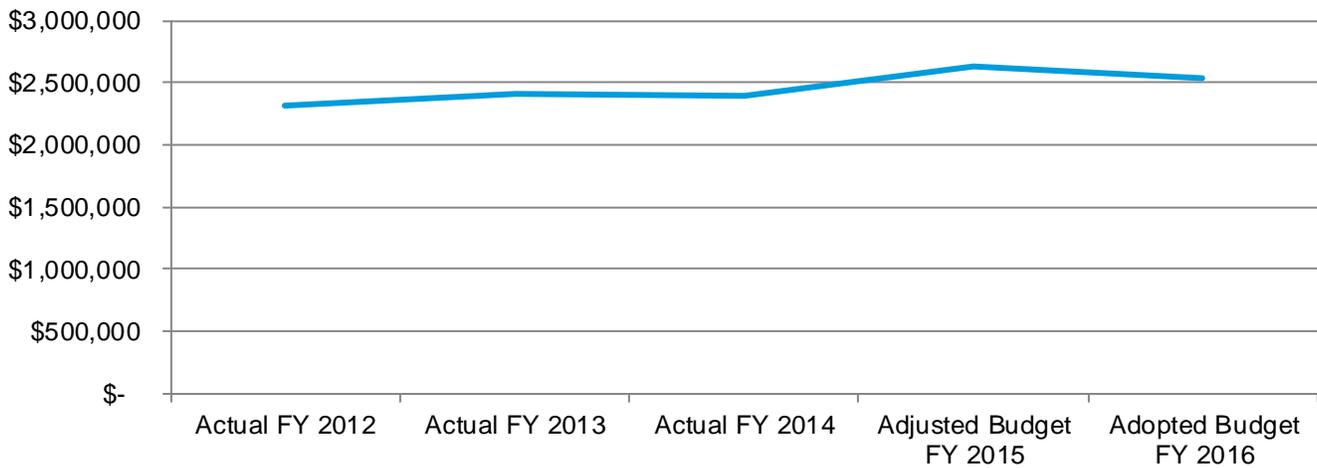
- FY 2016 includes funding for Everbridge Notification (Fire) and Justware Software (Legal).
- FY 2016 moved 1 full-time system analyst from Customer Service to Information Systems.



Information Systems	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 963,079	\$ 978,283	\$ 898,930	\$ 982,116	\$ 979,413
Benefits	399,298	400,472	406,711	472,791	476,258
Total Personnel	<u>1,362,377</u>	<u>1,378,755</u>	<u>1,305,641</u>	<u>1,454,907</u>	<u>1,455,671</u>
Operations	821,091	948,886	1,005,605	1,089,451	1,034,467
Overhead	78,630	76,775	80,867	85,579	46,109
Capital	45,158	10,286	-	-	-
Total Expenditures	<u>\$ 2,307,256</u>	<u>\$ 2,414,702</u>	<u>\$ 2,392,113</u>	<u>\$ 2,629,937</u>	<u>\$ 2,536,247</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	13.00	13.00	13.00	13.00	14.00
Part-Time	1.99	2.51	2.51	2.51	2.34
Total FTEs	<u>14.99</u>	<u>15.51</u>	<u>15.51</u>	<u>15.51</u>	<u>16.34</u>

Information Systems Total Expenditures



Attorney's Office

Department Function

- The City Attorney's Office provides Provo City with a broad range of legal services. It is responsible for the City's legal affairs including serving as the legal advisor to the Mayor, Municipal Council, City departments, agencies, boards and commissions. The office is created and governed by state statutes and city ordinances. It has the following divisions:
 - The City Legal Services Division provides legal counsel on a wide variety of issues. It researches legal questions and drafts memoranda, legal opinions, ordinances, resolutions and policies. It assists with negotiating, drafting and enforcing contracts, deeds, and other similar documents. It participates in administrative hearings and assists with downtown redevelopment and other economic development projects.
 - The Claims, Litigation, Risk Management and Safety Division evaluates and works to minimize the City's legal risks, promotes and coordinates the safety of citizens and employees, and protects and enforces the interests of the City in state and federal courts. It receives, investigates, processes, negotiates, and undertakes the appropriate resolution of claims made against the City. It coordinates and provides training to City departments on evaluating and minimizing risks, encouraging safe work practices and avoiding claims and legal problems. If litigation is necessary, it represents the City's and the public's interests in court in routine and complex matters.
 - The Criminal Prosecution Division prosecutes violations of law in the Provo Justice Court and the Utah 4th District Court. It works with various police agencies, victims, witnesses, defendants, clerks, attorneys, and others to resolve cases in the interests of justice. Prosecutors screen cases and decide what charges to file. They participate in hearings, pre-trials, trials, and appeals to seek justice, including appropriate restitution, rehabilitation, fines and/or jail time for those found guilty of violations of the law.

Department Goals

- Enhance customer service systems to increase satisfaction with legal services.
- Continue training that promotes Speed of Trust competencies within the department.
- Serve the public with efficient, professional analysis and handling of claims and litigation.
- Vigorously enforce State laws and City ordinances to promote safe neighborhoods.
- Provide timely, carefully researched, and informed legal counsel on issues confronting the City.

Department Accomplishments

- Assisted with the negotiation and settlement of the Rock Canyon litigation and the City's purchase of the Davis family's interest in Rock Canyon.
- Revised and updated the Mayor's Administrative Directives and Executive Orders.
- Researched and resolved concerns regarding the City Attorney's Office representation of the Municipal Council.

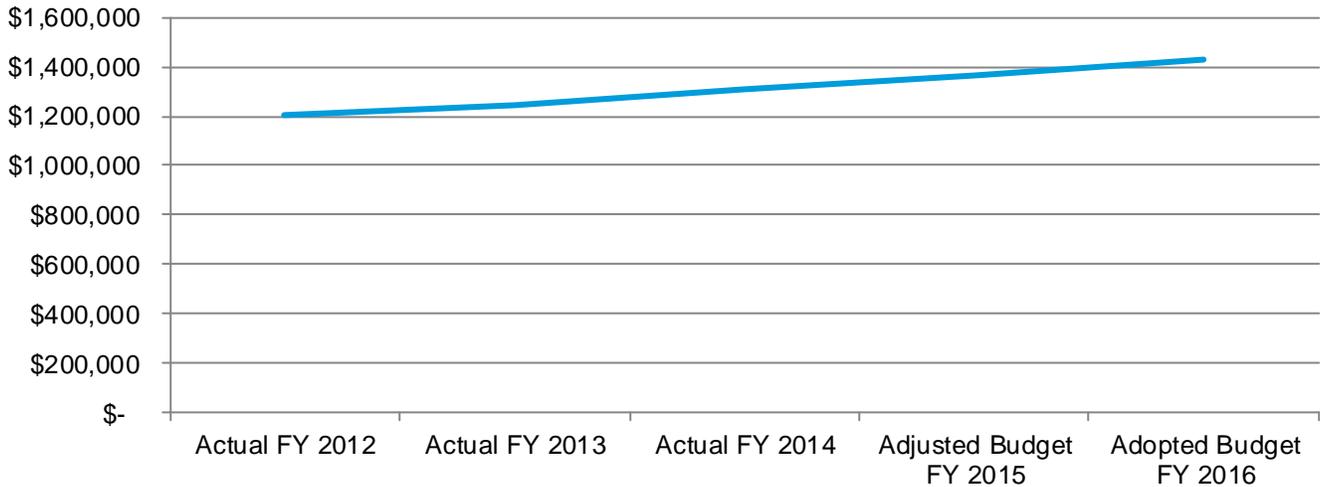
Budget Outcomes

- The Attorney's Office budget has remained relatively flat over the last few years with the increases being related to normal increases in salaries and benefits.
- Funding has been provided in the Information System's budget for software to assist prosecutors to replace software no longer provided by the state.

Attorney's Office	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 800,455	\$ 804,906	\$ 828,434	\$ 851,475	\$ 873,829
Benefits	297,205	325,727	361,955	376,224	406,445
Total Personnel	1,097,660	1,130,633	1,190,389	1,227,699	1,280,274
Operations	68,180	75,946	70,418	95,075	110,181
Overhead	35,125	39,811	47,945	39,995	39,245
Total Expenditures	\$ 1,200,965	\$ 1,246,390	\$ 1,308,752	\$ 1,362,769	\$ 1,429,700

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	10.00	10.00	10.00	10.00	10.00
Part-Time/Contract	3.29	3.43	3.43	3.43	3.30
Total FTEs	13.29	13.43	13.43	13.43	13.30

Attorney's Office Total Expenditures



Community Development

Department Function

- The Community Development Department provides planning, zoning, and building inspection services for the City of Provo. Community Development has the responsibility for the administration of the Planning Commission, Board of Adjustments Landmark Commission, Administrative Hearing Program and Board of Appeals. This Department also oversees comprehensive downtown planning, code enforcement, apartment licensing, development and maintenance of the city-wide land use database, project plan review and coordination, review of construction plans and the systematic inspection of all new structures, remodels and existing structures as required.

Department Goals

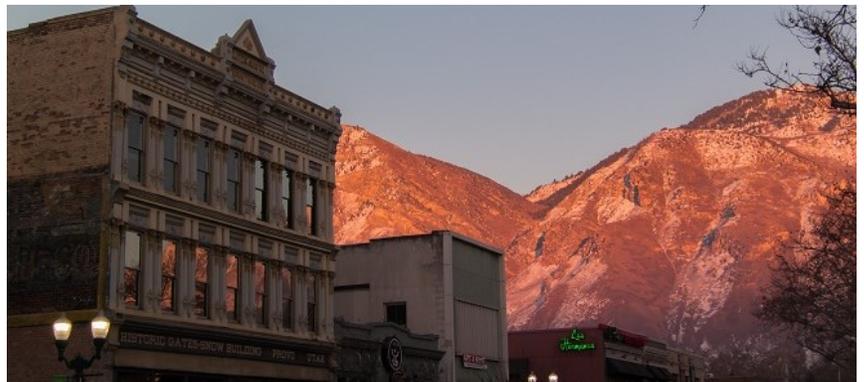
- Implement Provo City 2030 Vision Phase II.
- Complete Strategic Parking and Management Plan.
- Complete five neighborhood plans.
- Complete the 100 South redesign.

Department Accomplishments

- Issued building permits valued at over \$250,000,000.

Budget Outcomes

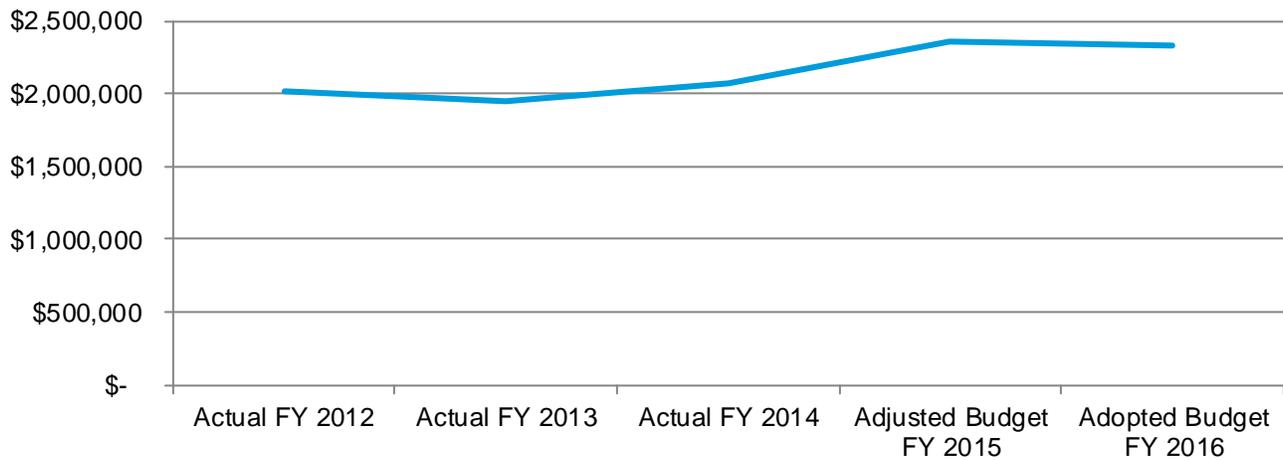
- FY 2016 includes no significant budget changes.



Community Development	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 1,123,259	\$ 1,140,719	\$ 1,175,721	\$ 1,254,478	\$ 1,351,000
Benefits	534,743	600,202	638,254	733,491	770,260
Total Personnel	<u>1,658,002</u>	<u>1,740,921</u>	<u>1,813,975</u>	<u>1,987,969</u>	<u>2,121,260</u>
Operations	228,283	118,023	146,954	257,226	105,067
Nonoperating	-	-	-	-	-
Overhead	125,070	87,700	112,984	106,991	97,548
Total Expenditures	<u>\$ 2,011,355</u>	<u>\$ 1,946,644</u>	<u>\$ 2,073,913</u>	<u>\$ 2,352,186</u>	<u>\$ 2,323,875</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	21.00	22.00	22.00	23.00	23.00
Part-Time	1.79	1.29	1.29	1.29	1.29
Total FTEs	<u>22.79</u>	<u>23.29</u>	<u>23.29</u>	<u>24.29</u>	<u>24.29</u>

Community Development Total Expenditures



Economic Development

Department Function

- The Mayor's Office of Economic Development is responsible for the development and execution of programs that stimulate the economics of Provo City. Included within the office are the responsibilities related to the following activities: business attraction and retention; business liaison services; Sister City Program and the Business Development Corporation; and developing and implementation a City-wide Economic Development Strategic Plan.

Department Goals

- Implement deliverables found within the City-Wide Economic Development Strategic Plan. This includes regular engagement of community stake holder groups to make recommendations and prioritize goals and objectives.
- Continue the collaborative effort with BoomStartup, BYU Rollins Center for Entrepreneurship and Technology, Franchise Foundry and Innovative Network to foster the startup community in Provo. Provide a backstop to this business incubator to maintain it as a viable going concern.
- Mountain Vista Business Center—continue negotiations with MVP to develop the business park and create building inventory. Further manage the wetland areas at Mountain Vista in order to maximize developable land.
- Continue the Downtown Economic Development Enhancement and Vacant Storefront program. This program provides the tools to physically improve vacant storefronts in Downtown Provo to attract businesses.
- Begin Golf Course Feasibility Study. This will allow Economic Development, in conjunction with Parks and Recreation, to realistically evaluate the development of the East Bay Golf Course as a commercial property for retail and office space.
- Implement goals and objectives found within the City's retail strategic plan to recruit and expand retail offerings in our community.

Department Accomplishments

- Held the inaugural Development Summit where we showcased large tracts of property that are prime areas for redevelopment/development. Attendees included developers, builders, real estate agents, architects and designers.
- Launched the One Million Cups initiative—an entrepreneurial presentation and meet-up opportunity, a startup community gathering place.
- Reclaimed a major wetlands area at Mountain Vista.
- Successfully facilitated two Sister City events—a trade mission to China and visit from a Chinese delegation.
- Continued to promote downtown as a viable retail location and fostered essential business relationships with downtown property owners.
- Implemented the City's first retail strategic plan through the consulting firm Retail Strategies.

Budget Outcomes

- The FY 2016 budget includes money set aside for continued funding for filling vacant store fronts in downtown.
- Also included in the FY 16 budget is money for professional consulting services used to conduct specialized studies for further economic development efforts such as—wetland mitigation for reclaiming developable property, market feasibility studies, geotechnical studies, etc.
- FY 2015 began funding for an out-of-state marketing campaign that is carried in the FY 2016 budget.

Financial Principles

Mountain Vista

Provo City has invested in the Mountain Vista Business Center for the purpose of providing a location for companies to expand or relocate a business, which then provides investment, jobs and increased tax base for Provo and Utah Valley.

Provo City has a financial obligation to US Steel for the site characterization and cleanup of the property. The repayment of this obligation is derived from the sales or lease proceeds from property development and sales transactions.

The schedule is as follows: Provo receives the first \$1.2 million. US Steel receives the next approximate \$750-850K (as of September 2013 this number has not been provided by US Steel) for the site characterization. Provo receives the next \$2 million. Provo and US Steel then share the remaining proceeds on a 70/30 (70 for Provo and 30 for US Steel) split until US Steel has recouped their cleanup costs. If all the land is sold prior to the payback then Provo has no further obligation. If there is land remaining or revenue continues to be generated, once US Steel is repaid for the cleanup, Provo has no further obligation.

The Mayor's Office of Economic Development is pursuing a course that brings in a developer to construct buildings on the property. Under this model, Provo would not sell the underlying land, but would split lease proceeds on a predetermined rate with the developer. This arrangement would potentially generate a perpetual revenue stream into the foreseeable future. Provo would split the proceeds from the revenue stream with US Steel as outlined above.

Once the US Steel obligation is satisfied, it is proposed that all future revenue generated at the Mountain Vista Business Center be used to fund additional infrastructure and utility construction, demolition or other necessary improvements to increase value in the business park.

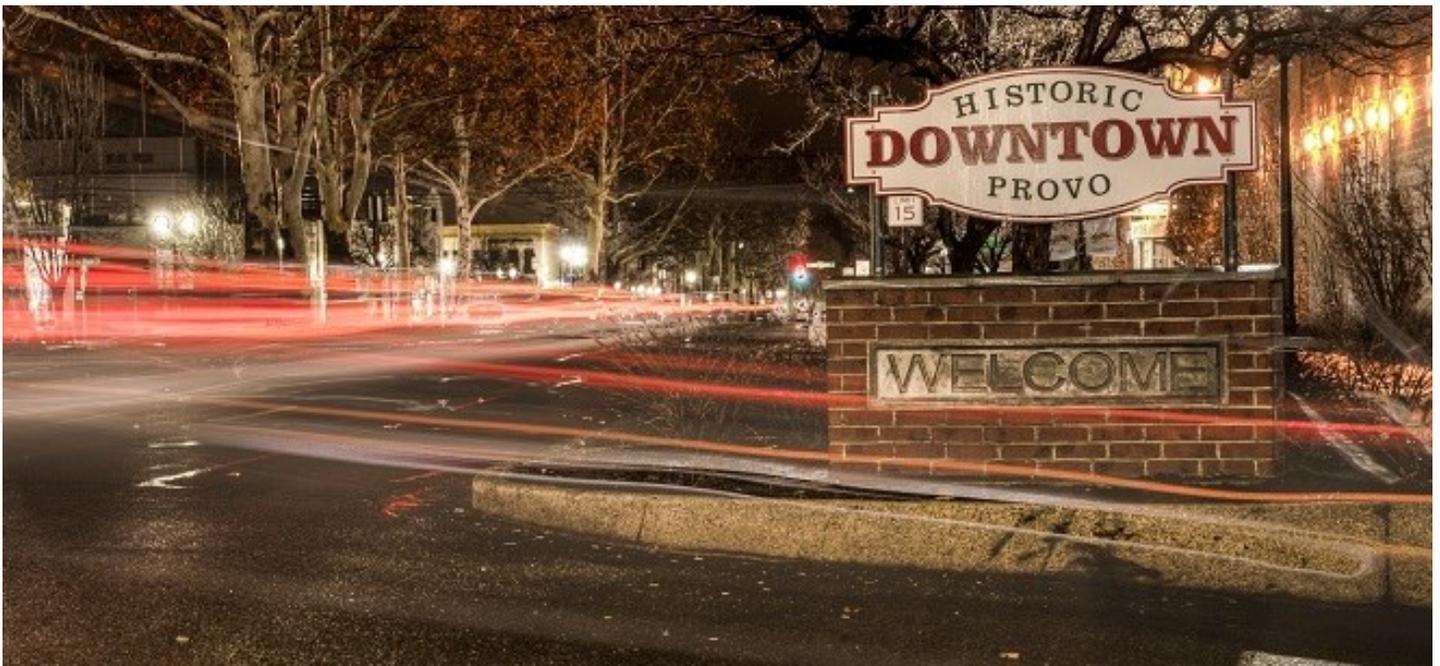
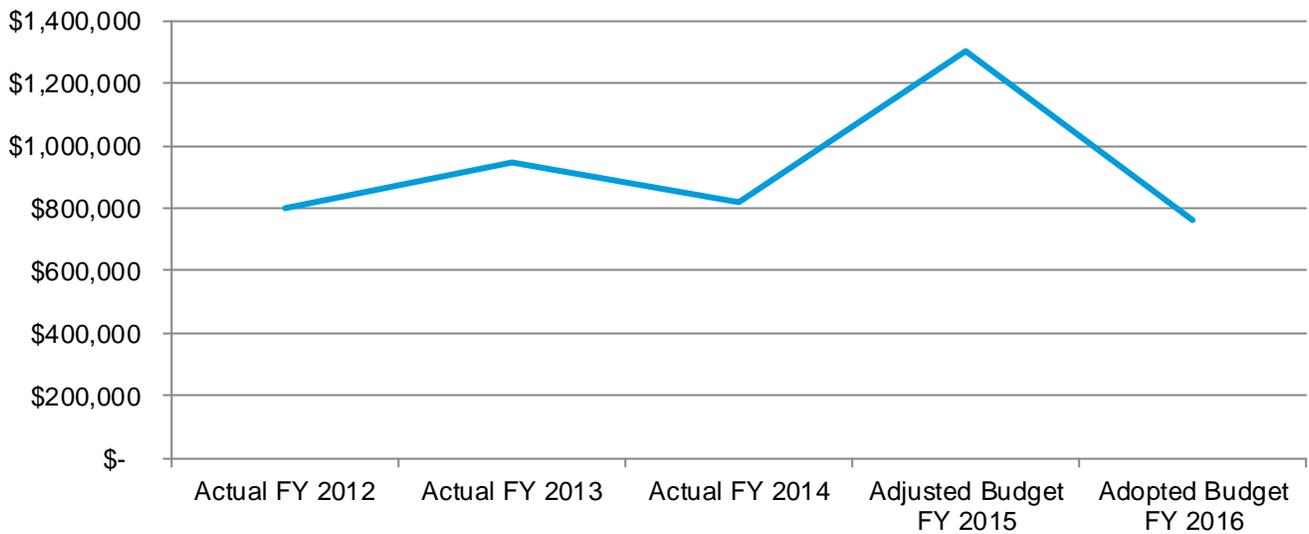
If at some point there are no continuing financial needs at the Mountain Vista Business Center, all further lease revenue generated would be directed to the Economic Development Fund (shown in the Capital Improvement Section) for the purpose of economic development activities city wide. This fund would be used for land purchases, writing down land costs, incentives for expanding or relocating businesses and other related, approved economic development activities.



Economic Development	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 214,566	\$ 249,011	\$ 257,721	\$ 260,178	\$ 253,511
Benefits	102,396	128,592	141,867	148,907	150,566
Total Personnel	<u>316,962</u>	<u>377,603</u>	<u>399,588</u>	<u>409,085</u>	<u>404,077</u>
Operations	468,122	553,230	401,538	870,582	339,169
Overhead	13,211	14,303	19,899	20,377	16,259
Total Expenditures	<u>\$ 798,295</u>	<u>\$ 945,136</u>	<u>\$ 821,025</u>	<u>\$ 1,300,044</u>	<u>\$ 759,505</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	3.00	4.00	4.00	4.00	4.00
Part-Time	-	-	-	-	-
Total FTEs	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Economic Development Total Expenditures



Media/Web Services

Division Function

- Media Services is a division of the Mayor's Office. This Division oversees the production and programming of Provo City's government access channel (Provo Channel 17) and assists other City departments with audio-visual needs. The purpose of Provo Channel 17 is to broadcast programming that furthers the objectives of the City, which include increasing public awareness, understanding, and participation in City government, policies, programs, and services; disseminating information for City departments and divisions; documenting and archiving City meetings, events and activities; and highlighting City, department, division, and employee achievements, among other things. Since its effectiveness depends on wide viewership, Media Services strives to accomplish those objectives with programming that is both high-quality and entertaining. Media Services creates most of the content for the channel, but sometimes uses content from other sources. In either case, it maximizes its resources to broadcast the best programming possible within its budget. Media Services also works to increase viewership through a variety of creative public and community relations strategies, including social networking. It also researches, analyzes and recommends new methods and equipment to improve production quality and efficiency.
- Along with the original function of management of Channel 17, this Division is also responsible for graphic design and management of the City's web site. With a focus on the branding and image of Provo City, the media and web team are designing various forms of media to create a more dynamic image of Provo.

Division Goals

- Create and select the best possible programming for Provo Channel 17 that achieves the City's objectives, and carefully schedule programming to maximize viewership throughout the day.
- Promote the channel and increase viewership.
- Promote Provo through media presence at local music concerts, high school sports, community programs, the Utah Valley Chamber of Commerce, and other broadcast worthy events.
- Receive national awards and recognition for new provo.org website.

Budget Outcomes

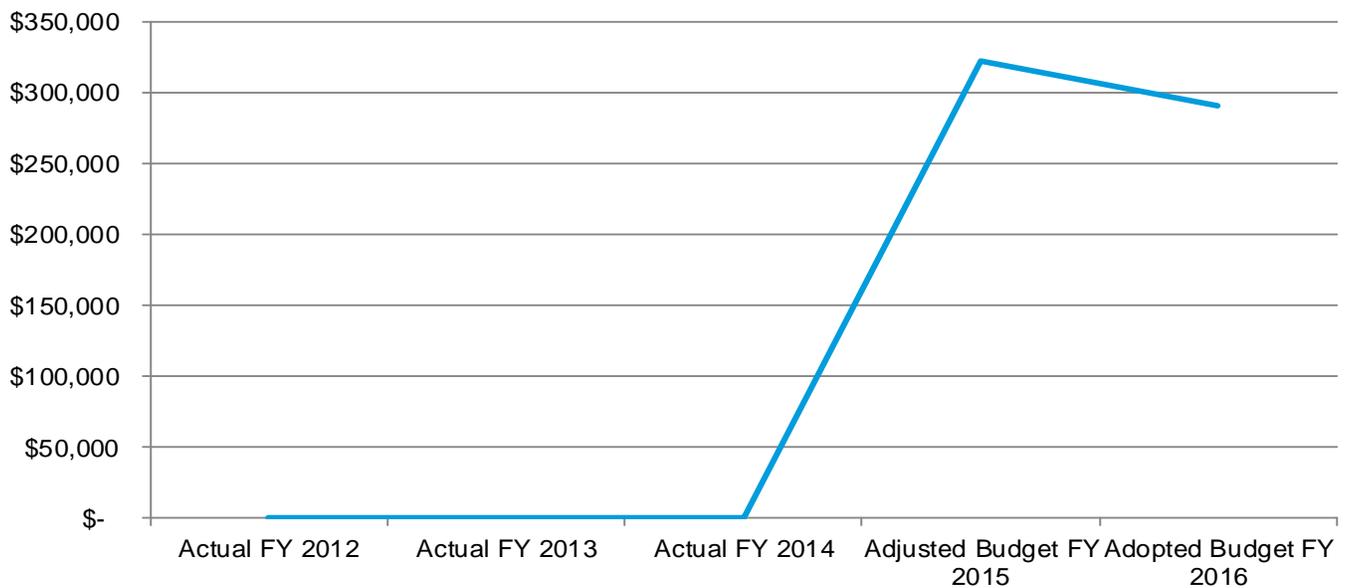
- The Media/Web Services Division was moved to the Mayor's Division in the FY 2015 budget.



Media/Web Services	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ -	\$ -	\$ -	\$ 168,674	\$ 169,832
Benefits	-	-	-	93,104	69,087
Total Personnel	-	-	-	261,778	238,919
Operations	-	-	-	43,495	43,495
Overhead	-	-	-	13,184	4,148
Capital	-	-	-	3,543	3,543
Total Expenditures	\$ -	\$ -	\$ -	\$ 322,000	\$ 290,105

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	-	-	-	3.00	2.00
Part-Time	-	-	-	1.63	3.25
Total FTEs	-	-	-	4.63	5.25

Media/Web Services Total Expenditures



General Services

Department Function

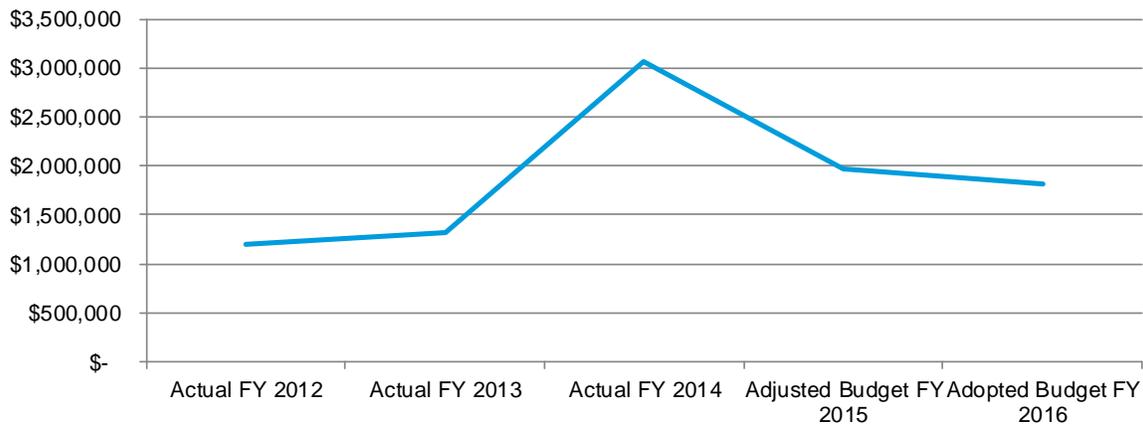
- The General Services Department's purpose is to centralize all General Fund contributions to the General Fund combined purchases.

Budget Outcomes

- Overhead expenditures include leases from the Equipment Replacement fund, an internal service fund that manages vehicle purchases for the City, and facility maintenance for the City Center.
- FY 2016 includes a significant increase to equipment replacement for the general fund.
- The FY 2016 budget includes expected expenses associated with the Provo City Center Temple open house in the amount of \$75,000.
- Also included is expected overtime for ERP implementation of \$50,000.

General Services	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Operations	\$ 131,104	\$ 12,497	\$ 1,718,509	\$ 240,773	\$ 152,598
Nonoperating	-	-	-	249,594	-
Overhead	1,071,255	1,313,773	1,356,093	1,474,558	1,655,240
Capital	-	-	-	-	-
Total Expenditures	<u>\$ 1,202,359</u>	<u>\$ 1,326,270</u>	<u>\$ 3,074,602</u>	<u>\$ 1,964,926</u>	<u>\$ 1,807,838</u>

General Services Total Expenditures



Fire Department

Department Function

- Provo Fire & Rescue is responsible for the delivery of emergency and support services to the citizens of Provo in the following areas: fire prevention and education, inspection services, fire suppression, emergency medical treatment and ambulance transport, multi-disciplinary rescue services, hazardous materials response – including events related to Homeland Security and Weapons of Mass Destruction (WMD), and fire and arson investigations.

Department Goals

- Move forward with internal professional development programs. Allow members to develop supervisory/leadership skills. Continue to maintain required certifications (EMS, Fire Hazmat, and Specialty Teams). Present an additional layer of Speed of Trust training and incorporate this training with the Vision 2030 Plan. Organize and schedule internal huddle groups at the platoon/station level. This will allow the company officers to mentor the SOT Huddle Groups.
- Better use of Talent Quest. Train personnel to set SMART goals and access Talent Quest to add goal benchmarking. Continue with the online mandatory HR training and complete this by November 2015.
- Maintain and enhance specialty teams (SRT, Maintain Rescue & Swift Water). Due to decreased federal funding, develop a program that will minimize cost, but continue to accommodate training and certification. Implement a swift water rescue program involving other agencies in training exercise to raise awareness.
- Provide annual Airport Rescue Fire Fighting (ARFF) training and certifications to assigned suppression personnel.
- Evaluate and develop community outreach programs such as AED Awareness and Training, CPR Training, Ready Set Go Community Program, and a Critical Care Paramedic Program.
- Build from EMI training conducted last June. Continue to prepare the city and community for disasters or events that overwhelm available resources. Resume our partnership with Utah County, the State of Utah, and other agencies in the community.
- Complete the Responder Safety Program by purchasing four more power cots funded by grants and the Provo foundation. These cots will protect our Paramedics by decreasing injuries when lifting patients, thereby saving the City money.
- Provo Fire & Rescue has applied for another SAFER Grant (Staffing for Adequate Fire and Emergency Response) for three additional positions. If awarded, it would restore three positions lost several years ago and assist in alleviating some of the issues we are currently facing with maintaining minimum staffing levels. Sustainable funding will be a concern if awarded, and Fire and Finance have partnered to develop a plan to address future funding for this project.



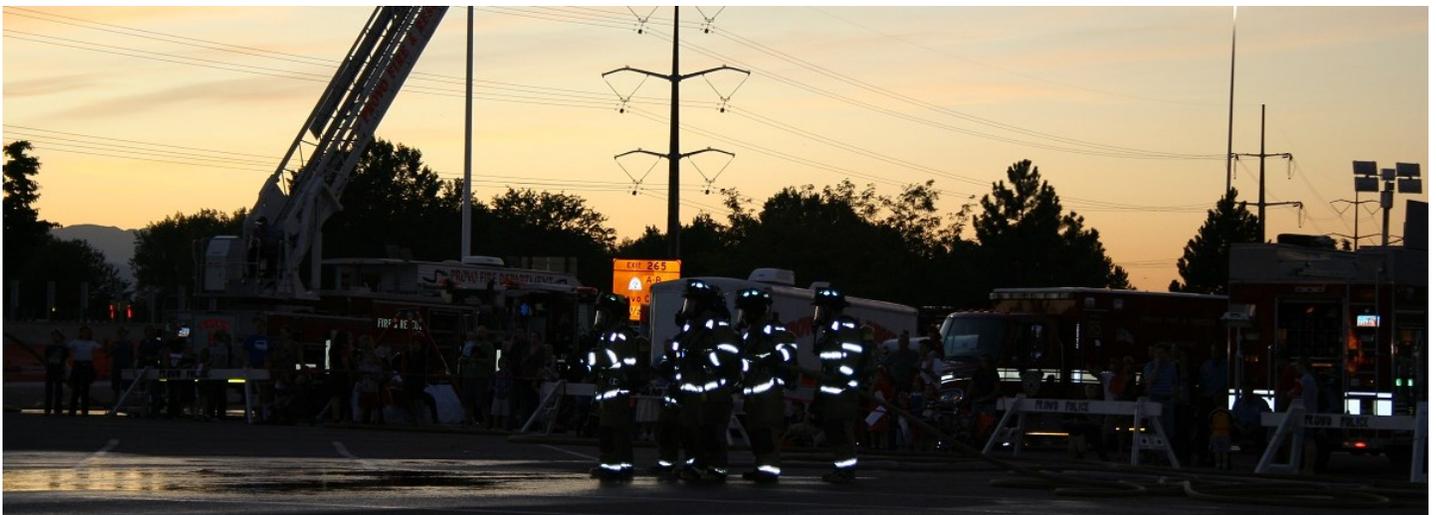
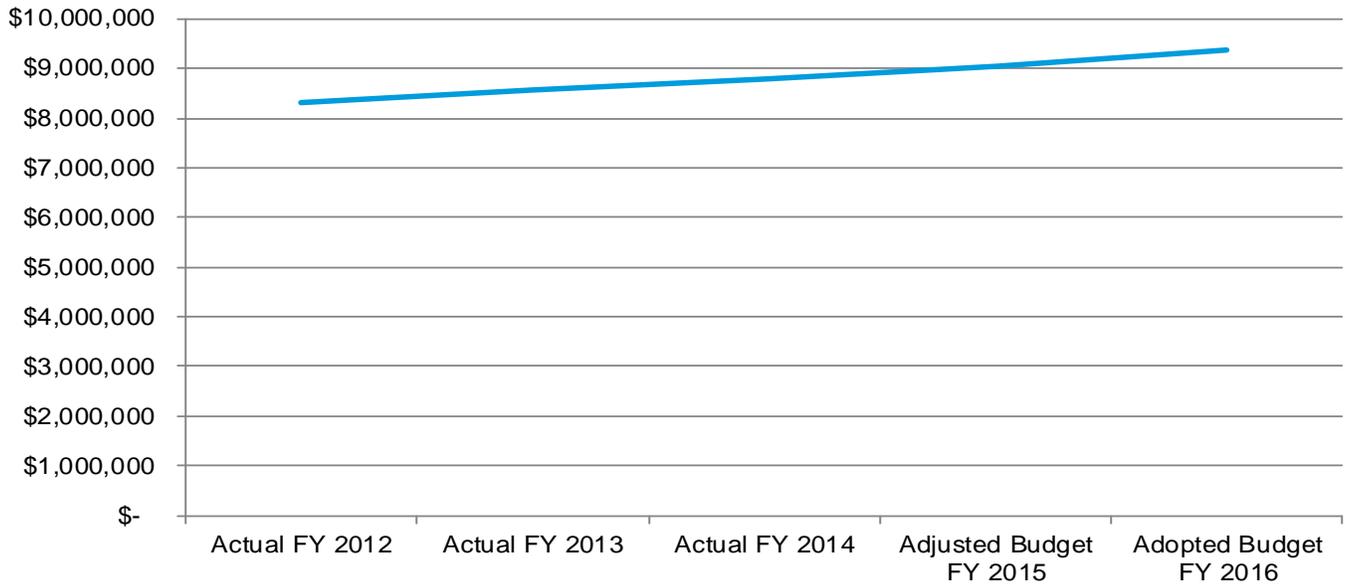
Budget Outcomes

- The Power Cot Project will be completed with funds from a variety of sources in FY 2015.
- Funding for the EverBridge Notification software is included in the Information System budget, but will serve the Emergency Management needs.
- This budget supports a change made to the holiday leave and overtime policy to the Fire Department.
- Monies included to convert to Imagetrend web based software to help provide more efficient and effective information for ambulance billing.
- Nonoperating expenses in FY 2015 represent remaining balance from FY 2014 placed into contingency to pay for training and overtime as needed.
- FY 2013 saw 4,534 ambulance calls (a 7.4% increase), 10,472 Fire/EMS combined (a 4.9% increase) and 431 fire inspections.

Fire Department	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 4,895,043	\$ 4,990,297	\$ 5,138,143	\$ 5,011,058	\$ 5,216,724
Benefits	2,063,267	2,269,394	2,473,479	2,693,477	2,899,633
Total Personnel	6,958,310	7,259,691	7,611,622	7,704,535	8,116,357
Operations	644,755	537,879	440,399	496,573	545,578
Overhead	691,794	766,525	747,594	745,914	709,566
Nonoperating	-	-	-	72,602	-
Capital	16,211	10,753	-	19,307	-
Total Expenditures	\$ 8,311,069	\$ 8,574,848	\$ 8,799,615	\$ 9,038,931	\$ 9,371,501

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	84.00	83.00	81.25	80.00	80.00
Part-Time	-	-	-	-	-
Total FTEs	84.00	83.00	81.25	80.00	80.00

Fire Department Total Expenditures



Police Department

Department Function

- Provo City's Police Department provides high quality, community-based police (CBP) services with compassion, professionalism, protecting constitutional rights, problem solving, teamwork, openness, planning for the future, and providing leadership to the profession. The Police Department provides response to community initiated calls for service, proactive policing, enforces all laws, service to the community including CBP traffic incidents, animal control and crime prevention. Criminal activity occurring in Provo is the responsibility of the police department. Internal divisions also provide support services to the Department and citizens in the form of Records, School Crossing Guards, Communications, and other internal functions.

Department Goals

- Continue to reduce crime and the fear of crime in Provo while improving the quality of life for our citizens and visitors.
- Continue to improve relationships, trust and partnerships with Provo citizens, visitors and other stakeholders.
- Continue to improve the career development of all Police Department personnel and focus on succession planning, leadership development and essential core training. Continue to utilize the department's training committee to identify training needs and ensure target delivery.
- Increase the use of technology in delivery of information to our department and citizens. Leverage current technology to enhance overall department efficiency and effectiveness, to include crime reduction and overall communications. Continue to partner with Provo Information Services in the overall technology strategy for the Department and city.
- Continue to create a work environment that allows for creativity, innovation and risk taking for the purposes of enhanced effectiveness and efficiency. Continue to recognize and reward superior performance thus encouraging higher sustained performance.

Department Accomplishments

- Sponsored free information workshop on sexual violence, which focused on topics ranging from how police investigate crimes to victim advocacy to therapy for survivors.
- Continued to implement data-driven (hotspot) policing, which is a critical part of the crime reduction strategy of Provo City, rapidly and effectively deploying resources to areas in Provo which are seeing an increase in criminal activity.
- Increase in volunteer hours and programs within the city. These programs include mobile watch, explorers, river trail bike patrol and volunteer policing. Safety and patrol of Provo's trails is a city-wide goal in conjunction with Vision 2030.
- Implementation of temporary duty assignments, which allows officers to experience other assignments within the Department other than their current assignment.
- Provo Police Department took the lead in promoting and organizing a county-wide taskforce comprising 25 separate organizations that focus on elder and vulnerable adult needs. This provides coordination of services for the best interest of the individuals/victims, identification of systematic problems that re-victimize, conduction of outreach and information services, and education and training to the community, service providers, law enforcement, prosecutors and judges.
- Implementation of the Spillman Records Management System, linking Provo City records with all police agencies in Utah County. This provides up-to-date, real time information about cases, crimes, suspect information and victim information.

- Preliminary analysis indicates a 12 percent reduction in Part 1 crimes in calendar year 2014.
- Implemented a city-wide beat program that focuses on geographic responsibility and beat integrity.
- Completed department reorganization where the department is now organized into four divisions: patrol, investigations, special operations, and operational support.

Budget Outcomes

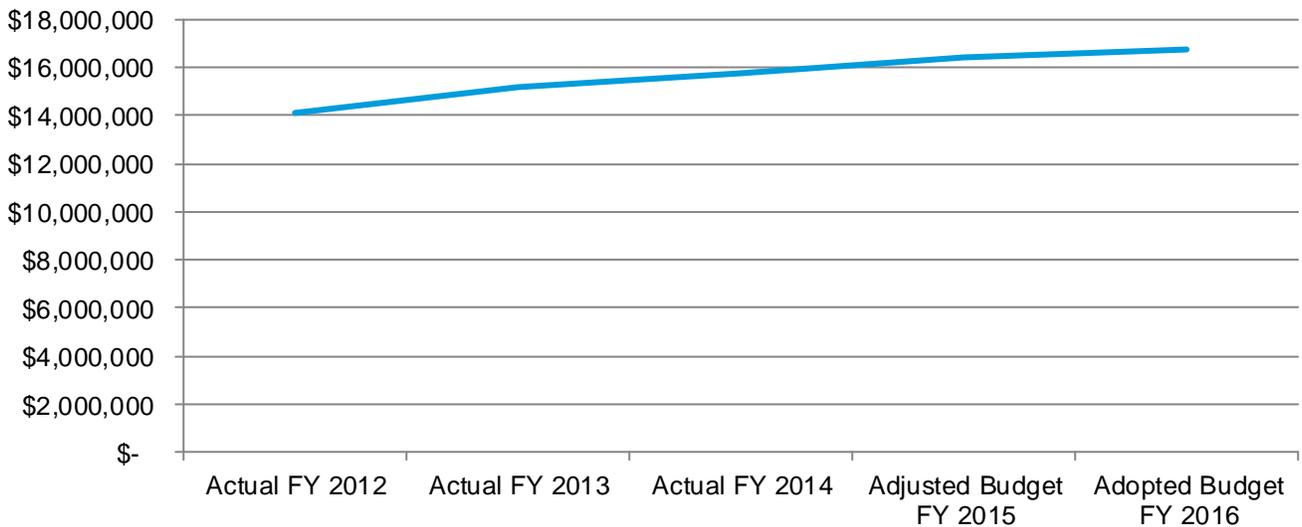
- In FY 2016 added three police officer positions with funding for one from property tax increase, and two from other general fund revenues.
- Moved two dispatcher positions from emergency response fund to the general fund.
- The Police Department has been evaluating a new comprehensive automated parking ticket system that includes a license plate reader and parking ticket system which will greatly enhance our current process on marking tires with chalk and handwriting tickets.
- In FY 2013 Police had 2,179 adult arrests, 302 DUI violations, 484 juvenile arrests, 10,933 parking violations, and 9,479 traffic violations.



Police Department	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 7,704,236	\$ 8,017,927	\$ 8,202,040	\$ 8,333,808	\$ 8,670,446
Benefits	4,106,288	4,789,744	5,121,528	5,619,441	5,897,445
Total Personnel	11,810,524	12,807,671	13,323,568	13,953,249	14,567,891
Operations	945,138	1,047,477	1,000,570	832,775	681,009
Overhead	1,221,847	1,291,137	1,379,199	1,406,543	1,494,914
Nonoperating	113,298	-	-	187,500	-
Capital	26,700	28,651	29,645	-	-
Total Expenditures	\$ 14,117,507	\$ 15,174,936	\$ 15,732,982	\$ 16,380,067	\$ 16,743,814

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	141.00	147.00	145.00	146.00	151.00
Part-Time	20.36	19.17	19.97	18.85	17.47
Total FTEs	161.36	166.17	164.97	164.85	168.47

Police Department Total Expenditures



Streets Division

Division Function

- The Streets Maintenance Division is part of the Public Works Department of Provo City. This Division is responsible for year-round street maintenance, which includes asphalt repairs, crack sealing, road rehabilitation preparation, road shoulder maintenance (grading), sidewalk replacement, weed abatement on streets right-of-way, street sweeping, and snow removal during winter months. Traffic safety functions are also performed by the Streets Division, including street painting (lane lines, crosswalks, stop bars, road symbols and parking stalls), sign fabrication and installation. The Division also manages the City's gravel pit in the mouth of Provo Canyon.

Division Goals

- Continue implementation of enhanced snow removal response to local streets.
- Implement broader in-house minor road rehabilitation program.
- Construct salt material storage facility.
- The Streets Division is funded by the B&C Road tax. One of the long-term goals of the City is to fund the Streets Division from the General Fund, which will increase funding for road maintenance. The City is planning on this transition taking approximately 10 years.

Division Accomplishments

- Renovation of materials storage and construction of footings for new salt storage building.
- Completion of several local street rehabilitation projects.

Budget Outcomes

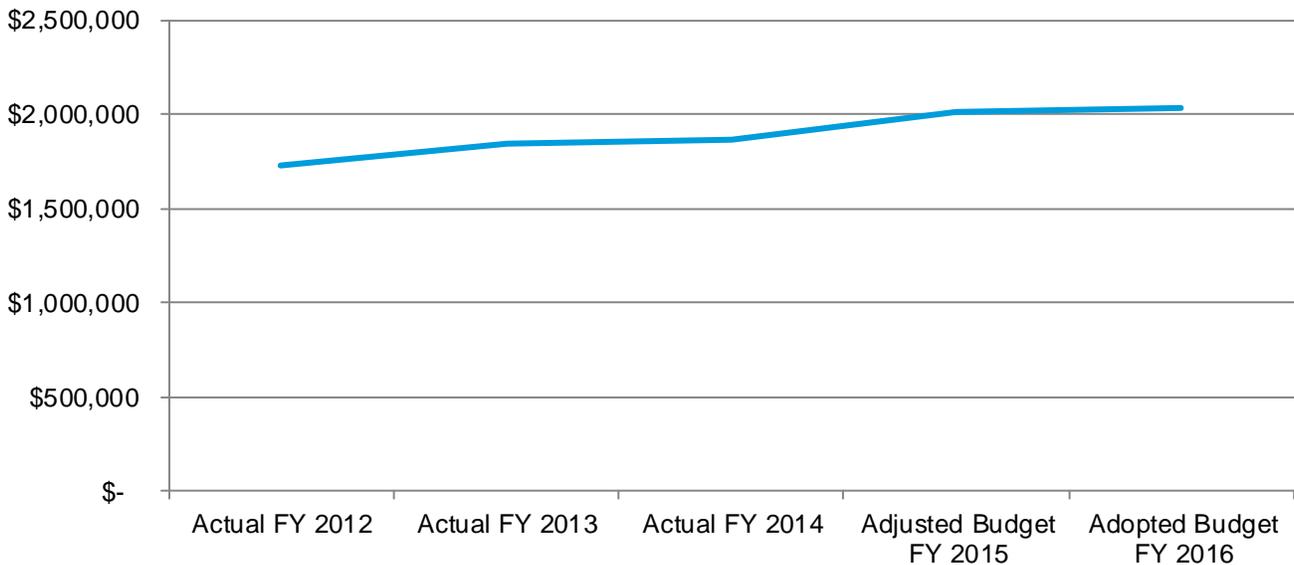
- In FY 2015, repaired roads with 52,886 tons of asphalt , repaired potholes with 244 tons of asphalt, and replaced 7,755 linear feet of sidewalks.



Streets Division	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 689,105	\$ 719,174	\$ 731,729	\$ 723,759	\$ 761,963
Benefits	<u>378,643</u>	<u>428,634</u>	<u>465,926</u>	<u>498,417</u>	<u>534,460</u>
Total Personnel	<u>1,067,748</u>	<u>1,147,808</u>	<u>1,197,655</u>	<u>1,222,176</u>	<u>1,296,423</u>
Operations	218,129	258,725	295,007	331,745	341,765
Overhead	428,283	438,021	375,895	455,469	399,120
Capital	<u>10,688</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 1,724,848</u>	<u>\$ 1,844,554</u>	<u>\$ 1,868,557</u>	<u>\$ 2,009,390</u>	<u>\$ 2,037,308</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	16.00	16.00	16.00	16.00	16.00
Part-Time	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total FTEs	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>

Streets Division Total Expenditures



Engineering Division

Department Function

- The Engineering Division of the Public Works Department provides professional engineering support (design, survey, drafting, traffic engineering development review, records maintenance, and public information) to the City Administration, the Municipal Council, the Planning Commission, other city departments and the public. The Engineering Division also provides administration, design and construction management of Public Works capital improvement projects, professional transportation engineering services and traffic signal maintenance and operation for the City.

Department Goals

- Implement use of available current technology (tablets, smart phones, etc.) to improve efficiency for field use, including data access for inspection, utility location, mapping and project documentation.
- Evaluate project management software for Capital Improvement Project data to facilitate the ability to provide timely and accurate project reports related to progress, budget and status.
- Provide opportunities for employees to improve skills, training and knowledge related to their positions, which would increase efficiency and job satisfaction.
- Improved public access to Engineering services, including standards and specifications, interactive permit applications, etc.
- Work with the Municipal Council and City Administration to identify sustainable funding for the maintenance of the current infrastructure and for construction of Capital Improvement Projects identified in the Transportation Master Plan.

Department Accomplishments

- 2014 Road Rehab Project - The 2014 Road Rehab Project was the largest street maintenance project in the history of the City. This was accomplished in large part due to funding provided by the CUWCD and the newly implemented Utility Transportation Fund. The project reconstructed and resurfaced many streets in the City including Canyon Road – 2230 North to approximately 2400 North and Foothill Drive to 5600 North, 900 East – 450 North to North Temple Drive, 2200 North/2230 North – 900 East to University Avenue, 450 North – 900 East to Seven Peaks Boulevard, 300 North – 900 East to Seven Peaks Boulevard, 2320 North – 250 East to Timpview Drive, Templeview Drive, North Temple Drive, Temple Hill Drive, Freedom Boulevard - 200 North to Bulldog Boulevard, 4800 North – University Avenue to Provo City limit and numerous other local streets. The project included the reconstruction and installation of handicap accessible ramps at numerous intersections throughout the City. This project also included the installation of the bicycle facilities on Templeview Drive, North Temple Drive and Canyon Road.
- 600 East Street Construction – 600 South to 900 South -This project included the construction of a new street from 600 South to 900 South along the western boundary of the Provo City Cemetery expansion. The project also included water, sewer and storm water utilities as well as new asphalt pavement with curb and gutter along both sides of the street and a new six-foot wide sidewalk along the east side of the street.
- Provo Westside Connector Project – Construction for this project has been bid out in two phases and both phases are now under construction. Phase 1 construction includes retaining walls, drainage facilities and roadway fill and surcharge from the University Avenue Interchange at I-15 west to approximately 1000 feet west of 500 West Street. All fill material for the project is now in place. Phase 2 construction includes retaining walls, drainage facilities and roadway fill and surcharge from approximately 1000 feet west of 500 West Street west to the airport. This phase also includes construction of the pedestrian trail along the south side of the new road, final paving of the road from I-15 west to the airport and the extension of 500 West and 1100 West south to the new roadway.

- Lakeview Parkway & Trail Project - This project has been moving forward with property acquisition from the Provo River north to the property owned by the Provo School District to utilize current available funding. Construction funding for the balance of the project has not been identified at this time.
- Grandview Retaining and Sound Wall - This project constructed a new retaining wall and sound wall along the east side of the future Independence Avenue from approximately 1050 North to 1200 North. This project was closely coordinated with adjacent property owners to facilitate more useful space in the rear yards of these properties while mitigating some of the noise from I-15 in this area.
- Bicycle Master Plan - The Bicycle Master Plan was formally adopted by the Provo City Municipal Council in March of 2014. This was a culmination of several years of effort by citizen committees, staff, administration and city council to implement a plan to address safety concerns and bikeways throughout the community.
- Bond Foreclosure Project - This project replaced damaged and broken sections of curb, gutter and sidewalk throughout the City. The purpose of this project was to complete those improvements where developments throughout the City had not completed work associated with past projects. Funding for this project came from development bonds which had been foreclosed on for work which was left uncompleted. This project has helped to improve safety and the quality of street improvements throughout the City.

Budget Outcomes

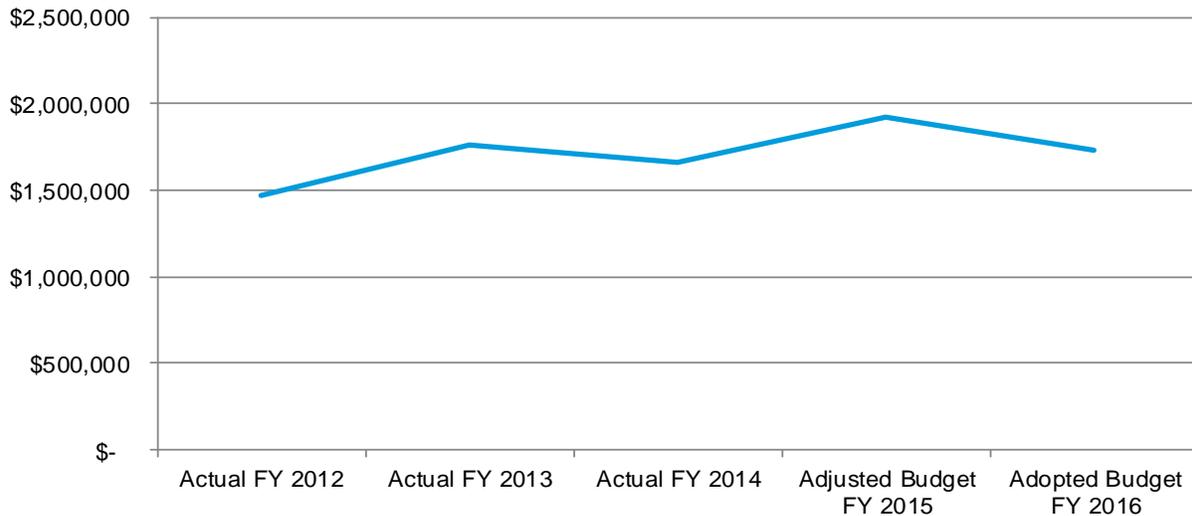
- A significant portion of the reconstruction, overlay and pedestrian improvements along 900 East and 2200 North were able to be completed with the participation of the Central Utah Water Conservancy District as part of their pipeline project which has been going on for the past few years.
- The use of available technology is in process of being used to improve efficiency for the division for personnel working out of the office. Inspectors and technicians are utilizing tablets for inspections and for remote file access.
- Contract employee was moved from contract to full-time status based on stable inspection fee revenues.
- FY 2016 includes funding for the maintenance of 882 street lane miles and 94 traffic signals.



Engineering Division	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Personnel					
Salaries	\$ 913,908	\$ 942,327	\$ 968,734	\$ 952,095	\$ 925,878
Benefits	393,017	438,931	494,682	508,511	526,760
Total Personnel	<u>1,306,925</u>	<u>1,381,258</u>	<u>1,463,416</u>	<u>1,460,606</u>	<u>1,452,638</u>
Operations	82,269	179,225	118,142	211,466	192,783
Overhead	78,966	92,039	84,604	95,198	91,140
Nonoperating	-	-	-	154,269	-
Capital	-	111,784	-	-	-
Total Expenditures	<u>\$ 1,468,160</u>	<u>\$ 1,764,306</u>	<u>\$ 1,666,162</u>	<u>\$ 1,921,539</u>	<u>\$ 1,736,561</u>

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	14.00	14.00	14.25	14.25	14.25
Part-Time	<u>0.33</u>	<u>0.33</u>	<u>0.33</u>	<u>2.23</u>	<u>2.23</u>
Total FTEs	<u>14.33</u>	<u>14.33</u>	<u>14.58</u>	<u>16.48</u>	<u>16.48</u>

Engineering Total Expenditures



Parks and Recreation

Department Function

- The Provo Parks and Recreation Department enhances quality of life by inspiring residents through our commitment to create dynamic parks, recreation facilities, programs, and service of the highest standard. Included in the Parks and Recreation budget is administration, parks, trails, ball field and downtown maintenance, cemetery operations, arboriculture, park projects, weed abatement, The Provo Shooting Sports Park, Provo Recreation center, sports, aquatics, special programs, senior services, and community special events.

Department Goals

- Work with elected officials and the community to present a sales tax initiative to improve parks, the arts and recreational facilities.
- Increase client and patron retention through enhanced customer service efforts.
- Continue development of sustainability and resource management plan for department facilities to become more environmentally conscious.
- Develop programs to meet needs and increase participation with low income population groups.
- Improve marketing efforts through use of social media and website enhancements.
- Enhance employee incentive goal program to encourage professional development and reward performance.
- Increase volunteer service participation.
- Initiate a new employee safety incentive program in conjunction with the new City program.
- Continue to find additional revenues and expense reduction opportunities to increase efficiency of already top performing Recreation Division operations.
- Increase knowledge and diversity of leadership staff through the Supervisor Immersion Training, Coordinator Diversity Experience and RecCore program for part-time staff.
- Explore the concept of an outdoor sports park to address field shortages and attract visitors to Provo for major regional sporting events.
- Create a budget plan that addresses the Provo Recreation Center's long term maintenance, capital improvements and equipment needs without increasing the General Fund subsidy.
- Automate the Provo Recreation Center member process by allowing check-in, memberships and registration to be paperless and more streamlined.
- Continue to maximize the Provo Recreation Center impact in the community by maintaining 20,000 members through membership drives and educational campaigns to attract college students.
- Increase the Provo Recreation Center app users to 5,000 and add functionality to reduce staff workload.
- Enhance the Veterans Memorial Pool by adding a new wave ball feature and other attractions.
- Increase the number of swimming lesson participants during the non-peak season by restructuring the swim lesson program and developing additional marketing strategies.



- Incorporate the World's Largest Swim Lesson and Puppy Paddle Pool Party events into the aquatic program.
- Continue to refine and improve the aquatic staff in-service training program to improve rescue and first aid skills.
- Develop a comprehensive wellness and intramural program utilizing Recreation facilities to promote active lifestyle among Provo City employees.
- Implement the option for sports participants to register as a team or individually and allowing participants to grow by adjusting the level of competition.
- Establish corporate sports leagues for each adult sports program.
- Roll out a Coaches Incentive Training Program for all sports where coaches can receive reduced or waived registration fees.
- Determine outdoor resources that are available and implement three new outdoor programs.
- Examine community impact of special events through meaningful research.
- Complete a comprehensive review of the heating and natural gas system within the Peaks Ice Arena to create budgetary efficiencies.
- Install a new South Rink lighting system and complete the South Rink sound system conversion.
- Complete the Cemetery Plot Reclamation project and place plots reclaimed for sale.
- Develop a new pricing model for selling plots in new cemetery expansion area.
- Integrate new cemetery interment management software and migrate data from the old system.
- Organize neighborhood committees to assist with the design of future parks.
- Increase grounds and OSHA inspections by supervisory staff and complete corrective action items.
- Work with community groups to address future needs for dog parks, tennis courts, trails and other emerging trends.
- Review and update the Department Annex to the Emergency Operation Plan.
- Make irrigation and landscape improvements to the downtown linear park corridor.

Budget Outcomes

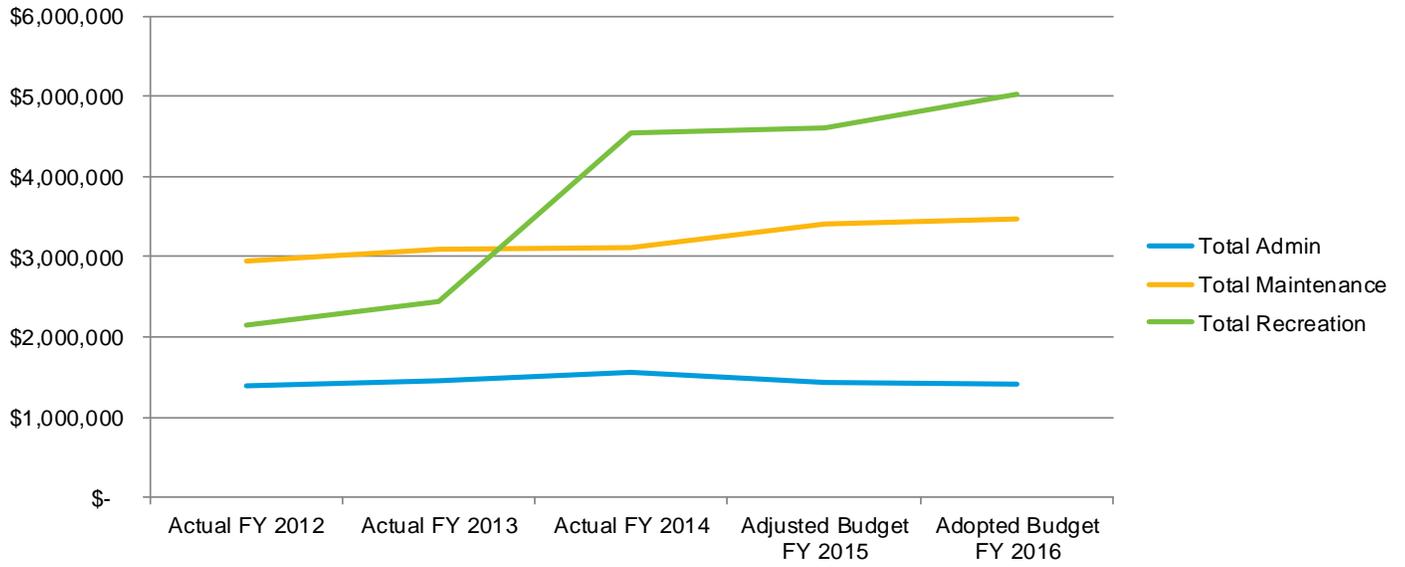
- FY 2016 includes an additional \$295,000 to cover ongoing capital expenses.
- FY 2016 operating budget includes \$127,500 of increased budget for maintenance, merchant fees, certification, public relations and employee recognition due to increased use at the Recreation Center in response to increased utilization.
- Monies were provided to support the tree planting program and electric sustainability enhancement in outdoor grounds.
- FY 2015 funded the support of 52 parks, 37 miles of trails, and 10 special use facilities.
- Recreation center attendance reached 1.47 million in FY 2014, along with 729,707 participants in a variety of programs and locations like sports programs, special events, etc.



	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Parks Administration					
Personnel					
Salaries	\$ 381,892	\$ 413,814	\$ 398,973	\$ 392,993	\$ 387,042
Benefits	<u>147,129</u>	<u>166,765</u>	<u>176,032</u>	<u>177,835</u>	<u>189,928</u>
Total Personnel	<u>529,021</u>	<u>580,579</u>	<u>575,005</u>	<u>570,828</u>	<u>576,970</u>
Operations	216,798	148,065	170,902	183,164	169,165
Overhead	644,453	715,791	804,059	639,689	658,549
Nonoperating	-	-	-	40,273	-
Capital	-	-	-	-	-
Total Admin	<u>\$ 1,390,272</u>	<u>\$ 1,444,435</u>	<u>\$ 1,549,966</u>	<u>\$ 1,433,954</u>	<u>\$ 1,404,684</u>
Parks Maintenance					
Personnel					
Salaries	\$ 1,587,283	\$ 1,598,870	\$ 1,595,805	\$ 1,804,050	\$ 1,820,415
Benefits	<u>599,968</u>	<u>650,836</u>	<u>690,800</u>	<u>768,508</u>	<u>763,687</u>
Total Personnel	<u>2,187,251</u>	<u>2,249,706</u>	<u>2,286,605</u>	<u>2,572,558</u>	<u>2,584,102</u>
Operations	708,034	745,628	797,204	791,893	887,214
Overhead	-	-	-	-	-
Capital	<u>51,330</u>	<u>106,120</u>	<u>36,554</u>	<u>40,000</u>	<u>-</u>
Total Maintenance	<u>\$ 2,946,615</u>	<u>\$ 3,101,454</u>	<u>\$ 3,120,363</u>	<u>\$ 3,404,451</u>	<u>\$ 3,471,316</u>
Parks Recreation					
Personnel					
Salaries	\$ 1,106,486	\$ 1,149,595	\$ 2,336,451	\$ 2,392,464	\$ 2,391,151
Benefits	<u>277,180</u>	<u>303,846</u>	<u>499,678</u>	<u>552,539</u>	<u>561,555</u>
Total Personnel	<u>1,383,666</u>	<u>1,453,441</u>	<u>2,836,129</u>	<u>2,945,003</u>	<u>2,952,706</u>
Operations	758,843	997,403	1,712,490	1,547,514	1,697,282
Overhead	-	-	-	-	-
Nonoperating	-	-	-	10,000	-
Capital	-	-	-	105,000	375,000
Total Recreation	<u>\$ 2,142,509</u>	<u>\$ 2,450,844</u>	<u>\$ 4,548,619</u>	<u>\$ 4,607,517</u>	<u>\$ 5,024,988</u>
Total Parks Department	<u>\$ 6,479,396</u>	<u>\$ 6,996,733</u>	<u>\$ 9,218,948</u>	<u>\$ 9,445,922</u>	<u>\$ 9,900,988</u>

Admin FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	4.00	4.00	4.00	4.00	4.00
Part-Time	<u>1.77</u>	<u>2.28</u>	<u>1.13</u>	<u>0.75</u>	<u>0.38</u>
Total Admin	5.77	6.28	5.13	4.75	4.38
Maintenance FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	23.00	23.00	23.00	23.00	23.00
Part-Time	<u>38.01</u>	<u>39.74</u>	<u>37.82</u>	<u>38.30</u>	<u>38.91</u>
Total Maintenance	61.01	62.74	60.82	61.30	61.91
Recreation FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Full-Time	9.00	12.50	15.00	15.00	15.00
Part-Time	<u>37.47</u>	<u>36.49</u>	<u>53.36</u>	<u>82.18</u>	<u>75.52</u>
Total Recreation	<u>46.47</u>	<u>48.99</u>	<u>68.36</u>	<u>97.18</u>	<u>90.52</u>
Total FTEs	<u>113.25</u>	<u>118.01</u>	<u>134.31</u>	<u>163.23</u>	<u>156.81</u>

Parks and Recreation Total Expenditures





Enterprise Funds



Enterprise Fund Information

The City's enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the City is that 1) the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges and/or 2) the City has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Each individual enterprise fund consists of an operating fund and a capital improvement fund. Each individual fund accounts for all of its user fees, debt, maintenance, and assets individually. Each individual capital improvement fund accounts for all construction and projects associated with each enterprise fund. In the individual section the operating and capital improvement funds will be presented separately. Future project detail and historical information is included in the Capital Improvement Plan section on page 147.

Revenue Source	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016	% of Total
Utility Sales	\$ 78,122,890	\$ 83,379,184	\$ 84,773,491	\$ 87,206,880	\$ 92,858,981	81%
Bond Proceeds	-	-	-	42,342,184	-	0%
Transfer In	8,777,082	7,791,264	12,025,499	52,109,199	10,885,495	9%
Fees	5,948,393	7,434,190	9,112,295	8,579,847	8,845,372	8%
Principal/Interest Income	1,560,425	2,521,479	274,686	120,130	83,405	0%
Grant	921,876	667,182	2,966,192	15,830,800	2,381,000	2%
Miscellaneous	2,024,382	512,942	1,024,021	1,574,700	206,369	0%
Total Revenue & Transfer In	\$ 97,355,048	\$ 102,306,241	\$ 110,176,184	\$ 207,763,740	\$ 115,260,622	

Major Revenue Sources

The major revenue source for enterprise funds is utility sales. Revenue projections are done using trend analysis. Prior year revenue collections are reviewed, along with any changes in utility rates. In FY 2015, Public Works issued bonds in the revenue total (\$12.1 million in Water, \$10.0 million in Wastewater, and Energy issued \$20.0 million). There are multiple utility rate increases; Water has a proposed increase of 19.8% and Wastewater has a proposed increase of 24.4%, Energy has a proposed increase of 3%, and Storm water has a proposed increase of 25.8%.

The transfers-in are primarily transfers from the operating revenue from an enterprise fund to its corresponding capital improvement fund. There are corresponding transfers-out in the enterprise operating fund. The remainder of the transfers-in are for other transfers pertaining to debt and operations in enterprise funds.

Fees include impact fees, aid to construction fees, and other user fees associated with service provided by each fund.

Miscellaneous revenue includes lease income, overhead revenue, Telecom debt, sale of fixed assets, and franchise fees.

Enterprise Fund Summary (Operating and CIP)	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue & Transfers					
Airport	\$ 1,376,583	\$ 1,543,538	\$ 4,042,727	\$ 16,892,675	\$ 3,269,931
Energy	73,370,852	77,489,753	79,227,080	118,821,126	79,229,203
Telecom	571,819	989,669	-	-	-
Sanitation	4,477,349	4,510,973	4,549,334	4,600,000	4,611,978
Wastewater	6,129,348	5,636,405	7,711,834	26,436,846	10,032,237
Water	10,652,699	11,291,960	13,030,862	38,086,650	14,919,068
Utility Transportation	-	-	741,032	2,094,855	2,300,000
Golf Course	776,398	843,943	873,315	831,587	898,205
Total Revenue and Transfer In	97,355,048	102,306,241	110,176,184	207,763,740	115,260,622
Expenditures & Transfers					
Airport	1,132,318	1,252,563	3,645,318	16,690,437	3,148,996
Energy	69,049,409	73,858,951	75,846,699	129,469,399	81,229,360
Telecom	192,447	1,369,041	-	-	-
Sanitation	3,970,865	3,861,864	4,408,329	5,456,777	4,965,294
Wastewater	5,313,181	5,063,226	7,763,970	32,466,014	11,319,553
Water	8,865,705	9,747,504	12,819,513	42,539,827	15,676,768
Utility Transportation	-	-	-	2,835,887	2,300,000
Golf Course	827,846	843,889	822,887	871,712	951,874
Total Expenditures and Transfer Out	89,351,771	95,997,038	105,306,716	230,330,053	119,591,845
Net Change in Fund Balance	\$ 8,003,277	\$ 6,309,203	\$ 4,869,468	\$ (22,566,313)	\$ (4,331,223)

Airport

Division Function

- The Airport and Airport CIP funds are divisions of the Public Works Department. The purpose of the Airport division is to operate and maintain the airport for the greatest benefit to the citizens of Provo, by maintaining safe operations as airport use increases to include scheduled air passenger commercial service, by minimizing potential impacts on surrounding neighborhoods through consistent enforcement of policies, maintaining compliance with FAA grant assurances, protecting the Provo taxpayers' investment in the airport and assuring continued FAA funding. The Airport CIP tracks all major renovations at the Airport, along with runway maintenance and other capital projects. The main source of funding for the CIP fund is the FAA.

Department Goals

- Restore daily commercial flight to Denver.
- Completion of North Airport Ramp.
- Complete wildlife hazard management plan.
- Rehabilitate Primary Runway (13/31) with as little disruption as possible.
- Research viability of new airport terminal.

Department Accomplishments

- Additional flights to Mesa (now 5 times a week).
- Construct Phase I of North Airport Ramp.
- Two additional corporate hangars.

Budget Outcomes

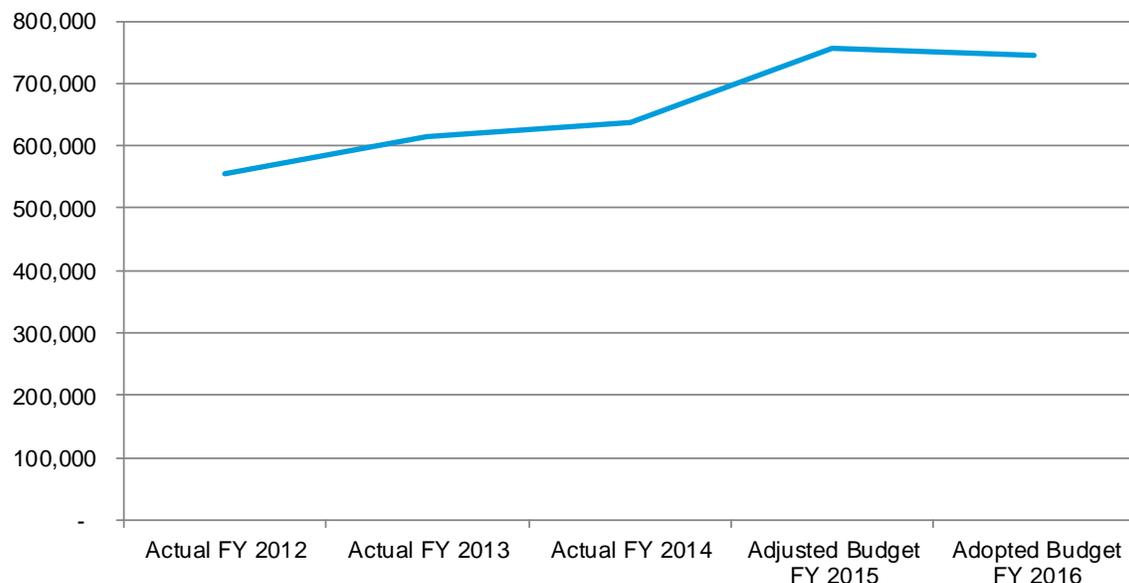
- The transfer-in for the Airport operating fund is a transfer from the General Fund. The transfers-in for the Airport Capital Improvement Fund is from Debt Service and the General Fund. The transfer from the General Fund is the match amount needed for a grant from the FAA for runway maintenance and the amount needed for an inter-fund loan which will be paid off in FY 2016.
- Past Airport Capital Improvement projects have been undertaken in the hope that commercial air service will increase into Provo Airport. All capital projects currently in the budget are funded through the FAA, which are fully reimbursable.
- The FY16 budget reflects charging a landing and passenger fee.
- An office specialist position is being moved from part-time to full-time in FY 2016.



Airport--Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 280,908	\$ 281,545	\$ 312,976	\$ 345,000	\$ 416,000
Miscellaneous	62,637	72,944	88,549	30,000	5,562
Fuel Tax	26,776	26,061	27,929	25,000	25,000
Interest Income	20	127	125	-	-
Transfer In	243,164	244,209	339,553	291,611	291,611
Total Revenue	613,505	624,886	769,132	691,611	738,173
Expenditures					
Salaries	198,843	207,225	227,787	216,477	229,759
Benefits	78,466	89,860	99,274	103,593	144,510
Total Personnel	277,309	297,085	327,061	320,070	374,269
Operations	160,728	215,166	217,852	181,356	176,595
Overhead	85,005	94,199	87,538	147,300	146,907
Capital	23,000	-	-	-	-
Nonoperating	9,000	7,371	5,659	69,485	6,288
Transfer Out	-	-	-	37,710	39,597
Total Expenditures	555,042	613,821	638,110	755,921	743,656
Net Change in Fund Balance	58,463	11,065	131,022	(64,310)	(5,483)
Beginning Fund Balance	(276,180)	(37,717)	(26,652)	104,370	40,060
Adjustment to Beginning Fund Balance	180,000	-	-	-	-
Ending Fund Balance	(37,717)	(26,652)	104,370	40,060	34,577

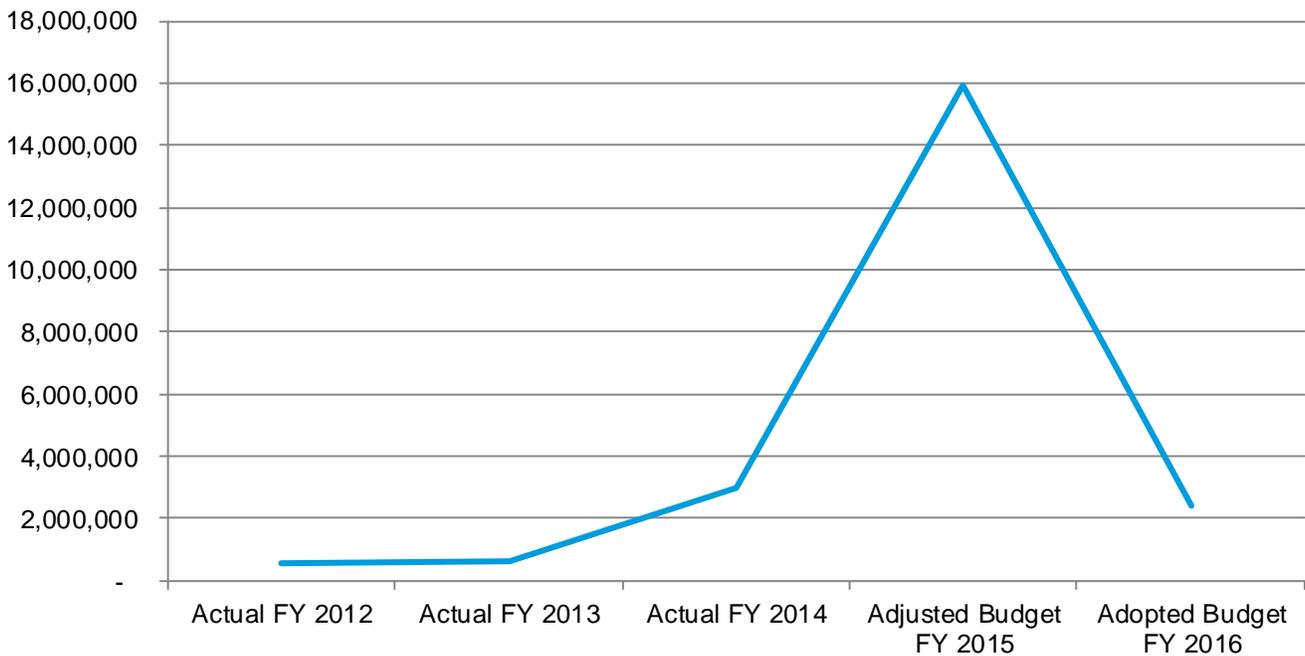
FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	3.00	3.00	3.00	3.00	4.00
Part-Time	-	0.65	0.65	0.65	0.15
Total FTEs	3.00	3.65	3.65	3.65	4.15

Airport Total Operating Expenditures



Airport--Capital Improvement	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 425,093	\$ 584,980	\$ 2,945,749	\$ 15,830,800	\$ 2,381,000
Interest Income	432	1,118	292	-	-
Transfer In	<u>337,553</u>	<u>332,554</u>	<u>327,554</u>	<u>370,264</u>	<u>150,758</u>
Total Revenue	<u>763,078</u>	<u>918,652</u>	<u>3,273,595</u>	<u>16,201,064</u>	<u>2,531,758</u>
Expenditures					
Capital Projects	518,289	592,434	3,007,208	15,934,516	2,405,340
Nonoperating	<u>58,987</u>	<u>46,308</u>	-	-	-
Total Expenditures	<u>577,276</u>	<u>638,742</u>	<u>3,007,208</u>	<u>15,934,516</u>	<u>2,405,340</u>
Net Change in Fund Balance	185,802	279,910	266,387	266,548	126,418
Beginning Fund Balance	(909,650)	(903,848)	(623,938)	(357,551)	(91,003)
Adjustment to Beginning Fund Balance	(180,000)	-	-	-	-
Ending Fund Balance	(903,848)	(623,938)	(357,551)	(91,003)	35,415

Airport Total CIP Expenditures



Energy

Department Function

- The Energy Department provides reliable electricity with superior customer service at a competitive price to the residents and businesses in Provo. The Department operates and maintains over 35,000 meters, 380 miles of distribution lines, 48 miles of transmission lines and 18 substation transformers. Provo City Power is the largest municipally owned electric utility in the state. Provo is a member of the Utah Municipal Power Agency (UMPA) which is responsible for the management and scheduling of all power resources serving Provo and the other member utilities. The electricity is generated primarily from coal fired power plants with hydroelectric generation and other peaking plants. One major challenge for the utility is to develop new resources for future loads and manage the environmental landscape.

Department Goals

- The Energy Department BHAG is to become the most reliable municipal utility in the United States providing superior customer service in a safe environment for employees.
- AMI Contract completed by May 31, rollout of pilot completed by December 31.
- New Energy complex complete design cost estimate work by April 1, get financial plan approval by May 1, and start construction July 1.
- Power factor correction completed by December 1.
- Complete coordination study by December 31.
- Visit with 61 Key Accounts by December 31.
- Encourage accountability and time management by instituting POB rewarding high producing crews by June 30, with a field test by May 1 and software implementation by June 30.
- Complete cost of service study for BYU by March 1.
- Increase the Industrial Rate of recover transfer and cost of service by June 30.
- Pole attachment rate consistency by June 30.
- Meet all Budget schedules by April 30.
- WECC certifications completed by March 1.
- Complete Emergency master plan by December 31.
- Submit RP3 by September 15.

Department Priorities

- Utilize Speed of Trust, Raving Fans, and Big Gear to improve customer service and improve employee morale.
- Provide for fiscal management of the department budget and promote a department culture of fiscal responsibility and accountability with the supervisors.
- Actively serve on the UMPA Technical Board and advise the City Manager and Mayor on all power supply issues and operations. Participate in CREDA, APPA and other related organizations to ensure a cost effective and reliable power supply source for Provo.
- Promote the welfare and benefits of the City and Provo City Power in my public dealings. Be professional and responsible to the administration and customer as a department leader.
- Know and serve the needs of the employees to effectively perform at work and represent these issues with the administration.
- Work with the administration, legislators, policy makers, and the public to promote and protect public power.
- In addition the defined work, perform other duties as assigned by the administration.

Upcoming Challenges with Five Key Areas of Focus

The Power Department is facing the main challenge of providing reliable low cost power in an environment of uncertain regulation and load growth. With pending EPA mandates and a political push for green energy, the Power Department

must make wise decisions for the economic viability of the City. The questions we need to answer begin with our long range capital planning, public information, and compliance with the current regulatory environment. For these reasons the department must focus on the following key areas:

- Power Resource Management – With UMPA, plan and purchase energy resources to provide reliable low cost power to the citizens of Provo. Part of the resource mix must have a renewable component as requested by elected officials and expected by the public.
- Update Customer Outreach Programs – The public counts on businesses to use technology for information. Provo must use tools such as Facebook and Twitter to inform customers of current events. In addition, the department must look at AMI solutions to give the public more information for conservation and control of their own energy bills.
- Safety – Provo Power has a safe department as can be seen by the low occurrence of reportable accidents. That being said, the department can improve by establishing a culture of safety with all employees.
- Accountability – In order to increase productivity and efficiency, the department is working on a tracking system to compare the cost of estimated jobs to actual cost. In addition, job units are being produced to compare productivity between crews to create a competitive environment where performance is measured and awarded.
- Training – In order to have a successful department, training of employees must take place. The department will continue to rotate crews on training with IPSA and Hot line schools to keep the skill of the department sharp and not get behind current construction practices.

Department Accomplishments

- Completed construction of the 138 kV to 46 kV Draper Substation with associated 46 kV ring bus. This new substation adds another sub-transmission feed into the City which has already eliminated a downtown city outage.
- Completed the installation of communication equipment at our substations upgrading the paths from a T-1 to SONET. The upgrade will allow AMI to be installed, improve bandwidth for our relays and allow the department to use IP security cameras at remote locations.
- Completed construction for the new 138 kV transmission line from Westgate Substation to Draper Substation. Seven new steel poles and 19 wood poles were installed along with a new 600 amp distribution circuit.
- Billed Google for \$400,000 for leasing City owned conduit and utilizing poles for their attachments.
- Managed and constructed 172 new electrical projects and 65 maintenance/upgrade projects.
- Completed 15,035 blue stakes. This number represents an increase of 213% over the previous year. The increase was due to Google Fiber installations throughout the City. A new blue staking map for mobile use was created in house to save blue staking time.
- Published an RFP and selected VCBO as the architect for the new Energy Campus. In addition, Layton Construction was chosen to be the General Contractor.
- Contacted the top 60 key accounts while also increasing the departments' social media presence on Facebook and Twitter improving public relations for Provo Power.
- Participated in a service project with United Way to help boost morale within the department and give back to the community that we serve.
- Pruned and removed 8,987 trees while also planting an additional 477 trees. The City has been designated as a Tree City USA for 30 years and Tree Line USA for the 18th year.
- Created cost-benefit analysis for Automated Metering Infrastructure (AMI) resulting in a 7-year payout.
- Relocated the pole yard from 200 W 500 s to 820 N and I-15.



Budget Outcomes

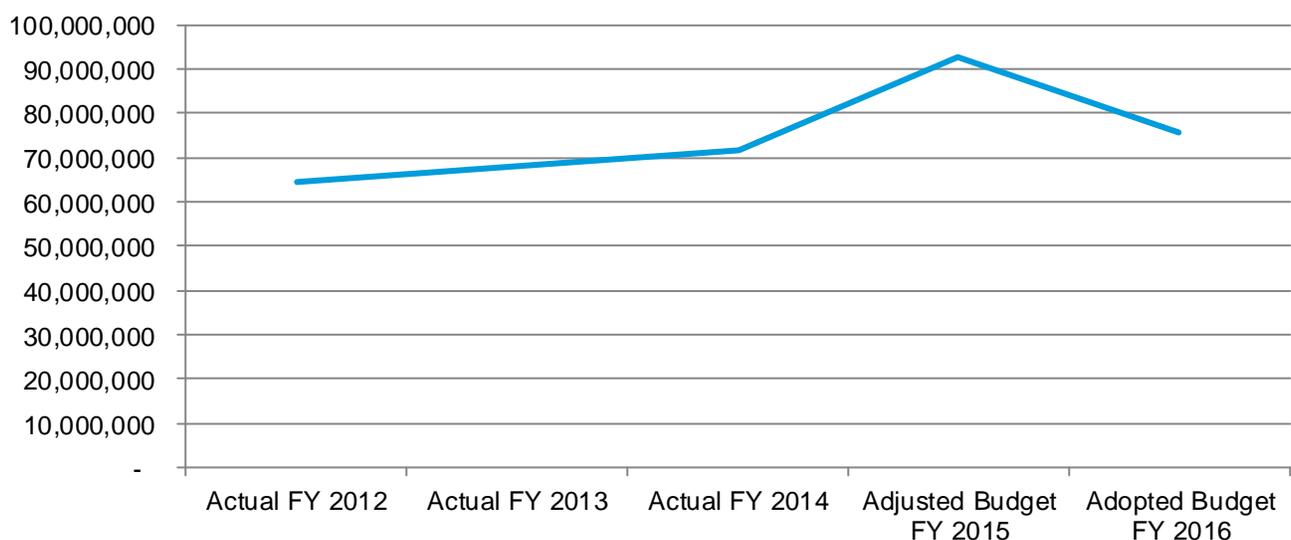
- Purchased power from UMPA accounts for 97.3% of the operating budget in Energy. The total budget for operating expenditures excluding the cost of purchased power is \$1.9 million.
- Miscellaneous revenue includes the Telecom Debt Charge assessed to all Provo Power customers. This amount received is then transferred out to the Telecom Debt Service Fund for debt payment.
- In FY 2013, the Customer Service Division was created, removing the customer service functions from the Energy Fund. This is accounted for in both the decrease in FTEs and the decrease in personnel expenses between FY 2012 and FY 2013. Each utility fund is charged for the Customer Service Division, which is included in the Overhead expenses.
- Total salary for employees is budgeted in the operating fund in FY 2016. Throughout the year, personnel charges are capitalized in projects, which accounts for the difference in salary totals since FY 2013.
- Overhead charges include an increase in the cost for retiree insurance, vehicle fuel and repairs, Customer Service charges and facility maintenance costs.
- Project detail for the CIP Fund can be found in the Capital Improvement Plan section of this book.
- Capital project actuals include capitalized labor as well as the materials and other expenses needed to complete the project.
- During FY 2015 the Energy Department issued \$20 million in Revenue Bonds to fund the construction of the Energy Campus with a projected completion date in Fall of FY 2017.
- FY 2014 funded the purchase of 781,095,767 kWhs and the maintenance of 18 substations, 400 miles of service lines, and 36,286 service connections.



Energy--Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Utility Sales	\$ 60,924,235	\$ 65,007,082	\$ 66,416,726	\$ 67,656,880	\$ 70,111,796
Miscellaneous	1,073,991	409,609	173,383	221,000	86,000
Telecom Debt Charge	2,117,726	3,291,823	3,337,730	3,216,000	3,250,000
Fees	945,572	967,365	1,368,779	1,245,600	1,461,000
Bond Proceeds	-	-	-	20,162,608	-
Principal Payment	864,405	855,725	85,182	78,130	-
Interest Income	7,789	39,524	47,961	20,000	59,417
Grant	474,060	17,356	-	-	-
Total Revenue	66,407,778	70,588,484	71,429,762	92,600,218	74,968,213
Expenditures					
Salaries	3,746,227	2,951,611	3,166,727	3,517,394	4,417,456
Benefits	1,731,968	1,576,924	1,788,515	2,210,891	2,404,393
Total Personnel	5,478,195	4,528,535	4,955,242	5,728,285	6,821,849
Operations	40,319,506	41,731,591	43,064,005	47,183,210	48,910,258
Overhead	1,390,901	3,073,131	3,076,723	3,134,283	3,273,993
Capital	-	-	-	-	-
Nonoperating	4,523,390	4,469,203	4,404,981	539,304	1,615,035
Transfer Out	13,013,138	14,398,194	15,970,276	36,279,620	14,986,138
Total Expenditures	64,725,130	68,200,654	71,471,227	92,864,702	75,607,273
Net Change in Fund Balance	1,682,648	2,387,830	(41,465)	(264,484)	(639,060)
Beginning Fund Balance	7,717,142	9,399,790	11,787,620	11,746,155	11,481,670
Ending Fund Balance	9,399,790	11,787,620	11,746,155	11,481,670	10,842,610

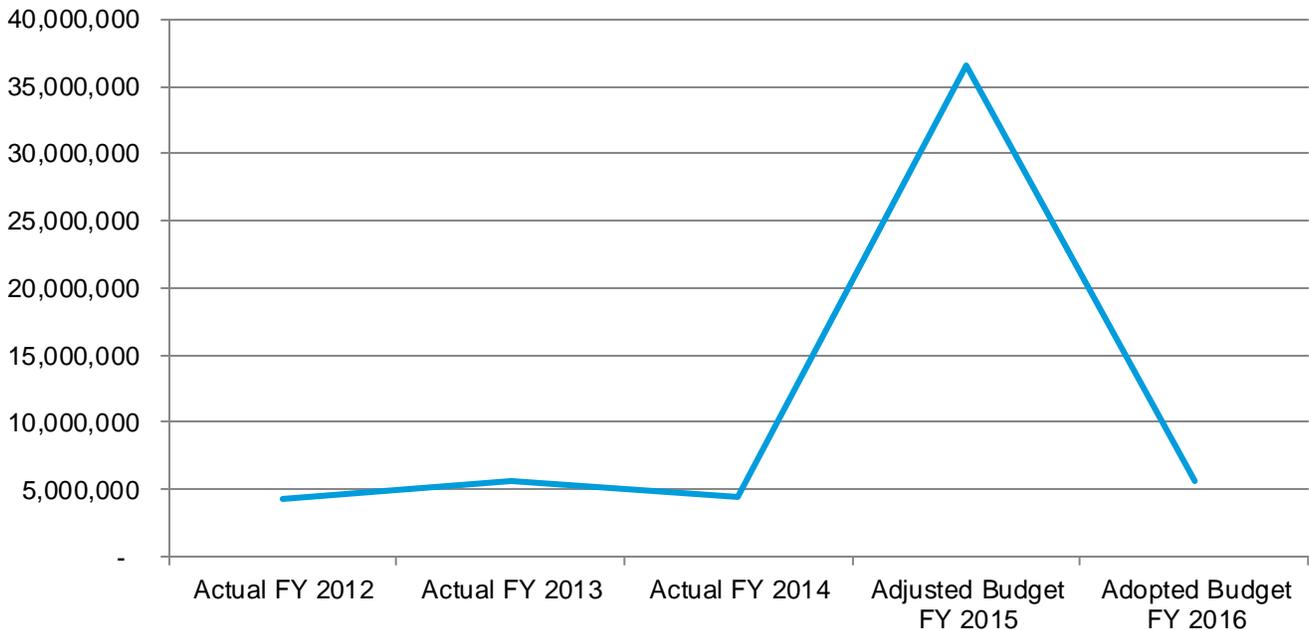
FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	80.00	63.00	61.00	62.00	64.00
Part-Time	6.76	2.01	2.01	2.46	2.06
Total FTEs	86.76	65.01	63.01	64.46	66.06

Energy Total Operating Expenditures



Energy--Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 1,336,809	\$ 1,775,773	\$ 1,932,347	\$ 574,245	\$ -
Miscellaneous	705,743	438,472	454,949	-	-
Interest Income	57,270	67,393	67,671	-	-
Transfer In	4,863,252	4,619,631	5,342,351	25,646,663	4,260,990
Bond Proceeds	-	-	-	-	-
Total Revenue	<u>6,963,074</u>	<u>6,901,269</u>	<u>7,797,318</u>	<u>26,220,908</u>	<u>4,260,990</u>
Expenditures					
Capital Projects	4,324,279	5,654,903	4,375,472	36,604,697	4,706,660
Transfer Out	-	3,394	-	-	915,427
Total Expenditures	<u>4,324,279</u>	<u>5,658,297</u>	<u>4,375,472</u>	<u>36,604,697</u>	<u>5,622,087</u>
Net Change in Fund Balance	2,638,795	1,242,972	3,421,846	(10,383,789)	(1,361,097)
Beginning Fund Balance	7,467,440	10,106,235	11,349,207	14,771,053	4,387,264
Ending Fund Balance	10,106,235	11,349,207	14,771,053	4,387,264	3,026,167

Energy CIP Total Expenditures



Telecom

Division Function

- The Telecom Division no longer is reported or run as an enterprise fund.

Budget Outcomes

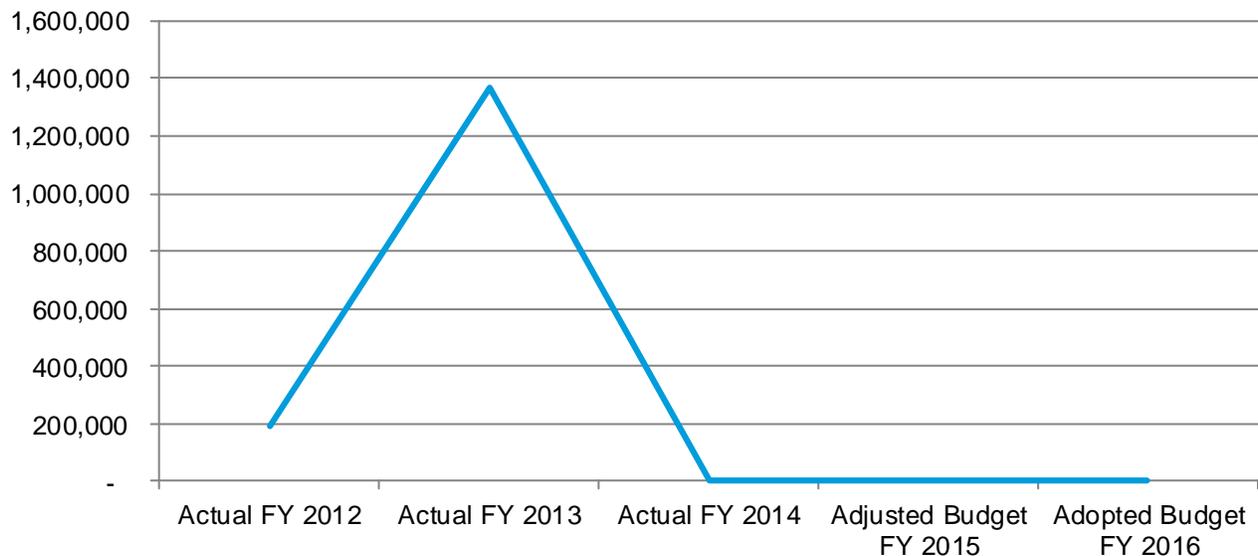
- After the sale of the fiber network to Google Fiber, it was determined that the Telecom Enterprise Fund was no longer necessary. The fund was split into the Telecom Debt Service Fund and the Telecom Internal Service Fund, with the corresponding assets and liabilities transferred.



Telecom	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ -	\$ (492,849)	\$ -	\$ -	\$ -
Principal Payment	571,819	1,482,726	-	-	-
Interest Income	-	(208)	-	-	-
Transfer In	-	-	-	-	-
Total Revenue	571,819	989,669	-	-	-
Expenditures					
Salaries	12,923	125,199	-	-	-
Benefits	4,035	47,051	-	-	-
Total Personnel	16,958	172,250	-	-	-
Operations	169,767	513,627	-	-	-
Overhead	-	200	-	-	-
Capital	5,722	682,964	-	-	-
Nonoperating	-	-	-	-	-
Total Expenditures	192,447	1,369,041	-	-	-
Net Change in Fund Balance	379,372	(379,372)	-	-	-
Beginning Fund Balance	-	379,372	-	-	-
Ending Fund Balance	379,372	-	-	-	-

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	1.00	1.00	-	-	-
Part-Time	-	-	-	-	-
Total FTEs	1.00	1.00	-	-	-

Telecom Total Expenditures



Sanitation

Division Function

- Sanitation is a division within the Public Works Department. This Division provides automated residential refuse collection and green waste recycling. Sanitation also manages neighborhood-oriented cleanup programs in the spring and fall of each year. Sanitation administers the blue can recycling program for Provo residents through a contracted waste hauler.

Division Goals

- Work with South Utah Valley Solid Waste District toward financial stabilization and control of landfill costs.
- Increase customer knowledge and understanding of sanitation services.
- Stabilize recycling (blue can) customer base and continue to increase number of composting (green can) customers.

Budget Outcomes

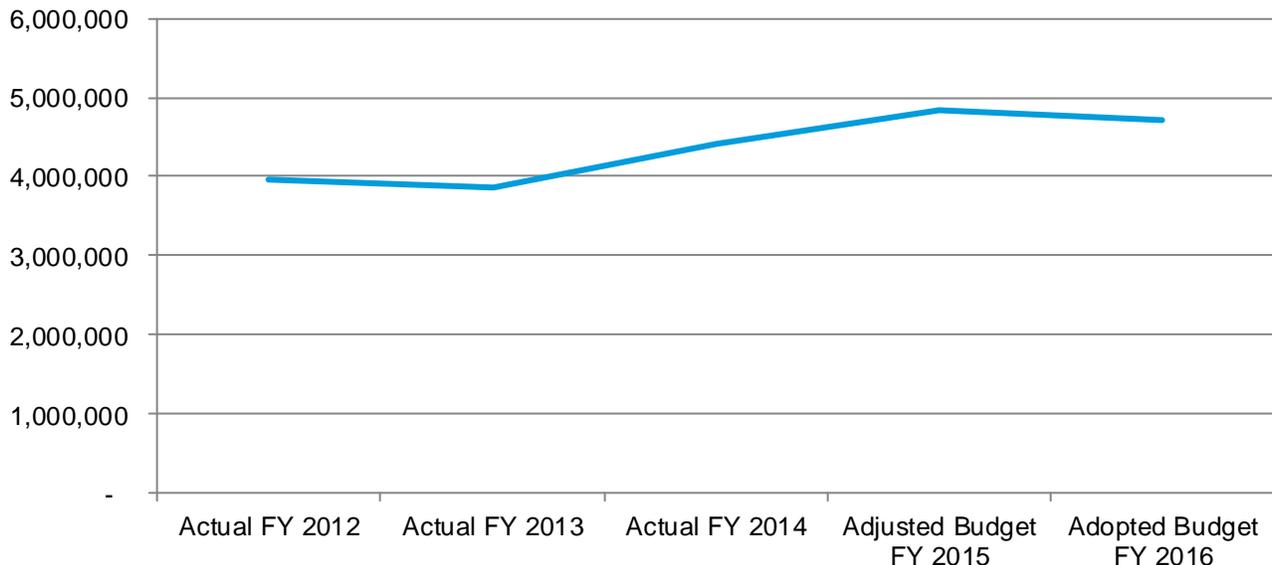
- The budget includes a \$1 per month increase in the fee for recycling collection to go from bi-weekly to weekly service.
- FY 2014 funded 13 collection trucks, collected 20,295 tons of refuse, and 2,133 tons of recyclables.



Sanitation--Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Utility Sales	\$ 4,091,056	\$ 4,301,404	\$ 4,323,241	\$ 4,390,000	\$ 4,524,000
Miscellaneous	56,579	2,685	42,636	39,000	65,000
Fees	14,380	39,418	16,810	15,000	15,000
Interest Income	4,544	6,795	7,289	6,000	7,978
Total Revenue	<u>4,166,559</u>	<u>4,350,302</u>	<u>4,389,976</u>	<u>4,450,000</u>	<u>4,611,978</u>
Expenditures					
Salaries	761,305	610,410	624,551	660,931	867,951
Benefits	322,640	300,381	342,311	408,573	422,255
Total Personnel	<u>1,083,945</u>	<u>910,791</u>	<u>966,862</u>	<u>1,069,504</u>	<u>1,290,206</u>
Operations	1,489,388	1,407,539	1,698,906	1,842,735	1,574,397
Overhead	708,415	981,441	1,137,584	1,277,307	1,279,676
Capital	-	1,972	-	2,125	2,125
Nonoperating	-	-	-	25,306	17,850
Transfer Out	689,117	560,121	604,977	609,800	541,040
Total Expenditures	<u>3,970,865</u>	<u>3,861,864</u>	<u>4,408,329</u>	<u>4,826,777</u>	<u>4,705,294</u>
Net Change in Fund Balance	195,694	488,438	(18,353)	(376,777)	(93,316)
Beginning Fund Balance	1,124,798	1,320,492	1,808,930	1,790,577	1,413,800
Ending Fund Balance	1,320,492	1,808,930	1,790,577	1,413,800	1,320,484

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	15.00	13.00	12.35	12.35	15.35
Part-Time	<u>1.21</u>	<u>1.21</u>	<u>1.21</u>	<u>1.21</u>	<u>1.21</u>
Total FTEs	16.21	16.21	14.21	13.56	16.56

Sanitation Total Operating Expenditures



Sanitation--Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 9,000	\$ 7,371	\$ 5,661	\$ -	\$ -
Interest Income	1,790	3,300	3,697	-	-
Transfer In	<u>300,000</u>	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>	<u>-</u>
Total Revenue	<u>310,790</u>	<u>160,671</u>	<u>159,358</u>	<u>150,000</u>	<u>-</u>
Expenditures					
Capital Projects	\$ -	\$ -	\$ -	\$ 630,000	\$ -
Transfer Out	-	-	-	-	<u>260,000</u>
Total Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>630,000</u>	<u>260,000</u>
Net Change in Fund Balance	310,790	160,671	159,358	(480,000)	(260,000)
Beginning Fund Balance	286,667	597,457	758,128	917,486	437,486
Ending Fund Balance	597,457	758,128	917,486	437,486	177,486



Wastewater

Department Function

- Wastewater is composed of two Sections (Wastewater Collections and Water Reclamation) within the Water Resources Division of the Public Works Department. These Sections provide comprehensive sanitary wastewater collection and treatment services to the community. These Sections operate a fully delegated Industrial Pre-treatment Program to control the discharge of toxic, harmful or untreatable wastes to the sewer system. Funding for operation, maintenance and capital wastewater needs are provided by sewer service sales and minor miscellaneous revenues.

Department Goals

- Replace and upgrade the Headworks building at the wastewater treatment plant resulting in a safer and more efficient operation.
- Complete design, bidding and construction of the Duncan lift station.
- Complete the remaining portions of the wastewater treatment plant master plan.
- Complete the installation of the Ultraviolet upgrade to the Water Reclamation Plant.
- Complete design and begin construction of the Geneva Road sewer mainline improvements.

Department Accomplishments

- Installed new sewer line on Bulldog Boulevard.
- Completed Leisure Village Sewer Lining Project.
- Provided extensive TV and video services for customers with sewer lateral connection issues.
- Major assistance with excavations for other City departments in difficult areas proved to be significant in aid to construction and remediation of emergencies.
- Completed construction of the new Lakewood lift station building and appurtenances.
- Multiple divisions cooperated to complete the installation of the force main associated with the future Duncan lift station.
- Completion of significant portions of the Water Reclamation Plant Master Plan.

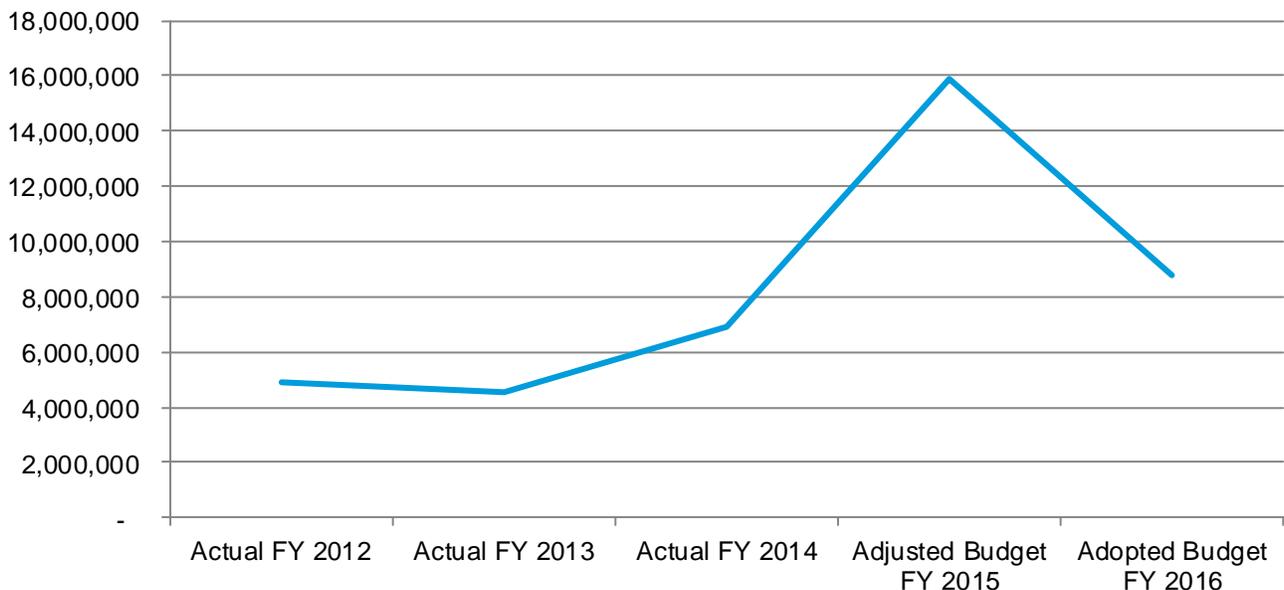
Budget Outcomes

- In FY 2015 a proposed bond for capital improvement projects was issued in the amount of \$10,085,306. This is accounted for as revenue and a transfer out in the operating fund and a transfer in and expenses in the capital improvement fund.
- FY 2016 included a utility rate increase of 24.4% or an average of \$5.78 per month for a residential customer.
- Across CIP and Operating budgets the funds have a positive balance despite the deficit in the CIP fund.
- FY 2014 funded average daily sewage treatment of 12,366,666 gallons and the maintenance of 310 miles of sanitary sewers and 138 miles of storm sewers.

Wastewater--Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Utility Sales	\$ 5,006,903	\$ 5,309,513	\$ 5,110,036	\$ 6,000,000	\$ 7,290,737
Bond Proceeds	-	-	-	10,085,310	-
Miscellaneous	11,425	9,549	903	-	16,500
Fees	35,463	17,036	17,856	15,000	15,000
Interest Income	7,570	13,730	10,299	10,000	10,000
Grant	559	4,099	1,331	-	-
Transfer In	-	-	-	-	-
Total Revenue	<u>5,061,920</u>	<u>5,353,927</u>	<u>5,140,425</u>	<u>16,110,310</u>	<u>7,332,237</u>
Expenditures					
Salaries	1,168,403	1,101,087	1,152,441	1,296,381	1,415,221
Benefits	561,867	589,361	650,218	812,010	868,759
Total Personnel	<u>1,730,270</u>	<u>1,690,448</u>	<u>1,802,659</u>	<u>2,108,391</u>	<u>2,283,980</u>
Operations	885,292	969,587	970,982	1,159,846	1,166,467
Overhead	654,510	803,023	781,151	1,049,407	784,211
Capital	11,600	-	-	25,834	25,000
Nonoperating	-	-	-	141,394	672,030
Transfer Out	1,653,165	1,061,718	3,348,552	11,370,356	3,840,301
Total Expenditures	<u>4,934,837</u>	<u>4,524,776</u>	<u>6,903,344</u>	<u>15,855,229</u>	<u>8,771,989</u>
Net Change in Fund Balance	127,083	829,151	(1,762,919)	255,082	(1,439,752)
Beginning Fund Balance	2,362,145	2,489,228	3,318,379	1,555,460	1,810,542
Ending Fund Balance	2,489,228	3,318,379	1,555,460	1,810,542	370,790

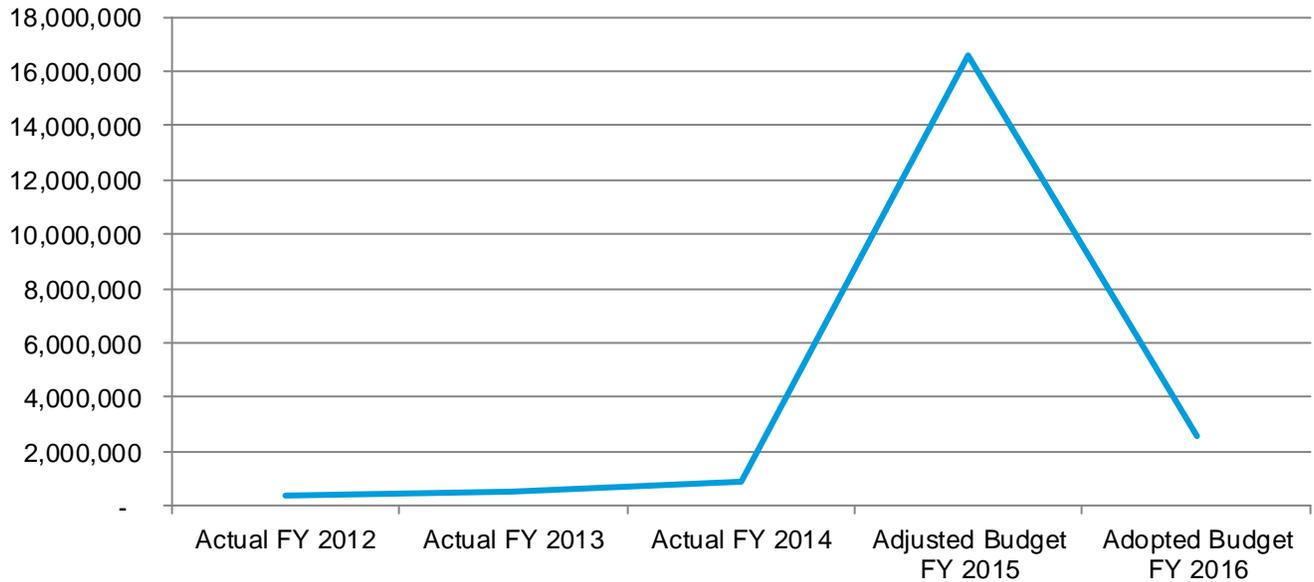
FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	27.00	27.00	27.25	27.25	27.75
Part-Time	<u>0.56</u>	<u>0.55</u>	<u>0.55</u>	<u>0.55</u>	<u>0.55</u>
Total FTEs	<u>27.56</u>	<u>27.55</u>	<u>27.80</u>	<u>27.80</u>	<u>28.30</u>

Wastewater Total Operating Expenditures



Wastewater--Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 394,523	\$ 245,935	\$ 335,371	\$ 200,000	\$ 500,000
Miscellaneous	6,101	9,720	11,007	-	-
Interest Income	25,804	26,823	25,031	-	-
Transfer In	641,000	-	2,200,000	10,126,536	2,200,000
Total Revenue	1,067,428	282,478	2,571,409	10,326,536	2,700,000
Expenditures					
Capital Projects	378,344	538,450	860,626	16,610,785	2,547,564
Total Expenditures	378,344	538,450	860,626	16,610,785	2,547,564
Net Change in Fund Balance	689,084	(255,972)	1,710,783	(6,284,249)	152,436
Beginning Fund Balance	3,710,116	4,399,200	4,143,228	5,854,011	(430,238)
Ending Fund Balance	4,399,200	4,143,228	5,854,011	(430,238)	(277,802)

Wastewater Capital Improvement Total Expenses



Water

Department Function

- The Water Distribution and Water Sources Sections of the Water Resources Division are included in the Public Works Department. The mission of these Sections is to protect the community's health and welfare by providing an abundant supply of high quality water in a way which exceeds federal and state water quality standards at a competitive price. These Sections provide comprehensive culinary water services to the community utilizing water service sales, connection fees, and minor miscellaneous revenues.

Department Goals

- Build the Lion's Park Well pump house and equip the well with the pump, motor, and control system.
- Pave the parking lot and make concrete improvements at Lion's Park near the new well.
- Replace 36" water main on Canyon Road as recommended in the Water Master Plan.
- Continue construction on the pipeline portion of the Big Springs project down the county road to the South Fork Chlorinator, and begin construction on the spring collection portion of the project.
- Continue installation of the 7,000 remaining wireless remote read water meters.
- Complete design, bidding, and begin construction of the west zone reservoir and pipeline project.



Department Accomplishments

- Completed the drilling and screening of the Lion's Park Well to 1,380 feet, and brought it to a point of sustained production of 5,000 gallons per minute.
- Rehabilitated the lower Nunns Spring area and replaced 600 feet of 16-inch main line in the production and collection zones.
- Updated the chlorination facilities in the Riverwoods Well and Timpview Well to a higher efficiency system.
- Completed installation of 11,000 wireless remote-read water meters.
- Over 8,000 feet of main line has been laid from the Big Springs collection area down to the county road. This completes that portion of the pipeline transmission project.
- Completed a sanitary survey of the culinary water system, which is required by EPA and State regulations with a high rating and no violations.
- Obtained a successful bond rating and subsequent funding of \$12 million in bond revenues for the west zone storage and pipeline project.
- Installation of additional repeater in the AMI program on 2700 West 200 South to service the west side.

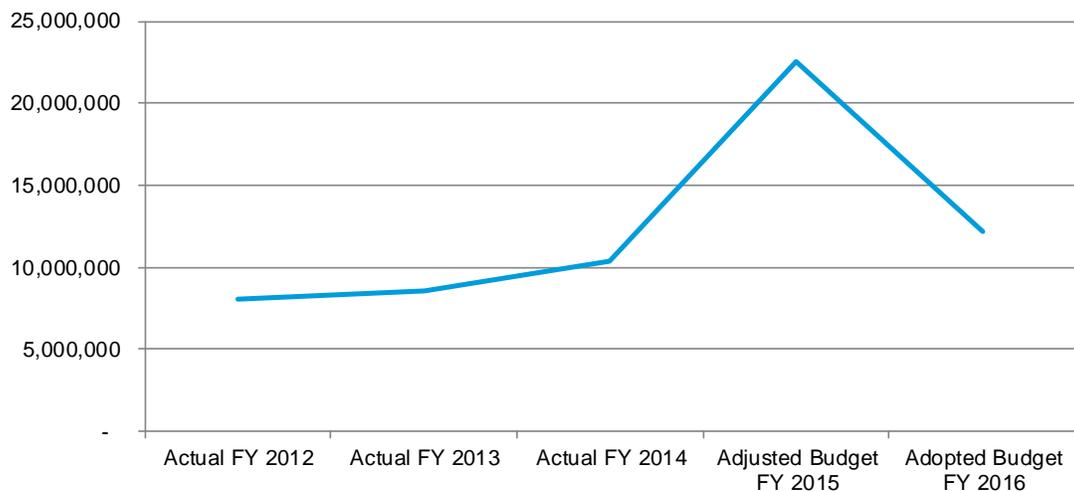
Budget Outcomes

- Revenue budget includes an 19.8% increase in rates, an average of \$5.63 per month for a residential customer.
- The FY 2015 budget includes a bond for capital improvement projects in the amount of \$12,094,266. This is accounted for in revenue and transfers out in the operating fund and transfers in and expenditures in the capital improvement fund.
- FY 2014 funded 19,004 connections, with only 25 water main breaks, with an average daily consumption of 24,327,742 gallons. Additionally, 389 miles of water mains and 3,130 fire hydrants were maintained.

Water--Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Utility Sales	\$ 8,100,696	\$ 8,761,185	\$ 8,923,488	\$ 9,160,000	\$ 10,932,448
Bond Proceeds	-	-	-	12,094,266	-
Miscellaneous	86,769	41,835	52,407	25,300	25,300
Fees	23,806	26,669	28,053	21,500	21,500
Interest Income	2,917	6,414	6,735	6,000	6,000
Grant	22,164	60,747	19,112	-	-
Transfer In	482,495	530,745	583,820	583,820	583,820
Total Revenue	8,718,847	9,427,595	9,613,614	21,890,886	11,569,068
Expenditures					
Salaries	1,563,413	1,574,016	1,689,939	1,821,018	1,898,147
Benefits	677,722	811,123	929,431	1,025,047	1,085,717
Total Personnel	2,241,135	2,385,139	2,619,370	2,846,065	2,983,864
Operations	2,044,938	1,987,722	2,030,325	2,031,924	1,817,156
Overhead	885,512	1,372,091	1,524,545	1,687,766	2,564,608
Capital	123,183	4,734	49,858	30,834	25,100
Nonoperating	215,380	214,190	213,170	126,809	46,194
Transfer Out	2,549,058	2,605,975	3,902,853	15,801,165	4,702,846
Total Expenditures	8,059,206	8,569,851	10,340,121	22,524,563	12,139,768
Net Change in Fund Balance	659,641	857,744	(726,507)	(633,678)	(570,700)
Beginning Fund Balance	1,695,578	2,355,219	3,212,963	2,486,456	1,852,779
Ending Fund Balance	2,355,219	3,212,963	2,486,456	1,852,779	1,282,079

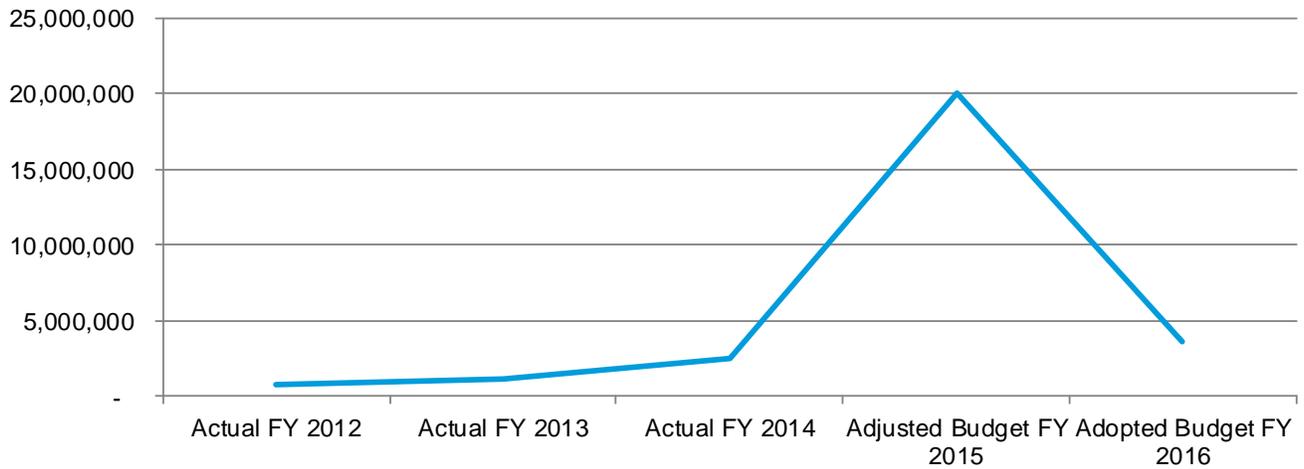
FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	29.00	29.00	29.25	30.25	29.75
Part-Time	3.10	3.10	3.10	5.75	6.85
Total FTEs	32.10	32.10	32.35	36.00	36.60

Water Total Operating Expenditures



Water--Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 164,433	\$ 147,728	\$ 295,364	\$ 150,000	\$ 150,000
Lease Income	-	-	150,000	-	-
Miscellaneous	-	-	28,830	1,250,000	-
Interest Income	15,919	17,955	20,074	-	-
Transfer In	<u>1,753,500</u>	<u>1,698,682</u>	<u>2,922,980</u>	<u>14,795,765</u>	<u>3,200,000</u>
Total Revenue	<u>1,933,852</u>	<u>1,864,365</u>	<u>3,417,248</u>	<u>16,195,765</u>	<u>3,350,000</u>
Expenditures					
Capital Projects	806,499	1,177,653	2,405,820	20,015,263.80	3,537,000
Transfer Out	-	-	73,572	-	-
Total Expenditures	<u>806,499</u>	<u>1,177,653</u>	<u>2,479,392</u>	<u>20,015,264</u>	<u>3,537,000</u>
Net Change in Fund Balance	1,127,353	686,712	937,856	(3,819,499)	(187,000)
Beginning Fund Balance	1,410,593	2,537,946	3,224,658	4,162,514	343,015
Ending Fund Balance	2,537,946	3,224,658	4,162,514	343,015	156,015

Water Capital Improvement Total Expenditures



Utility Transportation

Department Function

- The Utility Transportation Fund was established in FY 2014 to provide a transparent, sustainable and equitable source of funding for road maintenance. A monthly fee is assessed to all property owners within the City on their monthly utility bill. The basis of the monthly charge is calculated on the estimated number of average daily vehicle trips generated by each property in the City. In the past, Provo City has used bonding as a resource of revenue for ongoing street maintenance. The Provo City Municipal Council and City Administration determined that this was not a sustainable source of funding for street maintenance. The City is currently in the final year of paying off the last road bond which was used for street maintenance.

Department Goals

- Increase number of road overlays.
- Increase crack seal repairs throughout the City.

Department Accomplishments

- UTF funds were utilized as part of the 2014 Road Rehab Project to increase the numbers of streets where overlays and surface treatments were used to improve and extend pavement life.
- A separate project for crack sealing was completed on local streets which would not have been possible without this funding source.

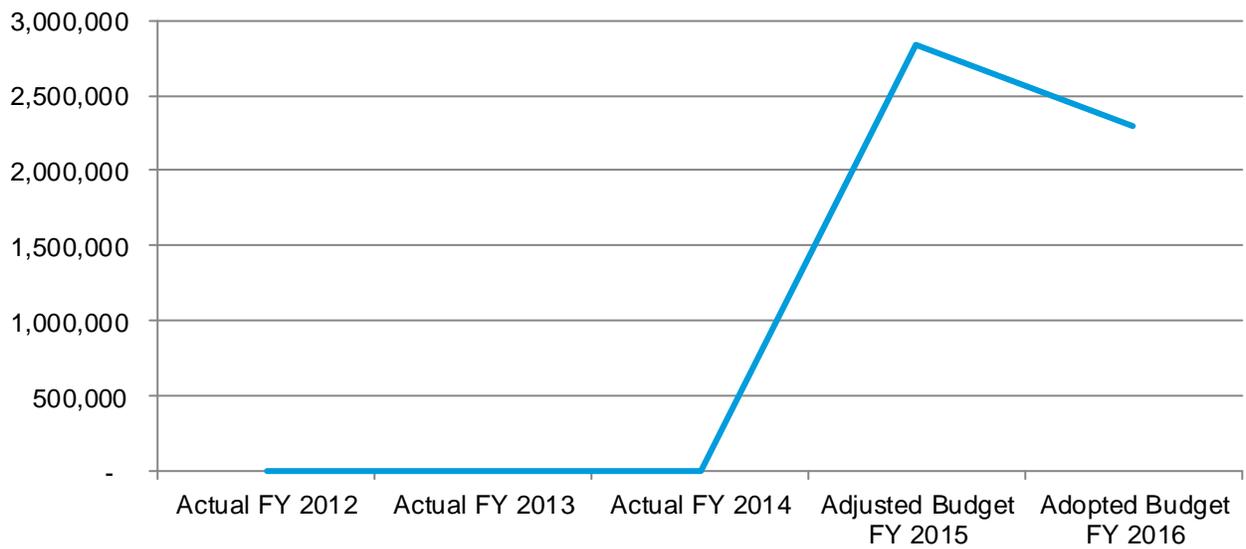
Budget Outcomes

- With funds from the UTF available for street maintenance, other funding sources were able to be used for sidewalk maintenance.
- Many street maintenance needs are being addressed which would not have been possible without UTF funds.



Utility Transportation	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ -	\$ -	\$ 741,032	\$ 2,094,855	\$ 2,300,000
Interest Income	-	-	-	-	-
Total Revenue	-	-	741,032	2,094,855	2,300,000
Expenditures					
Operations	-	-	-	2,835,887	2,300,000
Total Expenditures	-	-	-	2,835,887	2,300,000
Net Change in Fund Balance	-	-	741,032	(741,032)	-
Beginning Fund Balance	-	-	-	741,032	-
Ending Fund Balance	-	-	741,032	-	-

Utility Transportation Total Expenditures



Golf Course

Department Function

- The purpose and mission of the East Bay Golf Course is to offer a complete golf experience for players at all levels, at a fair price, that makes the East Bay Golf Course the best recreational value for golfers in the region. This is accomplished through exceptional customer service and superior public facilities including an 18-hole championship course, a seven-hole short course, a full length practice range, three practice greens, and clubhouse with banquet hall, pro shop and food service operation.

Department Goals

- Buy sand and enhance condition of sand bunkers.
- Update the west practice area by cutting down mounds, add irrigation, reshape and add sand to practice bunker.
- Achieve golf course revenue of \$700,000
- Remodel and restructure management and operations of food service and banquet area to improve customer service and increase revenue.
- Complete OSHA compliance inspection and corrective items.

Department Accomplishments

- Bought sand and enhanced the condition of many sand trap bunkers.
- Renovated hole #17 par 3 tee box area.
- Achieved golf course revenue of \$760,000 and increased rounds played from prior year. Relationships between golf shop staff and maintenance staff has never been stronger, which provides golf patrons with the best experience possible.
- The golf operation subsidy has steadily decreased due to higher revenues, participation, and careful expenditures. It is currently at its lowest level in ten years.

Budget Outcomes

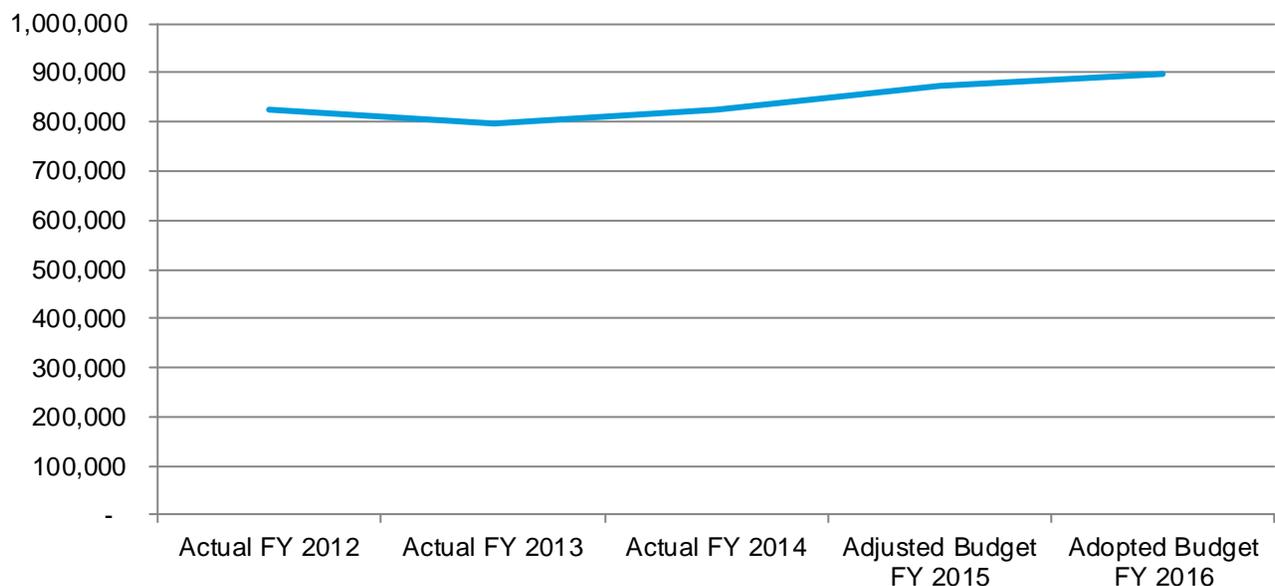
- Revenue increases are due to growth in number of participants, higher levels of customer service and improved course condition.
- The subsidy from the General Fund has remained the same as FY 2015.
- FY 2016 CIP budget includes monies for a bunker sand replacement and cart path overlay.
- FY 2014 budget funded the maintenance of 226 acres of the golf course



Golf--Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 607,997	\$ 614,837	\$ 698,048	\$ 677,647	\$ 691,872
Miscellaneous	12,137	13,606	15,696	9,400	8,007
Interest Income	128	55	324	-	-
Grant	-	-	-	-	-
Transfer In	<u>156,118</u>	<u>167,832</u>	<u>159,241</u>	<u>144,540</u>	<u>144,540</u>
Total Revenue	<u>776,380</u>	<u>796,330</u>	<u>873,309</u>	<u>831,587</u>	<u>844,419</u>
Expenditures					
Salaries	232,087	232,395	221,097	228,156	232,755
Benefits	<u>83,997</u>	<u>86,640</u>	<u>91,107</u>	<u>93,274</u>	<u>96,825</u>
Total Personnel	<u>316,084</u>	<u>319,035</u>	<u>312,205</u>	<u>321,430</u>	<u>329,580</u>
Operations	384,889	401,315	410,610	427,466	395,467
Overhead	123,718	75,804	75,337	79,420	78,580
Capital	-	124	-	39,471	39,471
Nonoperating	-	-	-	3,925	-
Transfer Out	-	-	24,735	-	53,776
Total Expenditures	<u>824,691</u>	<u>796,278</u>	<u>822,887</u>	<u>871,712</u>	<u>896,874</u>
Net Change in Fund Balance	(48,311)	52	50,422	(40,125)	(52,455)
Beginning Fund Balance	54,285	5,974	6,026	56,448	16,324
Ending Fund Balance	5,974	6,026	56,448	16,324	(36,131)

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	3.00	3.00	3.00	3.00	3.00
Part-Time	<u>4.65</u>	<u>4.68</u>	<u>4.69</u>	<u>4.69</u>	<u>4.69</u>
Total FTEs	<u>7.65</u>	<u>7.68</u>	<u>7.69</u>	<u>7.69</u>	<u>7.69</u>

Golf Course Total Operating Expenditures



Golf Course--Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Interest Income	\$ 18	\$ 2	\$ 6	\$ -	\$ 10
Transfer In	-	47,611	-	-	53,776
Total Revenue	18	47,613	6	-	53,786
Expenditures					
Capital Projects	3,155	47,611	-	-	55,000
Total Expenditures	3,155	47,611	-	-	55,000
Net Change in Fund Balance	(3,137)	2	6	-	(1,214)
Beginning Fund Balance	4,350	1,213	1,215	1,221	1,221
Ending Fund Balance	1,213	1,215	1,221	1,221	7





Special Revenue Funds



Justice Court

Division Function

- The Justice Court is part of the Administrative Services Department. The Justice Court provides a community-oriented justice court that focuses on the needs of Provo City. The Justice Court has authority over Class B and Class C misdemeanors, infractions, and violations of city ordinances which includes parking and zoning violations committed within the boundaries of Provo City. The court will also resolve small claim disputes. The Justice Court will offer the citizens of Provo a structured community court that is convenient for the public and will provide excellent customer service through courteous and professional staff.

Division Goals

- Continue to improve customer service.
- Use the Speed of Trust principles to build trust levels internally and with other departments.
- Continue to work through scheduling and other issues to make the flow of things more efficient in our new space.
- Do more cross training to allow the entire staff to gain a knowledge and appreciation of each other's job duties and better handle coverage issues.

Division Accomplishments

- Purchased a fingerprinting machine to keep up with the growing criminal case-load and requirement that fingerprints be taken with every criminal case.
- In 2006, when the City made the decision to establish its own Justice Court, it began exploring options on where to locate the court. The City made the decision to enter into a lease with the Redevelopment Agency for a recently acquired vacant building located on 300 West Center Street in Provo for a period of approximately 5 years. In 2013, the Redevelopment Agency contracted with the Cowboy Partners, a Salt Lake City developer, to purchase and redevelop the property currently occupied by the Justice Court as well as other adjacent property thus creating the need to find a new location for the Justice Court. After an extensive evaluation on where to relocate the Justice Court, it was determined that the property located on 75 East 1700 South best met the needs of residents and the City. The Justice Court opened its doors at the new location on March 24, 2014.



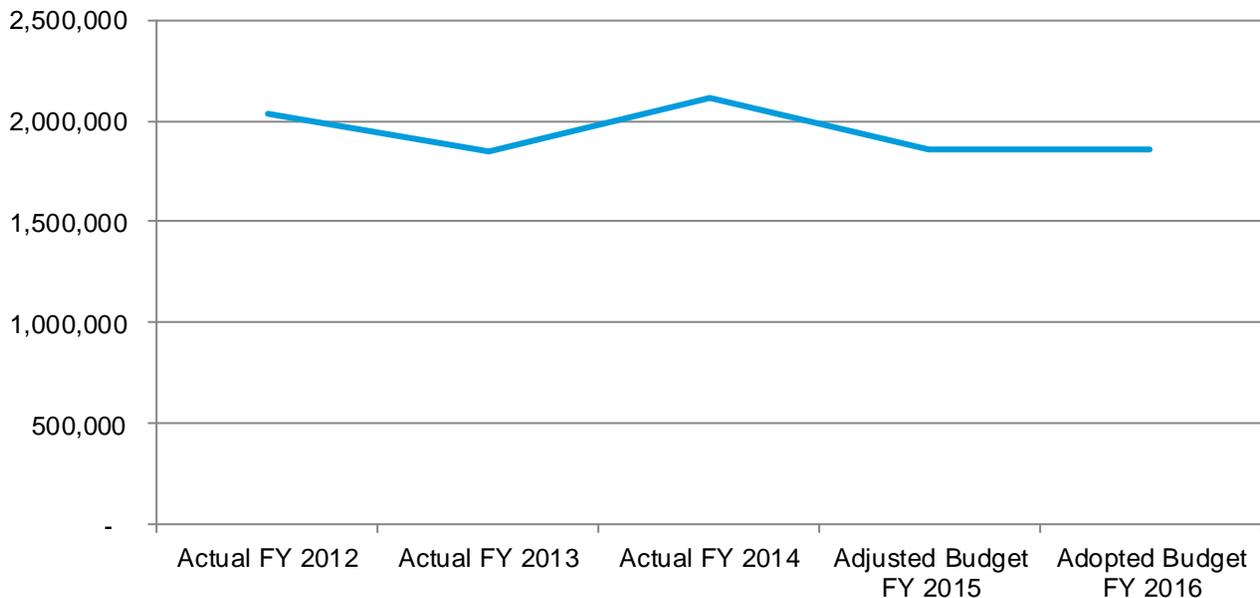
Budget Outcomes

- Revenue has decreased over the last five years. This revenue decrease directly affects expenditures, which includes a transfer to the General Fund for revenue over expenses.
- Operational expenses increased primarily due to the lease for the new location which is higher than the previous lease with the Redevelopment Agency.

Justice Court	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 2,055,705	\$ 1,837,679	\$ 1,857,630	\$ 1,825,000	\$ 1,826,327
Miscellaneous	6,377	9,499	14,195	6,000	12,000
Grant	7,500	-	-	-	-
Transfer In	-	-	219,775	-	-
Interest Income	22,087	19,827	18,896	16,800	16,000
Total Revenue	<u>2,091,669</u>	<u>1,867,005</u>	<u>2,110,496</u>	<u>1,847,800</u>	<u>1,854,327</u>
Expenditures					
Salaries	541,981	553,119	558,400	571,832	603,325
Benefits	282,751	296,498	304,372	321,554	327,675
Total Personnel	<u>824,732</u>	<u>849,617</u>	<u>862,773</u>	<u>893,386</u>	<u>931,000</u>
Operations	511,608	409,285	698,964	466,186	474,293
Overhead	51,933	50,957	55,649	49,224	47,517
Capital	12,363	-	-	-	-
Nonoperating	-	-	-	5,900	-
Transfer Out	633,653	540,516	493,110	445,404	401,517
Total Expenditures	<u>2,034,289</u>	<u>1,850,375</u>	<u>2,110,496</u>	<u>1,860,100</u>	<u>1,854,327</u>
Net Change in Fund Balance	57,380	16,630	0	(12,300)	-
Beginning Fund Balance	(49,199)	8,181	24,811	24,811	12,511
Ending Fund Balance	8,181	24,811	24,811	12,511	12,511

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	13.00	12.00	12.00	12.00	11.00
Part-Time	0.87	0.75	0.75	0.63	0.50
Total FTEs	<u>13.87</u>	<u>12.75</u>	<u>12.75</u>	<u>12.63</u>	<u>11.50</u>

Justice Court Total Expenditures



Emergency Response

Department Function

- The Emergency Response Fund is used to account for appropriations associated with the operation of Provo City's Emergency 911 program.

Department Goals

- Change over to the NG911 technology, which is an all-digital network which allows image, video and text message communications to come into Dispatch. It also provides a high degree of redundancy and backup.
- Develop policy for dispatchers in the use of the NG911 technology.
- Add a shift supervisor position without adding to personnel numbers as suggested by Association of Public Safety Communications Officials (APCO) audit.
- Start on Commission on Accreditation for Law Enforcement Agencies (CALEA) Public Safety Communications Accreditation.
- Achieve and maintain full staffing.

Department Accomplishments

- On April 17, 2013, the Utah chapter of the APCO presented Provo City with two awards for excellent employees.
- Replacement of the uninterruptible power system (UPS), which is a sophisticated battery backup system that keeps the Dispatch Center up and running during a power failure.
- Replacement of the dispatch candidate testing system.
- Revised training procedures for new dispatchers.

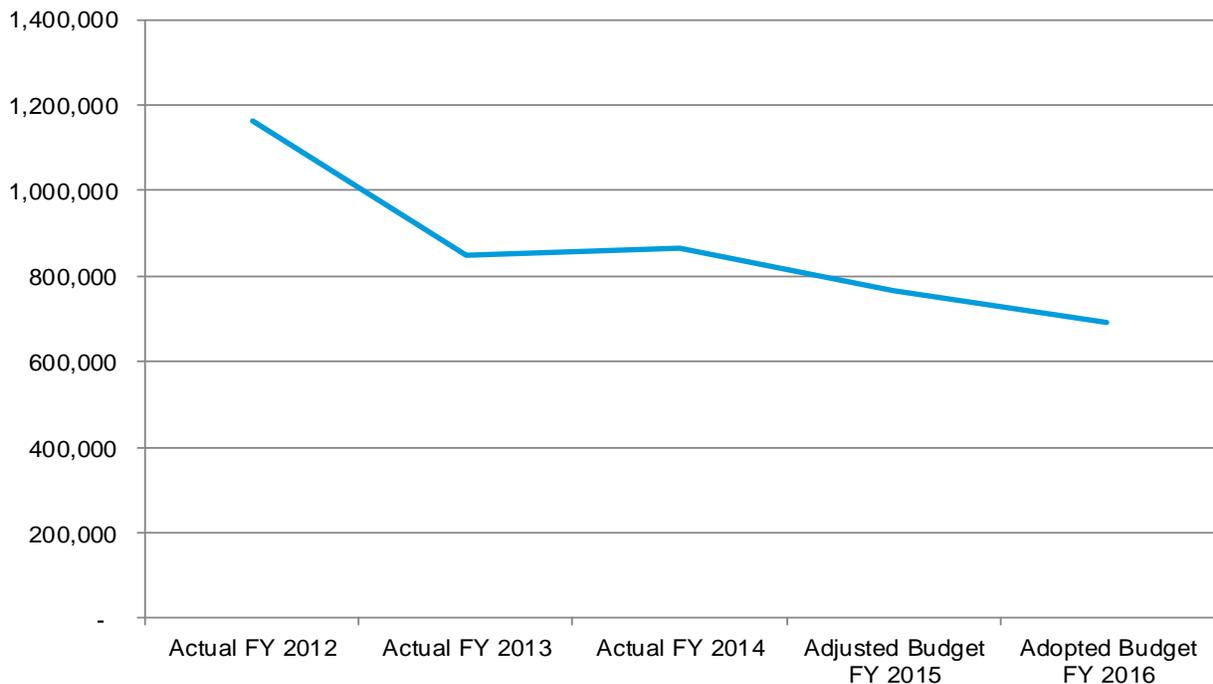
Budget Outcomes

- Revenues in the Emergency Response fund have stayed relatively flat to decreasing the last few years. Due to the flat revenues and the increasing expenses, two FTEs were transferred to the General Fund.
- Funding for Utah County Geo Diverse phone solution included in the FY 2016 budget and funded with a transfer from the General Fund.

Emergency Response	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Tax	\$ 645,634	\$ 645,718	\$ 610,712	\$ 700,000	\$ 620,000
Miscellaneous	19,998	268,734	-	-	-
Transfer In	-	-	-	-	62,200
Interest Income	3,788	2,015	886	2,000	2,000
Total Revenue	<u>669,420</u>	<u>916,467</u>	<u>611,598</u>	<u>702,000</u>	<u>684,200</u>
Expenditures					
Salaries	389,578	393,281	413,950	363,437	281,036
Benefits	178,648	197,828	214,300	196,342	132,041
Total Personnel	<u>568,226</u>	<u>591,109</u>	<u>628,250</u>	<u>559,779</u>	<u>413,077</u>
Operations	312,014	214,157	163,187	175,804	195,797
Overhead	26,246	25,435	27,478	30,462	22,407
Capital	256,722	16,601	-	-	62,200
Transfer Out	-	-	45,886	-	-
Total Expenditures	<u>1,163,208</u>	<u>847,302</u>	<u>864,801</u>	<u>766,045</u>	<u>693,481</u>
Net Change in Fund Balance	(493,788)	69,165	(253,203)	(64,045)	(9,281)
Beginning Fund Balance	795,380	301,592	370,757	117,554	53,509
Ending Fund Balance	301,592	370,757	117,554	53,509	44,228

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	9.00	9.00	9.00	7.00	5.00
Part-Time	0.02	0.03	0.03	0.03	0.03
Total FTEs	<u>9.02</u>	<u>9.03</u>	<u>9.03</u>	<u>7.03</u>	<u>5.03</u>

Emergency Response Total Expenditures



Trust and Agency

Department Function

- The Trust & Agency Fund is used to hold deposits for construction and performance bonds and also to accumulate money for large capital projects. Budget appropriations are generally limited to interest payments on deposits and transfers to other funds.

Budget Outcomes

- There are no significant budget changes for the Trust & Agency Fund.

Trust and Agency	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ -	\$ -	\$ 24,398	\$ -	\$ -
Interest Income	16,288	13,586	16,449	13,000	18,000
Total Revenue	16,288	13,586	40,847	13,000	18,000
Expenditures					
Nonoperating/Debt	464	734	465	13,000	2,000
Transfer Out	-	-	-	-	-
Total Expenditures	464	734	465	13,000	2,000
Net Change in Fund Balance	15,824	12,852	40,382	-	16,000
Beginning Fund Balance	194,578	210,402	223,254	263,636	263,636
Ending Fund Balance	210,402	223,254	263,636	263,636	279,636

Media Services

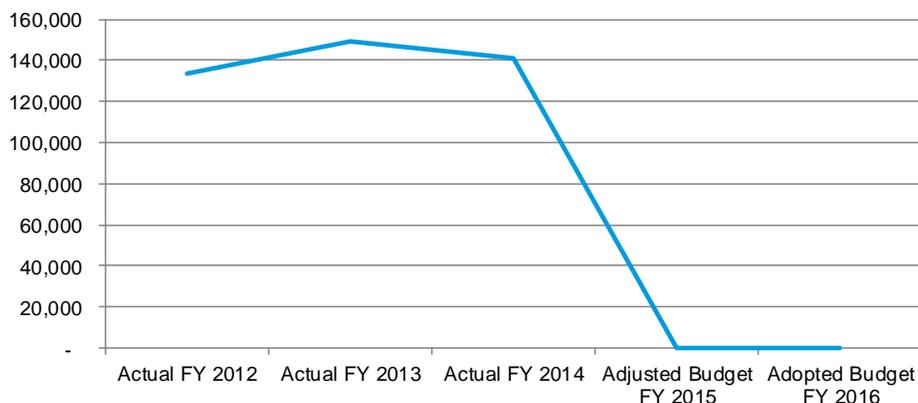
Division Function

- The Media Services fund was classified as a special revenue fund. The primary source of funding was a General Fund transfer. This fund has been reclassified to the General Fund as the Media/Web Services Division beginning in FY 2015.

Media Services	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 727	\$ 85	\$ 105	\$ -	\$ -
Miscellaneous	303	316	32	-	-
Transfer In	85,716	153,313	142,817	-	-
Total Revenue	86,746	153,714	142,954	-	-
Expenditures					
Salaries	67,573	73,842	73,788	-	-
Benefits	24,149	29,669	32,551	-	-
Total Personnel	91,722	103,511	106,339	-	-
Operations	20,958	29,986	24,805	-	-
Overhead	10,161	10,495	10,049	-	-
Capital	10,895	5,000	-	-	-
Nonoperating/Debt	-	-	-	-	-
Total Expenditures	133,736	148,992	141,193	-	-
Net Change in Fund Balance	(46,990)	4,722	1,761	-	-
Beginning Fund Balance	47,990	1,000	5,722	7,483	7,483
Ending Fund Balance	1,000	5,722	7,483	7,483	7,483

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	1.00	1.00	1.00	-	-
Part-Time	2.03	2.10	1.63	-	-
Total FTEs	3.03	3.10	2.63	-	-

Media Services Total Expenditures



Library

Department Function

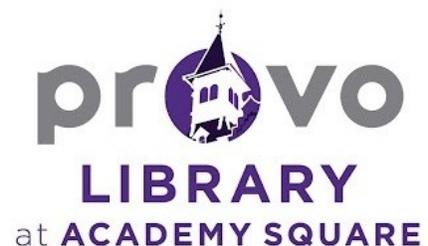
- Founded over 100 years ago the Provo City Library's function is to provide the community with an inviting center for information, instruction, learning, leisure, and cultural opportunities. The appointed Library Board is responsible for approving the annual budget policy approval and oversight of the director's performance. The Library is divided into four major divisions: 1) Administration provides leadership for all areas of the Library and is responsible for the human relations, financial and facilities services for the Library. 2) Adult/teen services provides reference and reader's advisory assistance and plans and implements weekly and monthly programs and activities. 3) Children's services provides reference and reader's advisory services and plans and implements weekly story times and a variety of other programs throughout a typical month. 4) Support services consists of Circulation, Technical Services and the Information Systems divisions. Circulation provides checkout and check-in assistance of the Library's collection as well as shelf management. Technical services orders and processes new items. Information systems provides support for the 100 public computers, 50 staff computers and wireless access points.

Department Goals

- Annually, increase budget for downloadable materials by at least 5%.
- Survey the service needs of seniors within the community by June 2015 and implement a new programming plan in 2016.
- Produce short video clips introducing library collections, programs, and services by December 2015.
- Investigate the need for and feasibility of providing collaborative workspace in the library for teens, students, small businesses, etc. by the end of 2015.
- By December 2015, determine the feasibility of presenting a "Know-Show" where current consumer technologies are available and showcased in a trade show type environment to give the public access to new technologies.
- Develop and collect follow-up surveys for use of meeting room facilities by June 2015.
- Finalize a Spanish Marketing Plan and have it in place by September 2015.
- Determine the feasibility of embracing some of the emerging roles for libraries by December 2015.
- Increase the number of children participating in the Summer Reading Program by 5% by 2015.

Budget Outcomes

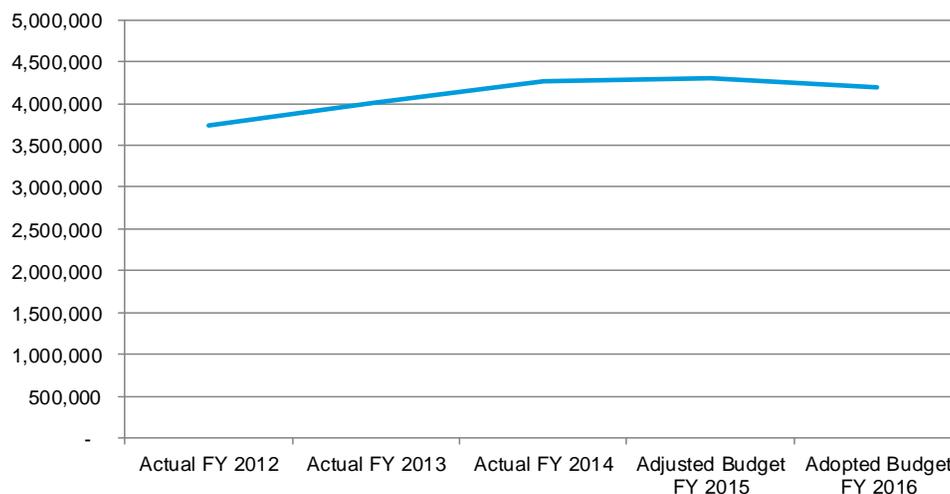
- FY 2016 includes no significant changes.



Library	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Property Tax	\$ 3,436,848	\$ 3,424,861	\$ 3,426,916	\$ 3,512,336	\$ 3,588,983
Fees	312,620	302,189	316,545	345,000	375,000
Miscellaneous	13,506	16,256	22,533	21,139	17,500
Grant	38,870	33,080	31,768	42,114	-
Interest Income	44,916	37,238	29,610	45,000	45,000
Transfer In	-	-	-	-	-
Total Revenue	<u>3,846,760</u>	<u>3,813,624</u>	<u>3,827,372</u>	<u>3,965,589</u>	<u>4,026,483</u>
Expenditures					
Salaries	1,663,991	1,725,423	1,817,359	1,862,569	1,896,315
Benefits	513,192	552,719	597,552	633,802	668,947
Total Personnel	<u>2,177,183</u>	<u>2,278,142</u>	<u>2,414,911</u>	<u>2,496,371</u>	<u>2,565,262</u>
Operations	1,211,370	1,312,346	1,175,742	1,194,691	1,063,650
Overhead	342,468	424,349	409,159	376,569	373,194
Capital	5,597	-	274,274	48,326	70,500
Nonoperating	-	-	-	190,147	122,156
Total Expenditures	<u>3,736,618</u>	<u>4,014,837</u>	<u>4,274,086</u>	<u>4,306,104</u>	<u>4,194,762</u>
Net Change in Fund Balance	110,142	(201,213)	(446,714)	(340,515)	(168,279)
Beginning Fund Balance	4,442,007	4,552,149	4,350,936	3,904,222	3,563,707
Ending Fund Balance	4,552,149	4,350,936	3,904,222	3,563,707	3,395,428

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	22.00	22.00	22.00	22.00	22.00
Part-Time	31.15	31.18	30.07	35.60	35.82
Total FTEs	<u>53.15</u>	<u>53.18</u>	<u>52.07</u>	<u>57.60</u>	<u>57.82</u>

Library Total Expenditures



Covey Center for the Arts

Department Function

- The Covey Center for the Arts has been in operation for seven years. In that time, the Covey Center has hosted over 1,200 performances, including concerts and performances by international, national, and local artists, as well as symphonies, operas, ballets, children's theatricals, dance recitals, pageants, graduations, benefits and fundraisers. There have been over 40 plays and musicals presented in the Brinton Black Box Theater and the Main Hall. The dance studios have not only provided a place for jazz, ballet, hip hop, middle eastern and ballroom dance classes, but they also are the home of the Covey Center's high school a cappella group, FreQuency. FreQuency performs locally and this year is performing at Disneyland and Nott's Berry Farm in California. The studios this year will also host performances by Hipno Hick, a local hypnotist, Rodney Norman, a standup comedian and ImprovBroadway regularly on Friday and Saturday nights. In addition to performances in the Covey Center, there are three visual art galleries which will present rotating exhibits by 18 to 20 different artists plus a Summer Showcase which will feature the works of 50 plus different artists.
- The mission of the Covey Center is to enrich the lives of our community, provide for educational and creative development opportunities for all ages, provide first class entertainment appropriate for youth and families, and give an opportunity to endow all that is good in the arts for generations to come.



Department Goals

- Increase overall sales for the year.
- Create a community performance series in the main hall.
- Increase the number of classes offered and the student participation
- Create a program for use of the studios on Friday and Saturday nights.
- Establish a two year Black Box Theater season.
- Program all visual art galleries for the upcoming year.

Budget Outcomes

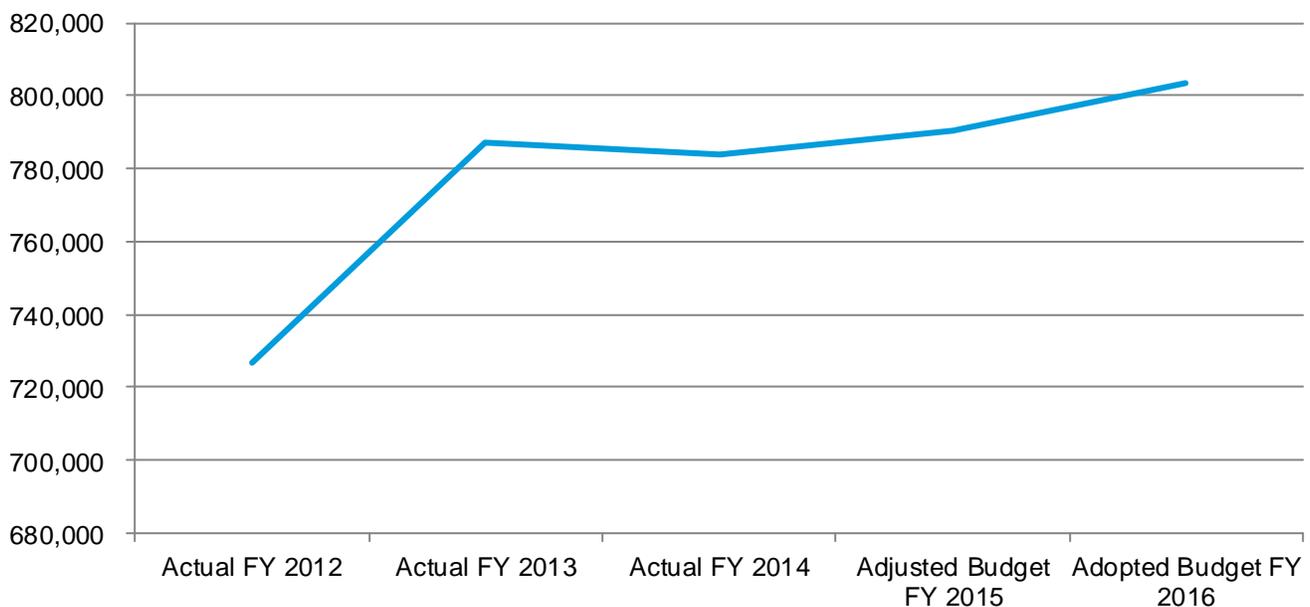
- Maintain or lower the city subsidy by increasing revenues generated through an increase in classes and educational programs in the dance studios.
- Allow technical staff to gain training in areas that are vital to back stage operations. Begin the replacement process for equipment that has used its life.



Covey Center for the Arts	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 135,445	\$ 121,269	\$ 208,360	\$ 208,500	\$ 191,500
Miscellaneous	238,243	261,052	199,852	242,808	262,308
Grant	-	-	-	-	-
Interest Income	1,749	561	216	250	250
Transfer In	302,007	257,938	389,773	335,428	335,428
Total Revenue	677,444	640,820	798,202	786,986	789,486
Expenditures					
Salaries	384,693	377,243	367,661	358,064	372,035
Benefits	109,073	127,142	134,393	131,756	141,576
Total Personnel	493,766	504,385	502,055	489,820	513,611
Operations	152,695	181,310	193,426	206,133	200,468
Overhead	80,123	92,550	88,537	91,033	82,792
Capital	-	8,740	-	-	6,500
Nonoperating	-	-	-	3,310	-
Transfer Out	-	-	-	-	-
Total Expenditures	726,584	786,985	784,018	790,296	803,371
Net Change in Fund Balance	(49,140)	(146,165)	14,184	(3,310)	(13,885)
Beginning Fund Balance	206,121	156,981	10,816	25,000	21,690
Ending Fund Balance	156,981	10,816	25,000	21,690	7,805

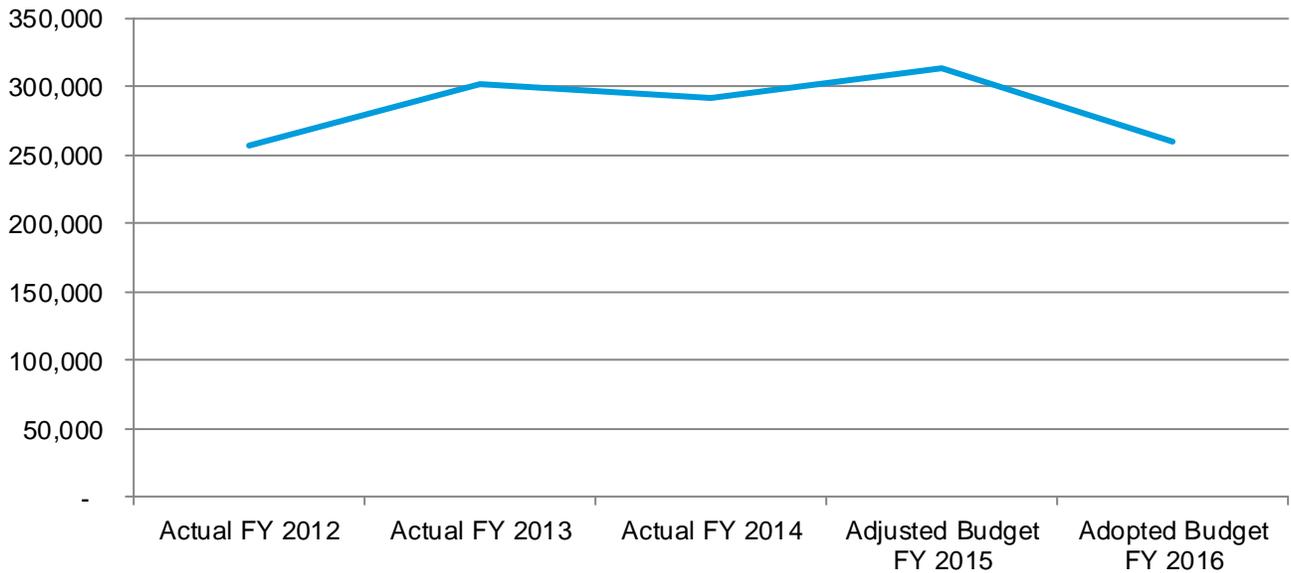
FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	5.00	5.00	5.00	4.00	4.00
Part-Time	6.11	6.12	6.12	6.00	10.05
Total FTEs	11.11	11.12	11.12	10.00	14.05

Covey Center for the Arts Total Expenditures



Covey Center for the Arts- Performance Fund	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Interest Income	\$ -	\$ 305	\$ 443	\$ -	\$ -
Miscellaneous	290,624	322,776	250,014	300,900	260,000
Grant	-	-	-	-	-
Total Revenue	290,624	323,081	250,457	300,900	260,000
Expenditures					
Operations	257,244	292,455	291,841	312,637	260,000
Transfer Out	-	8,740	-	-	-
Total Expenditures	257,244	301,195	291,841	312,637	260,000
Net Change in Fund Balance	33,380	21,886	(41,384)	(11,737)	-
Beginning Fund Balance	31,774	65,154	87,040	45,656	33,919
Ending Fund Balance	65,154	87,040	45,656	33,919	33,919

Performance Fund Total Expenditures



Winterfest

Department Function

- The Winterfest Fund is used to account for revenues and expenditures associated with the Winterfest events such as the Lights-on Ceremony, Christmas Market and Countdown in Provo.

Department Goals

- Redesign budget for Winterfest to reflect the need of the program, community demand, support for sponsors/grants and expanded activities.

Budget Outcomes

- Revenue for this fund comes primarily from admissions, donations, local businesses, and a transfer from the General Fund.
- Expenditures for seasonal personnel were added in FY 2015.

Winterfest	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 21,893	\$ 18,567	\$ 37,262	\$ 31,000	\$ 31,000
Interest Income	146	132	114	-	-
Transfer In	13,000	13,000	13,000	13,000	13,000
Total Revenue	35,039	31,699	50,376	44,000	44,000
Expenditures					
Salaries	-	-	-	4,190	5,565
Benefits	-	-	-	435	435
Total Personnel	-	-	-	4,625	6,000
Operations	39,139	38,000	46,838	39,375	38,000
Total Expenditures	39,139	38,000	46,838	44,000	44,000
Net Change in Fund Balance	(4,100)	(6,301)	3,538	-	-
Beginning Fund Balance	27,752	23,652	17,351	20,889	20,889
Ending Fund Balance	23,652	17,351	20,889	20,889	20,889

World Family Games

Department Function

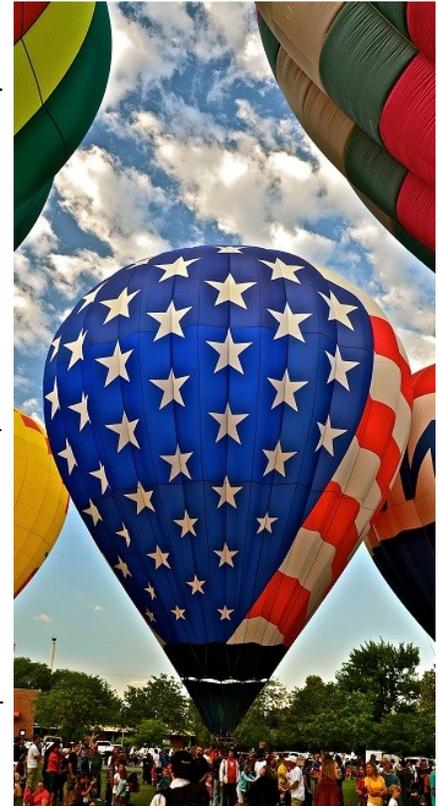
- The World Family Games fund comes as an evolution of the multi-generational Heritage Challenge from the Senior Games and replaces that event and budget. The World Family Games is designed as a destination event for Provo City. It partners the Parks and Recreation Department, Provo Foundation and local organizations in a collaborative effort to promote active and healthy lifestyles.

Department Goals

- Reorganization and renaming of the Senior Games budget for use as the World Family Games budget to reflect changes to the format, revenues and other aspects of the event.
- Utilization of existing world class facilities in Provo. Support for the event is provided by current organizational structure.
- This destination event pulls families from all around the region to participate in a week-long event with Olympic-style competitions, family group participation challenges and social activities.

Budget Outcomes

- Revenue for this fund comes from donations from local businesses and registration fees. There is no subsidy provided from the General Fund, thus the event is organized on a breakeven basis.



World Family Games	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
Total Revenue	-	-	-	75,000	75,000
Expenditures					
Salaries	-	-	-	15,767	15,767
Benefits	-	-	-	1,233	1,233
Total Personnel	-	-	-	17,000	17,000
Operations	-	-	-	54,500	54,500
Total Expenditures	-	-	-	71,500	71,500
Net Change in Fund Balance	-	-	-	3,500	3,500
Beginning Fund Balance	16,535	16,535	16,535	16,535	20,035
Ending Fund Balance	16,535	16,535	16,535	20,035	23,535

Cemetery Perpetuity

Department Function

- The Perpetuity Fund is used to fund ongoing cemetery expenditures after the cemetery has been built out.

Budget Outcomes

- Revenue primarily comes from a portion of current cemetery fees and interest income.
- Transfers out are to fund cemetery improvements in the Parks Capital Improvement Fund.
- In FY 2015, the fund balance of the Perpetuity Fund will be transferred to the Parks CIP Fund in order to fund the cemetery expansion.

Perpetuity	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 94,048	\$ 90,177	\$ 88,965	\$ 169,559	\$ 169,559
Interest Income	3,601	2,974	2,788	-	-
Transfer In	-	-	-	-	-
Total Revenue	97,649	93,151	91,753	169,559	169,559
Expenditures					
Transfer Out	310,000	40,000	-	754,559	169,559
Total Expenditures	310,000	40,000	-	754,559	169,559
Net Change in Fund Balance	(212,351)	53,151	91,753	(585,000)	-
Beginning Fund Balance	674,187	461,836	514,987	606,740	21,740
Ending Fund Balance	461,836	514,987	606,740	21,740	21,740

Cemetery Plots

Department Function

- This fund is to account for the sale of previously purchased cemetery plots.

Budget Outcomes

- Expenditures are to account for the buy-back of the plots that are then re-sold.

Cemetery Plots	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 37,000	\$ 17,400	\$ 13,100	\$ 180,659	\$ -
Interest Income	93	150	119	-	-
Transfer In	-	-	-	-	-
Total Revenue	<u>37,093</u>	<u>17,550</u>	<u>13,219</u>	<u>180,659</u>	<u>-</u>
Expenditures					
Operations	<u>21,800</u>	<u>14,400</u>	<u>17,200</u>	<u>13,100</u>	<u>-</u>
Total Expenditures	<u>21,800</u>	<u>14,400</u>	<u>17,200</u>	<u>13,100</u>	<u>-</u>
Net Change in Fund Balance	15,293	3,150	(3,981)	167,559	-
Beginning Fund Balance	8,467	23,760	26,910	22,929	190,488
Ending Fund Balance	23,760	26,910	22,929	190,488	190,488



Vending

Department Function

- This fund accounts for money received from the vending machines throughout Provo City buildings.

Budget Outcomes

- There is not a budget adopted for Vending, but budget authority is given to each department based on their percentage of the Vending Fund. Budget is increased throughout the year based on revenue received and interest income. Departments can use their budget for employee appreciation.

Vending	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 2,523	\$ 1,700	\$ 1,700	\$ 28,521	\$ -
Interest Income	157	158	134	-	-
Total Revenue	<u>2,680</u>	<u>1,858</u>	<u>1,834</u>	<u>28,521</u>	<u>-</u>
Expenditures					
Operations	<u>367</u>	<u>1,217</u>	<u>350</u>	<u>28,521</u>	<u>-</u>
Total Expenditures	<u>367</u>	<u>1,217</u>	<u>350</u>	<u>28,521</u>	<u>-</u>
Net Change in Fund Balance	2,313	641	1,484	-	-
Beginning Fund Balance	23,168	25,481	26,122	27,606	27,606
Ending Fund Balance	25,481	26,122	27,606	27,606	27,606



Capital Improvement Funds



General Capital Improvements

Department Function

- The General Capital Improvement Fund is to account for general City projects not specifically associated with a specific City department.

Budget Outcomes

- A funding plan for a new fleet facility has been included in the FY2016 budget, the proposal would be Phase I of the project. An appropriation from general fund balance of \$1.5 million will be asked for in the FY 2015 budget. Other funding sources include a one-time contribution from Energy Capital Improvement and Sanitation Capital Improvement fund. General fund, Water, Wastewater, and Storm Drain will make equal payments in FY 2016 and FY 2017.
- The City is actively pursuing a Citywide Municipal Software Solution (Provo 360). Administration has included in the budget the costs for licensing, implementation and hardware. The funding source for these costs is to be provided by a 7 year lease. An original contribution from the General fund of \$375,000 was made in FY 2013. Other contributions in FY 2016 will come from the General Fund, Energy, Water, Wastewater, Storm Drain, and Sanitation

General Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Interest Income	\$ 1,010	\$ 632	\$ 2,185	\$ -	\$ -
Transfer In	314,980	450,600	-	1,776,686	1,781,393
Bond Proceeds	-	-	-	-	7,302,214
Total Revenue	315,990	451,232	2,185	1,776,686	9,083,607
Expenditures					
Capital	\$ 311,581	\$ 77,355	\$ -	\$ 2,151,686	\$ 8,210,528
Transfer Out	-	-	-	-	651,000
Total Expenditures	311,581	77,355	-	2,151,686	8,861,528
Net Change in Fund Balance	4,409	373,877	2,185	(375,000)	222,079
Beginning Fund Balance	58,802	63,211	437,088	439,273	64,273
Ending Fund Balance	63,211	437,088	439,273	64,273	286,352



B&C/Engineering Capital Improvement

Department Function

- B&C and Engineering Capital Improvement Project funds are to account for city projects dealing with roads, bridges, sidewalks, and traffic signals. Revenue from these funds come from the B&C Road Tax, Impact and Developer Fees, Grants, and transfers from other funds.

Budget Outcomes

- B&C revenue includes a transfer from the General Fund funded by the B&C Road Tax.
- FY 2016 includes projects carried over from the previous year, along with projects budgeted in FY 2015. Project balances as of June 30, 2015 will carry over to the FY 2016 budget after the annual audit.



B&C Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 15,264	\$ 16,017	\$ 40,940	\$ -	\$ -
Grant	1,760,249	1,259,893	1,806,462	-	-
Interest Income	20,750	19,106	17,553	-	-
Land Sales	-	99,577	472,867	-	-
Miscellaneous	27,653	326,205	885,372	-	-
Transfer In	<u>1,237,255</u>	<u>2,351,866</u>	<u>1,988,262</u>	<u>1,946,901</u>	<u>2,259,438</u>
Total Revenue	<u>3,061,171</u>	<u>4,072,664</u>	<u>5,211,456</u>	<u>1,946,901</u>	<u>2,259,438</u>
Expenditures					
Capital	\$ 3,466,477	\$ 3,421,576	\$ 5,524,441	\$ 4,755,740	\$ 2,240,000
Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>500,000</u>
Total Expenditures	<u>3,466,477</u>	<u>3,421,576</u>	<u>5,524,441</u>	<u>4,755,740</u>	<u>2,740,000</u>
Net Change in Fund Balance	(405,306)	651,088	(312,985)	(2,808,839)	(480,562)
Beginning Fund Balance	3,429,021	3,023,715	3,674,803	3,361,818	552,979
Ending Fund Balance	3,023,715	3,674,803	3,361,818	552,979	72,417

Engineering Capital Improvements	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Fees	\$ 320,887	\$ 718,849	\$ 1,212,726	\$ 125,000	\$ 350,000
Grant	2,206,189	1,327,473	2,629,614	16,961,396	6,500,000
Interest Income	35,818	28,704	20,813	-	-
Miscellaneous	441,264	75,940	1,579,266	-	-
Transfer In	<u>2,689,751</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>500,000</u>
Total Revenue	<u>5,693,909</u>	<u>2,150,966</u>	<u>5,442,419</u>	<u>17,086,396</u>	<u>7,350,000</u>
Expenditures					
Capital	4,522,085	3,231,406	6,145,779	18,571,697	8,357,000
Transfer Out	<u>-</u>	<u>350,000</u>	<u>60,928</u>	<u>50,000</u>	<u>50,000</u>
Total Expenditures	<u>4,522,085</u>	<u>3,581,406</u>	<u>6,206,707</u>	<u>18,621,697</u>	<u>8,407,000</u>
Net Change in Fund Balance	1,171,824	(1,430,440)	(764,288)	(1,535,301)	(1,057,000)
Beginning Fund Balance	4,275,982	5,447,806	4,017,366	3,253,078	1,717,777
Ending Fund Balance	5,447,806	4,017,366	3,253,078	1,717,777	660,777

Parks Capital Improvement

Department Function

- This fund is used to account for monies spent on capital improvement projects associated with the Parks and Recreation Department.

Department Goals

- Complete mountain bike course and disc golf course at Slate Canyon Park.
- Finish the Franklin Park development.
- Evaluate sites for a future outdoor sports park.
- Finalize the cemetery expansion project.
- Complete new north stairs and parking lot improvements and Lions Park.
- Purchase several key parcels of property for future park development.
- Develop park design for Spring Creek Park and complete the site cleanup effort.
- Adopt new park impact fees.
- Apply for Utah County Municipal Recreation Grant and complete the project.
- Commence development of Foothill park.
- Develop a dog park and bicentennial Park and evaluate other potential locations.
- Complete the Utah Lake Beach Park Feasibility Study.



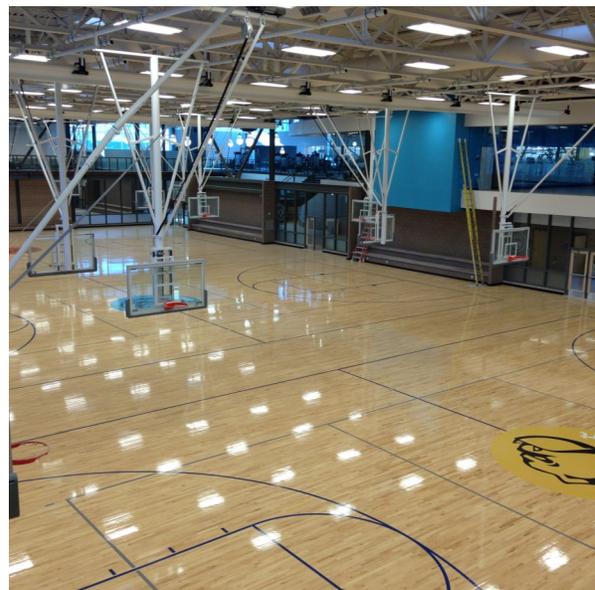
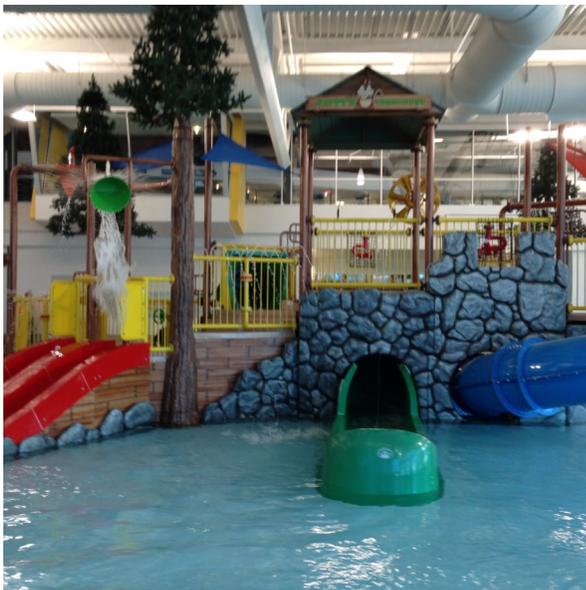
Department Accomplishments

- Completed Slate Canyon Trailhead
- Finished the Stutz Park Master Plan design
- Acquired the Douglas Property for future Spring Creek Park development.
- Partnered with other agencies to develop three community gardens.
- Added safety enhancements to the Provo Shooting Ports Park.
- Acquired revenue bond funding to begin construction of the cemetery expansion project.
- Completed the North Park parking lot, pavilion and fencing project.

Budget Outcomes

- Revenue for FY 2016 consists of park impact fees, grants and transfer in for a cemetery revenue bond.
- Recreation center attendance reached 1.47 million in FY 2014, along with 729,707 participants in a variety of programs and locations like sports programs, special events, etc.

Parks Capital Improvement	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 5,035	\$ 23,216	\$ 31,090	\$ -	\$ -
Fees	559,306	497,645	651,920	935,386	890,000
Grant	64,781	64,125	66,726	65,799	-
Interest Income	255,323	96,752	14,347	2,500	-
Bond Proceeds	-	-	-	-	-
Tax	-	-	-	-	-
Transfer In	705,000	109,288	195,000	3,050,399	-
Total Revenue	1,589,445	791,026	959,083	4,054,084	890,000
Expenditures					
Capital	\$ 18,035,806	\$ 21,890,621	\$ 1,466,470	\$ 6,031,290	\$ 1,248,275
Transfer Out	-	-	-	-	-
Total Expenditures	18,035,806	21,890,621	1,466,470	6,031,290	1,248,275
Net Change in Fund Balance	(16,446,361)	(21,099,595)	(507,387)	(1,977,206)	(358,275)
Beginning Fund Balance	40,389,091	23,942,730	2,843,135	2,335,748	358,542
Ending Fund Balance	23,942,730	2,843,135	2,335,748	358,542	267



Economic/Community Development

Department Function

- The Economic Development Capital Improvement fund, the Mountain Vista fund and the Economic/Community Development Investment fund have been used to account for expenditures to help promote and create opportunities for business development within Provo City.

Budget Outcomes

- Budgets were not approved for any of the funds. Very little revenue is collected and the functions have been collapsed into other departments/funds. Fund balances will be used for identified development projects.

Economic Development Capital Improvement	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Lease Income	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	1,061	1,923	750	-	-
Miscellaneous	34,360	29,760	12,000	-	-
Total Revenue	<u>35,421</u>	<u>31,683</u>	<u>12,750</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	95,530	4,816	84,532	4,418	-
Nonoperating	-	-	-	-	-
Total Expenditures	<u>95,530</u>	<u>4,816</u>	<u>84,532</u>	<u>4,418</u>	<u>-</u>
Net Change in Fund Balance	(60,109)	26,867	(71,782)	(4,418)	-
Beginning Fund Balance	210,795	150,686	177,553	105,771	101,353
Ending Fund Balance	150,686	177,553	105,771	101,353	101,353

Economic/Community Development Investment	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 757,267	\$ -	\$ -	\$ -	\$ -
Interest Income	790	2,251	-	-	-
Transfer In	310,382	-	-	-	-
Total Revenue	<u>1,068,439</u>	<u>2,251</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Transfer Out	371,983	699,000	-	-	-
Total Expenditures	<u>371,983</u>	<u>699,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	696,456	(696,749)	-	-	-
Beginning Fund Balance	293	696,749	-	-	-
Ending Fund Balance	696,749	-	-	-	-

Mountain Vista	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Lease Income	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	412	-	-	-	-
Miscellaneous	<u>2,797</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>3,209</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	-	-	-	-	-
Nonoperating	100	-	-	-	-
Transfer Out	<u>711,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>711,100</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	(707,891)	-	-	-	-
Beginning Fund Balance	848,595	140,704	140,704	140,704	140,704
Ending Fund Balance	140,704	140,704	140,704	140,704	140,704



Internal Service Funds



Internal Service Fund Information

Internal Service Funds are used to report activities that result in accumulation and allocation of costs of supplies and services provided and used internally among the City's various functions. The City uses internal service funds to account for employee benefits, insurance and claims, vehicle management and replacement, internal telecom maintenance, facility services, interfund loans, and customer service functions.

Major Revenue Source

The primary revenue source for all internal service funds is chargeback revenue and transfers in from other funds. Below is a revenue summary from all internal services funds.

Revenue Source	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016	%
Chargeback	\$ 8,550,560	\$ 12,065,775	\$ 12,696,461	\$ 13,545,584	\$ 14,108,691	93%
Transfer In	400,686	583,195	886,726	448,386	452,166	3%
Principal/Interest Income	44,433	45,316	60,768	150,945	81,130	1%
Miscellaneous	644,231	2,950,245	1,427,560	1,392,508	483,979	3%
Total Revenue	\$ 9,639,910	\$ 15,644,531	\$ 15,071,515	\$ 15,537,423	\$ 15,125,966	

Internal Service Fund Summary	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Employee Benefits	2,055,903	2,317,445	2,636,618	2,463,895	2,442,411
Insurance/Claims	932,034	949,350	944,105	1,036,480	1,122,410
Facility Services	679,175	770,592	804,163	825,829	866,711
Computer Replacement	173,955	545,304	388,555	511,211	-
Vehicle Maintenance	2,844,019	2,981,041	2,973,105	3,098,342	2,986,196
Equipment Replacement	2,766,782	3,260,608	3,572,986	3,841,501	4,351,212
Telecom	-	1,939,170	772,407	490,000	490,000
Customer Service	-	2,714,271	2,849,559	2,828,976	2,685,481
Capital Resources	188,042	166,750	130,017	441,189	181,545
Total Revenue & Transfer In	9,639,910	15,644,531	15,071,515	15,537,423	15,125,966
Expenditures					
Employee Benefits	2,018,578	2,327,898	2,278,024	2,501,499	2,442,411
Insurance/Claims	734,575	964,871	978,009	1,563,443	1,117,517
Facility Services	708,967	842,347	842,467	879,669	862,585
Computer Replacement	387,701	387,224	453,522	726,951	110,000
Vehicle Maintenance	2,723,018	2,748,873	3,085,906	3,098,156	2,986,196
Equipment Replacement	2,891,618	4,187,380	3,258,090	4,576,030	4,113,304
Telecom	-	292,384	1,371,467	740,000	474,660
Customer Service	-	2,565,671	2,680,003	2,885,196	2,685,481
Capital Resources	188,042	166,750	130,016	441,189	181,545
Total Expenditures & Transfer Out	9,652,499	14,483,398	15,077,504	17,412,133	14,973,699
Net Change in Fund Balance	(12,589)	1,161,133	(5,989)	(1,874,710)	152,267

Employee Benefits

Department Function

- The Employee Benefits Fund is an internal service fund established for the accounting of the benefits afforded to City employees. The Fund consists of several chargeback accounts such as workers compensation and retiree dollars used for medical and life insurance benefits. The fund also covers other non-chargeback employee benefit and training expenditures such as drug testing, employee assistance program, unemployment, training, wellness program, background checks, fitness for duty, case management and administration fees for benefit-related services such as COBRA, Health Savings Accounts and Health Reimbursement Arrangement.

Department Goals

- Analyze insurance and other employee benefit costs to identify possible savings while remaining competitive.
- Work to accumulate appropriate fund balance according to financial policies.

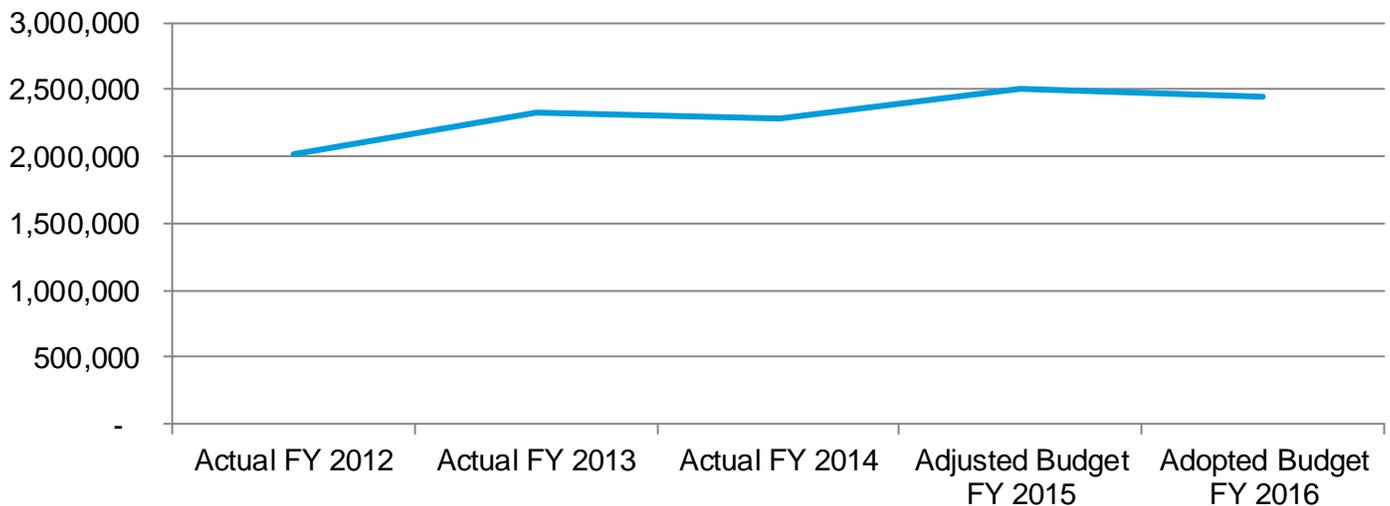
Budget Outcomes

- The part-time position supports the citywide training programs and TalentQuest, the new employee appraisal system.
- Operating costs include an adjustment to retiree insurance.

Employee Benefits	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ 1,819,485	\$ 2,088,971	\$ 2,413,124	\$ 2,255,103	\$ 2,293,489
Miscellaneous	225,310	216,156	211,023	197,792	137,919
Interest Income	11,108	12,318	12,471	11,000	11,003
Total Revenue	2,055,903	2,317,445	2,636,618	2,463,895	2,442,411
Expenditures					
Salaries	-	47,000	14,866	17,145	17,145
Benefits	-	-	1,373	1,341	1,344
Total Personnel	-	47,000	16,239	18,486	18,489
Operations	2,018,304	2,271,048	2,254,049	2,478,013	2,423,922
Capital	-	9,850	7,736	-	-
Nonoperating	274	-	-	5,000	-
Transfer Out	-	-	-	-	-
Total Expenditures	2,018,578	2,327,898	2,278,024	2,501,499	2,442,411
Net Change in Fund Balance	37,325	(10,453)	358,594	(37,604)	-
Beginning Fund Balance	785,706	823,031	812,578	1,171,172	1,133,568
Ending Fund Balance	823,031	812,578	1,171,172	1,133,568	1,133,568

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	-	-	-	-	-
Part-Time	-	-	0.63	0.66	0.66
Total FTEs	-	-	0.63	0.66	0.66

Employee Benefits Total Expenditures



Insurance and Claims

Department Function

- The Insurance and Claims Fund is established to manage the risk management activities of the City. Insurance costs, legal expenses and settlements are budgeted in this fund. The fund balance in this fund is designed to cover the self-insured portion of the City's liability coverage.

Department Goals

- Analyze expenses and insurance coverage to best determine the level of coverage appropriate for the City.
- Work to accumulate the appropriate fund balance prescribed by the financial policies.

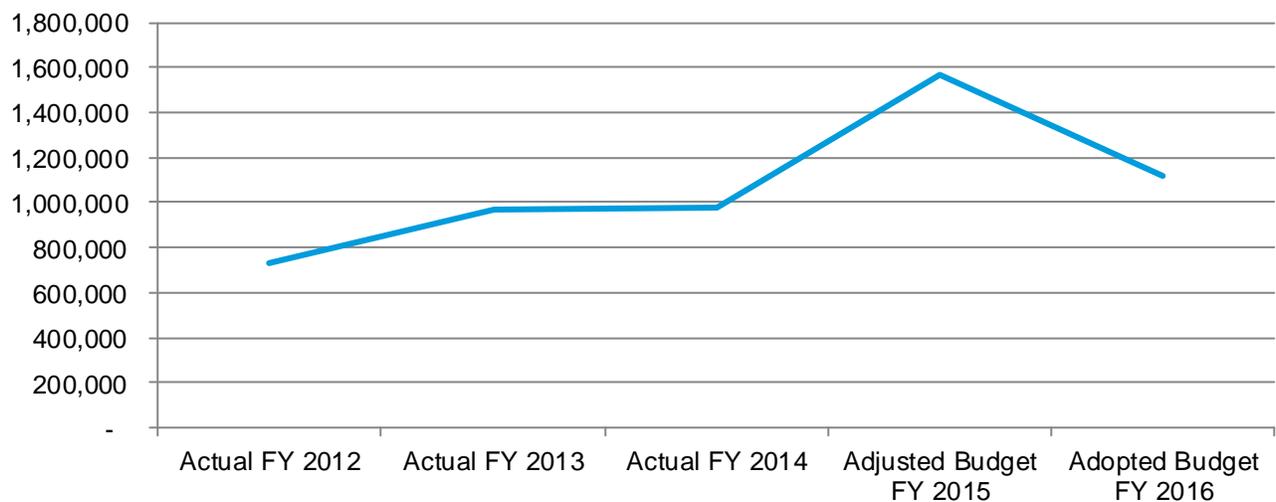
Budget Outcomes

- The FY 2016 budget includes an increase to account for the rising cost of liability insurance.

Insurance and Claims	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ 915,485	\$ 936,561	\$ 934,088	\$ 1,026,480	\$ 1,117,410
Miscellaneous	3,683	-	-	-	-
Interest Income	<u>12,866</u>	<u>12,789</u>	<u>10,017</u>	<u>10,000</u>	<u>5,000</u>
Total Revenue	<u>932,034</u>	<u>949,350</u>	<u>944,105</u>	<u>1,036,480</u>	<u>1,122,410</u>
Expenditures					
Salaries	-	43,346	54,874	55,520	56,845
Benefits	-	<u>20,740</u>	<u>32,437</u>	<u>33,798</u>	<u>36,624</u>
Total Personnel	-	<u>64,086</u>	<u>87,311</u>	<u>89,318</u>	<u>93,469</u>
Operations	<u>734,575</u>	<u>900,785</u>	<u>890,698</u>	<u>1,474,125</u>	<u>1,024,048</u>
Total Expenditures	<u>734,575</u>	<u>964,871</u>	<u>978,009</u>	<u>1,563,443</u>	<u>1,117,517</u>
Net Change in Fund Balance	197,459	(15,521)	(33,904)	(526,963)	4,893
Beginning Fund Balance	1,746,480	1,943,939	1,928,418	1,894,514	1,367,551
Ending Fund Balance	1,943,939	1,928,418	1,894,514	1,367,551	1,372,444

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	-	1.00	1.00	1.00	1.00
Part-Time	-	-	-	-	-
Total FTEs	<u>-</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Insurance and Claims Total Expenditures



Facility Services

Department Function

- The Facility Service Division is part of the Administrative Services Department. This Division is responsible for the construction, remodeling and maintenance of more than 550,000 square feet in City facilities. To fulfill these responsibilities, the Facility Services Division provides technical expertise, project management, preventive and ongoing maintenance services, asset management, contract oversight, etc. Facility Services offers this wide variety of services to each of the City's offices in order to reduce costs, meet state and federal standards and assist each department in accomplishing its mission in an effective and efficient manner. Facility Services staff maintain and repair electrical, plumbing and HVAC systems, making certain that infrastructure operating systems in City facilities function safely and in the manner in which they were designed.

Department Goals

- Coordinate and monitor a new janitorial contract with an alternative company. Communicate and work closely with all City departments to improve the cleaning standards in each respective building and solve cleaning issues.
- Monitor and track the FS staff to ensure they are accountable for an average of 80% of their work time through the Managers Plus maintenance program and see that this time gets billed out on a monthly basis.
- Support the IS department in continuation of data closet upgrades in all City facilities. Provide assistance for any power, HVAC or telecomm equipment upgrades and changes.
- Provide detailed information and support for the upcoming Provo City Center block project. Work with Re-Development to create design and approved changes to City Center complex.
- Ensure that all Facilities Services staff complete and implement the principles and behaviors of the Speed of Trust program. All staff members to be involved in new upcoming huddle groups and teams.

Department Accomplishments

- Expanded size of the Brinton Black Box Theater at the Covey Center for the Arts, giving more patrons the opportunity to see the popular performances.
- Successfully completed the supervision of the construction of the new Recreation Center.
- Completed installation of a new roof at the Utah County/Provo City Ice Sheet Authority.

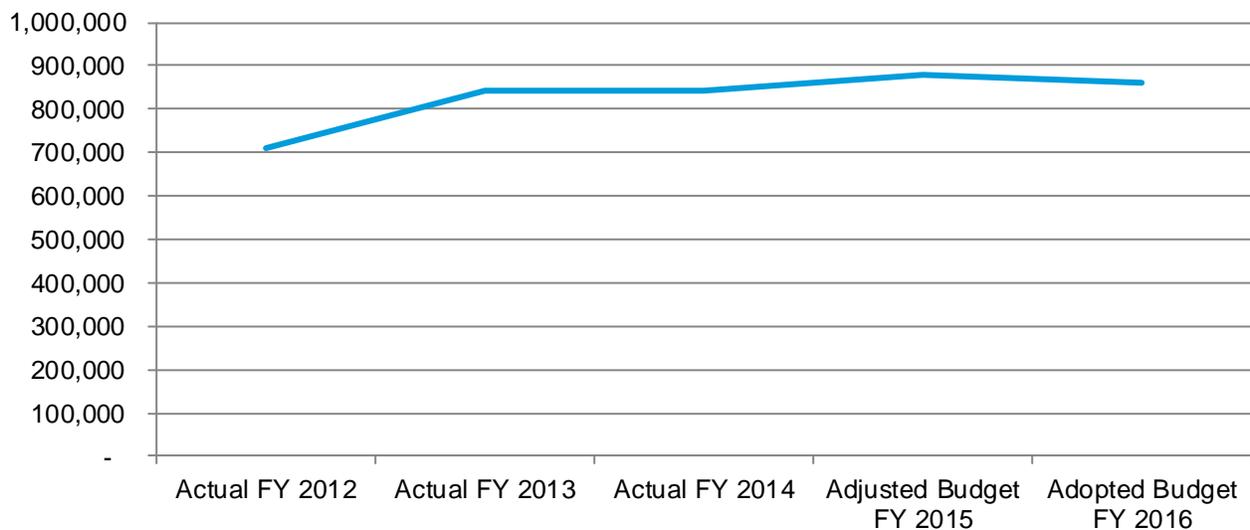
Budget Outcomes

- The budget includes the maintenance of thousands of square feet of facility space.

Facility Services	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ 669,962	\$ 761,633	\$ 801,763	\$ 816,937	856,049
Miscellaneous	7,766	7,619	1,915	8,892	10,662
Interest Income	1,447	1,340	485	-	-
Total Revenue	679,175	770,592	804,163	825,829	866,711
Expenditures					
Salaries	273,383	280,727	283,137	311,769	327,981
Benefits	147,413	156,056	162,105	194,632	206,801
Total Personnel	420,796	436,783	445,242	506,401	534,782
Operations	233,343	349,720	340,367	304,637	263,367
Overhead	54,828	55,844	56,858	57,791	64,436
Capital	-	-	-	-	-
Nonoperating	-	-	-	10,840	-
Total Expenditures	708,967	842,347	842,467	879,669	862,585
Net Change in Fund Balance	(29,792)	(71,755)	(38,304)	(53,840)	4,126
Beginning Fund Balance	265,292	235,500	163,745	125,441	71,601
Ending Fund Balance	235,500	163,745	125,441	71,601	75,727

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	7.00	7.00	7.00	7.00	7.00
Part-Time	-	-	0.50	0.50	0.50
Total FTEs	7.00	7.00	7.50	7.50	7.50

Facility Services Total Expenditures



Computer Replacement

Department Function

- The Computer Replacement Fund (Computer Bank) was established to help departments establish a funding source for the replacement of computers and printers to stay abreast with technology, control repair costs, and employee productivity. Each department determines the amount to transfer for computer replacement. Each department may keep a balance in the Computer Bank of up to 50% of total department needs. When determining the value of the department's needs, the current market price for CPU, monitor, software, keyboard and mouse will be used.

Department Goals

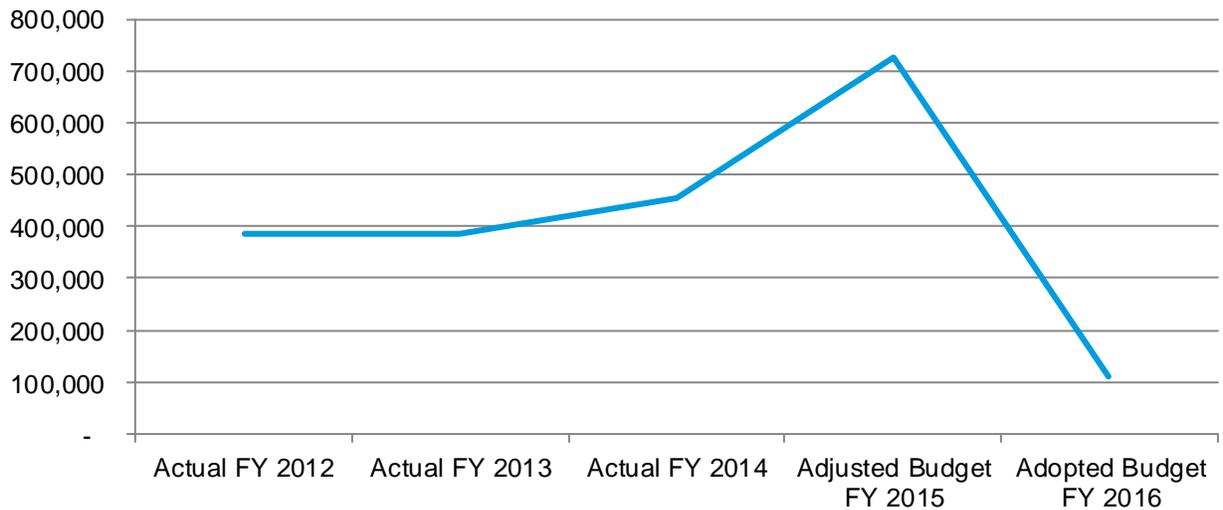
- Keep departments informed of current market prices and the total amount each department can have in the Computer Bank.
- Evaluate needs of each department.

Budget Outcomes

- There is no budget for FY 2016. Each individual department's budget from the prior year will carry over, and departments will determine if and when to transfer additional money into the Computer Bank. When money is transferred to the Computer Bank, the budget is increased for that department.
- Interest earned in this fund is spread between departments.

Computer Replacement	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 171,715	\$ 543,233	\$ 387,010	\$ 511,211	\$ -
Interest Income	2,240	2,071	1,545	-	-
Total Revenue	<u>173,955</u>	<u>545,304</u>	<u>388,555</u>	<u>511,211</u>	<u>-</u>
Expenditures					
Operations	387,701	387,224	453,522	726,951	-
Transfer Out	-	-	-	-	110,000
Total Expenditures	<u>387,701</u>	<u>387,224</u>	<u>453,522</u>	<u>726,951</u>	<u>110,000</u>
Net Change in Fund Balance	(213,746)	158,080	(64,967)	(215,740)	(110,000)
Beginning Fund Balance	446,599	232,853	390,933	325,966	110,226
Ending Fund Balance	232,853	390,933	325,966	110,226	226

Computer Replacement Total Expenditures



Vehicle Management

Department Function

- The Vehicle Management Fund (Fleet) is responsible for the management and maintenance of the City fleet. The program maintains approximately 610 vehicles and pieces of equipment by providing excellent services using creativity, flexibility, training depth and technical expertise in performing simple or complex analyses, with total focus on program analysis, cost tracking, customer fulfillment and maximum quality workmanship.

Department Goals

- Provide safe vehicle and equipment to our customers through superior customer service.
- Increase in-house service and maintenance functions to reduce overall City costs.
- Provide service to outside entities and charge them appropriately.
- Develop and implement a fleet vehicle/equipment replacement and idle reduction policy.
- Prepare Vehicle Maintenance Building replacement plan, and oversee design of new building.

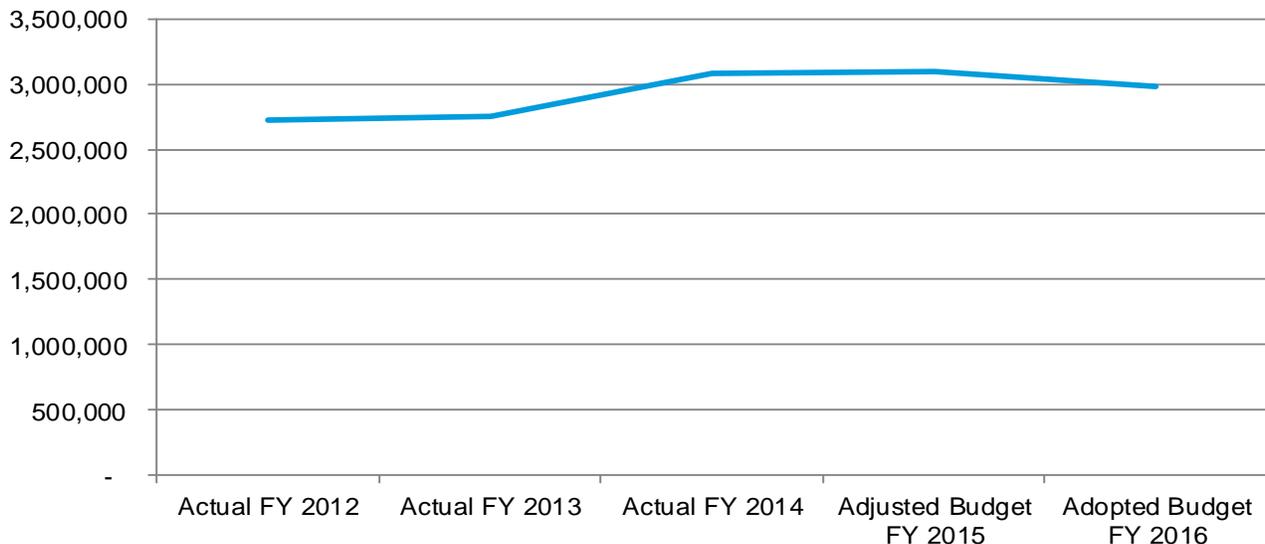
Budget Outcomes

- There are no major changes to the budget in FY 2016.

Vehicle Maintenance	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ 2,836,773	\$ 2,943,638	\$ 2,758,008	\$ 2,977,094	\$ 2,983,800
Miscellaneous	7,233	37,386	214,929	121,248	2,396
Interest Income	13	17	168	-	-
Total Revenue	<u>2,844,019</u>	<u>2,981,041</u>	<u>2,973,105</u>	<u>3,098,342</u>	<u>2,986,196</u>
Expenditures					
Salaries	385,897	385,007	380,084	388,441	365,906
Benefits	175,363	190,457	201,318	233,246	242,089
Total Personnel	<u>561,260</u>	<u>575,464</u>	<u>581,401</u>	<u>621,687</u>	<u>607,995</u>
Operations	2,017,857	2,083,628	2,181,224	2,154,228	2,188,503
Overhead	114,664	89,781	86,293	113,031	108,067
Capital	29,237	-	-	25,000	25,000
Nonoperating	-	-	-	80,000	56,631
Transfer Out	-	-	236,988	104,210	-
Total Expenditures	<u>2,723,018</u>	<u>2,748,873</u>	<u>3,085,906</u>	<u>3,098,156</u>	<u>2,986,196</u>
Net Change in Fund Balance	121,001	232,168	(112,801)	186	-
Beginning Fund Balance	(344,099)	(223,098)	9,070	(103,730)	(103,544)
Ending Fund Balance	(223,098)	9,070	(103,730)	(103,544)	(103,544)

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	8.00	8.00	8.00	8.00	8.00
Part-Time	-	-	-	-	-
Total FTEs	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>

Vehicle Maintenance Total Expenditures



Equipment Replacement

Department Function

- The Equipment Replacement Fund is used to purchase rolling stock for City departments. As each piece of equipment passes its useful life, it is replaced through this fund. Funds are systematically transferred from City departments into the Equipment Replacement Fund to insure that funds are available to replace equipment as it passes its useful life. A “lease purchase” program has been implemented to enable stabilization of the annual budget effort so that equipment can be upgraded at appropriate levels without creating budget shortfalls.

Department Accomplishments

- Establishment of a Vehicle Selection Committee to provide recommendations to administration on vehicle replacements.

Department Goals

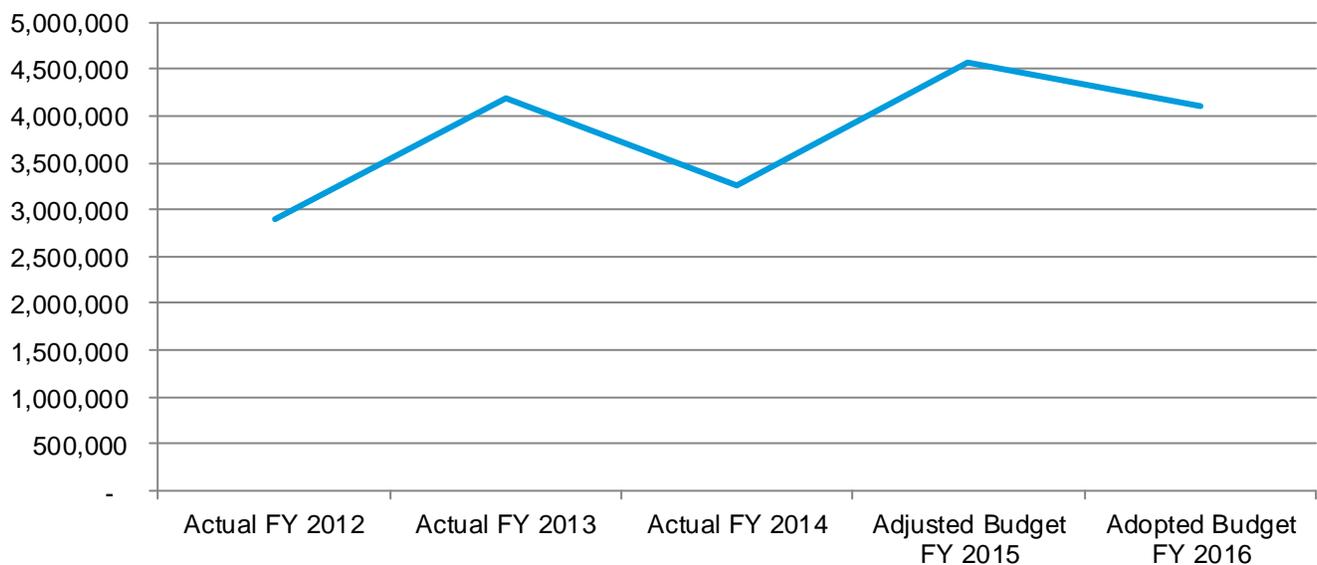
- Create five-year list of vehicles needing to be replaced.
- Appropriately account for vehicle purchases, along with all add-ins included in the vehicles.

Budget Outcomes

- The FY 2016 budget contains additional funding for general fund equipment purchases.

Equipment Replacement	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ 2,308,855	\$ 2,776,684	\$ 2,791,747	\$ 3,435,326	\$ 3,970,574
Miscellaneous	40,482	36,248	-	32,121	16,584
Interest Income	16,759	16,781	34,357	20,000	10,000
Transfer In	400,686	430,895	746,882	354,054	354,054
Total Revenue	2,766,782	3,260,608	3,572,986	3,841,501	4,351,212
Expenditures					
Operations	-	86,299	-	-	-
Capital	2,528,398	3,737,861	2,904,036	4,221,976	3,759,250
Nonoperating/Debt	363,220	363,220	354,054	354,054	354,054
Transfer Out	-	-	-	-	-
Total Expenditures	2,891,618	4,187,380	3,258,090	4,576,030	4,113,304
Net Change in Fund Balance	(124,836)	(926,772)	314,896	(734,529)	237,908
Beginning Fund Balance	3,764,684	3,639,848	2,713,076	3,027,972	2,293,443
Adjustment to Fund Balance	-	-	-	-	-
Ending Fund Balance	3,639,848	2,713,076	3,027,972	2,293,443	2,531,351

Equipment Replacement Total Expenditures



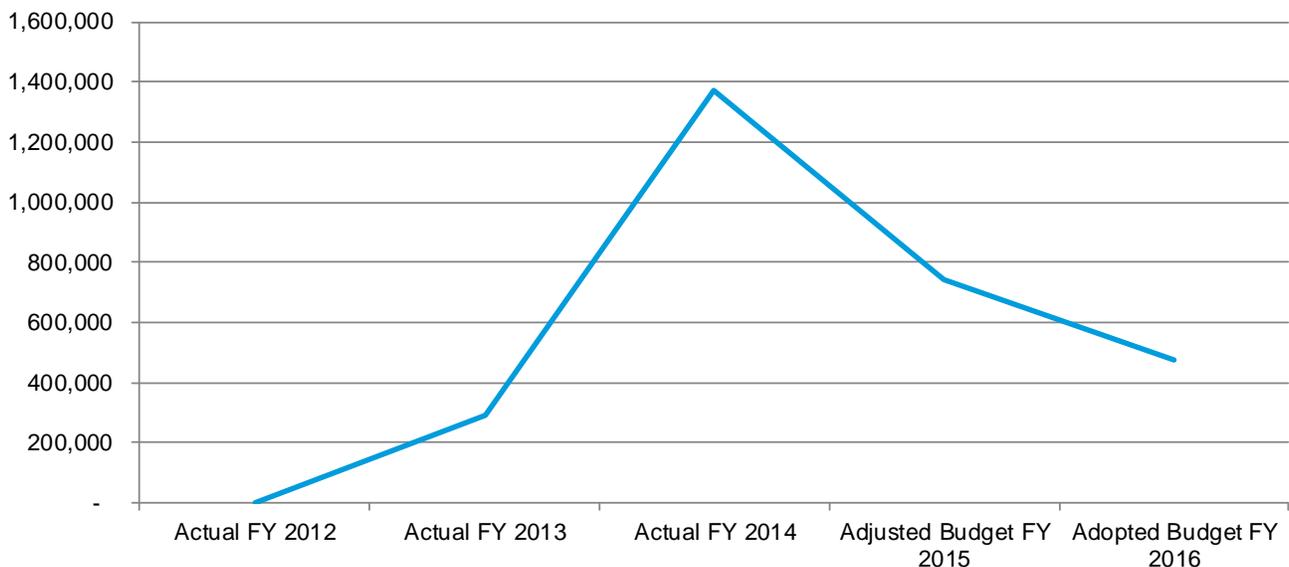
Telecom

Department Function

- The Telecom Internal Service Fund was created at the end of FY 2014 after the sale of the Provo fiber network to Google Fiber. The Telecom Internal Service Fund accounts for maintenance and equipment replacement for the City's fiber network not maintained by Google Fiber.

Telecom	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ -	\$ 1,939,170	\$ 472,407	\$ 190,000	\$ 190,000
Chargeback	-	-	300,000	300,000	300,000
Interest Income	-	-	-	-	-
Total Revenue	-	1,939,170	772,407	490,000	490,000
Expenditures					
Salaries	-	-	68,478	4,414	-
Benefits	-	-	15,690	-	-
Total Personnel	-	-	84,168	4,414	-
Operations	-	292,384	1,241,828	700,834	455,248
Overhead	-	-	3,569	34,752	19,412
Capital	-	-	41,902	-	-
Nonoperating	-	-	-	-	-
Total Expenditures	-	292,384	1,371,467	740,000	474,660
Net Change in Fund Balance	-	1,646,786	(599,060)	(250,000)	15,340
Beginning Fund Balance	-	-	1,646,786	1,047,726	797,726
Ending Fund Balance	-	1,646,786	1,047,726	797,726	813,066

Telecom Total Expenditures



Customer Service

Division Function

- The Customer Service Division is part of the Mayor's Office. This Division was created in July of 2012 to provide quality centralized service to residents and businesses of Provo City. The Customer Service Division is located in the Provo City Center building and is a place where the public can make utility payments, ask billing questions, pay business license fees, receive general information about the city, and report city-related problems. Also along with this, the 311 phone system was created so residents and visitors could call in and report problems. The call center handles questions about all City departments and directs customers to the correct department for questions that can't be answered at Customer Service. This centralized system will help facilitate quicker resolutions to problems and create a more efficient way for questions to be answered.

Division Goals

- **Customer Service 3-1-1.** To continue to enhance the existing 3-1-1 technology in order to add one stop shop services to the citizens through the 3-1-1 Call Center. Productivity will be improved not only in the Call Center but in the field where service request will be received and completed electronically by enhancing the technology features offered in our existing CRM system. Using GIS mapping and photos to pinpoint the specific location of the citizens reported issue will improve our customer service to the citizens as well as reduce filed hours locating an issues by replacing defined note fields on a work order.
- **Web service interface, mobile apps and executive dashboards.** Focusing on the improvement of our city services is necessary in providing additional and convenient methods to report and track city relate issues, view utility billing and service information, provide the ability to request utility service disconnects, connects, budget billing, bank draft and view and monitor data analytics for improved management. Extensive and ongoing effort to provide additional online self-service options will be a primary focus.
- **Utility Billing.** To implement new CIS (Customer Information System) to improve the efficiency of our field services, a mobile field service interface is being developed. This implementation includes receiving utility service requests through a mobile devise where the field technician will have the ability to post the reading of the meter at the same time close the service request. This will provide real time information for the customer service reps to better communicate with their customers on active or inactive services.
- **Customer Service Training.** Along with the relocation of Customer Service in 2012, we implemented an ongoing customer service training program where we targeted skill development, standards for positive customer interaction and quality communication messaging. Ongoing and enhanced training programs will be continually developed.

Division Accomplishments

- Implementation of an ongoing customer service training program where skill development, standards for positive customer interaction and quality communication messaging are targeted.
- Adoption of the 311 Call Center concepts in an effort to centralize the customer support for the entire City. The citizen and employee response to this move has been overwhelmingly positive and widely accepted.
- Began issuing airport badges and fingerprinting.

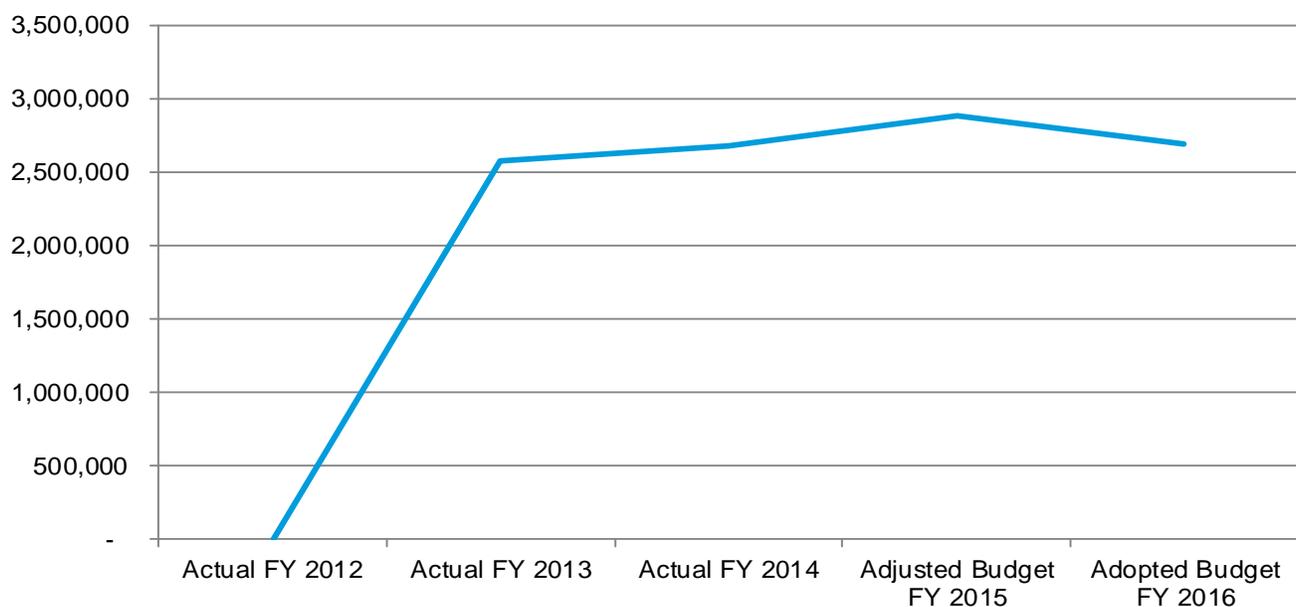
Budget Outcomes

- Chargebacks to utility funds and the General Fund are the only source of revenue for this fund.

Customer Service	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ -	\$ 2,558,288	\$ 2,697,731	\$ 2,734,644	\$ 2,587,369
Miscellaneous	-	3,683	10,259	-	-
Interest Income	-	-	1,725	-	-
Transfer In	-	152,300	139,844	94,332	98,112
Total Revenue	-	2,714,271	2,849,559	2,828,976	2,685,481
Expenditures					
Salaries	-	1,146,033	1,207,005	1,193,614	1,074,520
Benefits	-	523,875	559,148	623,924	541,081
Total Personnel	-	1,669,908	1,766,153	1,817,538	1,615,601
Operations	-	697,955	743,407	888,424	934,820
Overhead	-	105,404	132,910	153,234	109,060
Capital	-	71,578	16,519	26,000	26,000
Transfer Out	-	20,826	21,014	-	-
Total Expenditures	-	2,565,671	2,680,003	2,885,196	2,685,481
Net Change in Fund Balance	-	148,600	169,556	(56,220)	-
Beginning Fund Balance	-	-	148,600	318,156	261,936
Ending Fund Balance	-	148,600	318,156	261,936	261,936

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	-	22.00	22.00	22.00	21.00
Part-Time	-	5.67	9.55	9.45	8.45
Total FTEs	-	27.67	31.55	31.45	29.45

Customer Service Total Expenditures



Capital Resource

Department Function

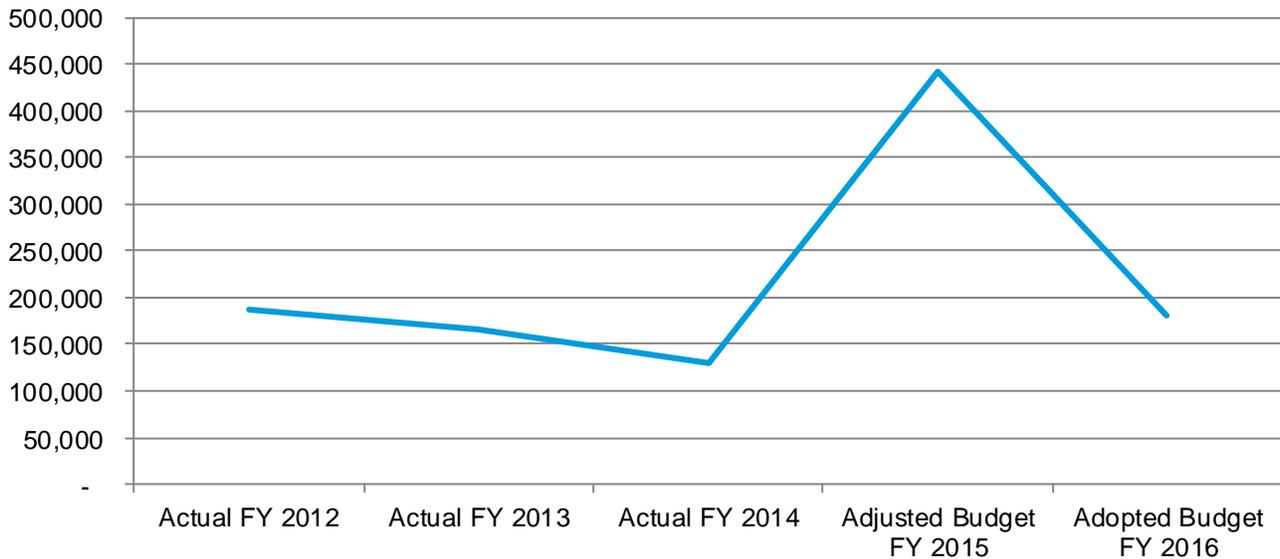
- The purpose of the Capital Resource Fund is to account for interfund loans for Provo City.

Budget Outcomes

- Revenue and expenses directly tie to payments for interfund loans.

Capital Resources	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 188,042	\$ 166,750	\$ 130,017	\$ 331,244	\$ 126,418
Interest Income	-	-	-	109,945	55,127
Total Revenue	<u>188,042</u>	<u>166,750</u>	<u>130,017</u>	<u>441,189</u>	<u>181,545</u>
Expenditures					
Nonoperating/Debt	188,042	166,750	130,016	441,189	181,545
Total Expenditures	<u>188,042</u>	<u>166,750</u>	<u>130,016</u>	<u>441,189</u>	<u>181,545</u>
Net Change in Fund Balance	-	-	0	-	-
Beginning Fund Balance	-	-	-	0	0
Ending Fund Balance	-	-	0	0	0

Capital Resources Total Expenditures





Debt Service Funds



Debt Service Information

Financial Policy

The City will maintain a high credit rating in the financial community to: 1) assure the City's taxpayers that the City government is well managed and financially sound; 2) obtain reduced borrowing costs. The City will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances in excess of policy targets, and current-year (pay-as-you-go) appropriations.

General Policies

- 1) The City will consider the project and its useful life and utilize the most appropriate method to finance the project.
- 2) The City will not use debt financing to fund current operations.
- 3) The City will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.
- 4) Reserve funds, when required, will be provided to adequately meet debt service requirements in the subsequent years.
- 5) The term of any bond or lease obligation issue will not exceed 20 years or the useful life of the capital project or equipment for which the borrowing is intended.
- 6) The City shall comply with federal, state and City legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.

Debt Levels/Ratios

- 1) Debt ratios will be calculated annually and included in the Statistical Section of the Comprehensive Annual Financial Report.
- 2) Direct net debt is defined as any and all debt that is tax-supported. This ratio will be measured annually. Direct net debt as a percentage of estimated market value of taxable property should not exceed 4%.
- 3) The City recognizes the importance of underlying and overlapping debt in analyzing financial condition. The City will regularly analyze total indebtedness including underlying and overlapping debt.

Interfund Loans

The City uses a Capital Resource Fund to facilitate inter-fund loans. This mechanism lends monies from funds that have excess fund balance and loans it other funds to make purchases for land, equipment, or for infrastructure improvements in the City. Loans should not be made unless there is a clear source of funding, based on a competitive market interest rate and terms should not exceed 7 years. Loan approvals require Municipal Council approval.

Bond Categories

Where feasible, the City will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.

Tax-Supported/Tax Exempt Bonds

- 1) Whenever the City finds it necessary to issue tax supported bonds, the following policy will be adhered to:
 - a) Tax supported bonds will, whenever feasible, be issued on a competitive basis unless market conditions favor negotiated sales.
 - b) Average weighted maturities for general obligation bonds of the City, and whenever possible for any type of annual appropriation debt, will be maintained at twenty years or less.
- 2) General obligation bond issues, and whenever possible for any type of annual appropriation debt, will be structured to allow an equal principal amount to be retired each year over the life of the issue thereby producing a total debt service with an annual declining balance.

- 3) The City shall comply with the following tax compliance policies for Tax-Exempt Governmental Bonds:
 - a) Purpose. Issuers of tax-exempt “governmental bonds” must comply with federal tax rules pertaining to expenditure of proceeds for qualified costs, rate of expenditures, use of bond-financed property, investment of proceeds in compliance with arbitrage rules, and retention of record all U.S. Internal Revenue Service rules and regulations regarding issuance of tax exempt governmental bond debt including arbitrage rebate requirements for bonded indebtedness, and with all Securities and Exchange Commission requirements for continuing disclosure of the City’s financial condition, and with all applicable Municipal Securities Rulemaking Council requirements.

Revenue Bonds

- 1) The City will adhere to the following guidelines when it finds it necessary to issue revenue bonds:
 - a) For any bonds or lease anticipation or appropriation debt in which the debt service is partially paid from revenue generated by the project and partially paid from tax sources, the portion of the bond or lease to the extent that its debt service is paid from non-tax sources shall be deemed to be revenue bonds and is excluded from the calculation of the annual debt service limitation in.
 - b) Revenue bonds of the City and any of its agencies will be analyzed carefully by the Finance Division for fiscal soundness. The issuance of City revenue bonds will be subject to the most careful review and must be secured by covenants sufficient to protect the bondholders and the credibility of the City.
- 2) Revenue bonds will, whenever feasible, be issued on a competitive basis and will be structured to allow an approximately equal annual debt service amount over the life of the issue.

Tax Anticipation Notes

The City will only issue tax anticipation debt due to unforeseen circumstances and where cash flow projections identify an absolute need, and will retire any such tax anticipation debt annually. Bond anticipation debt will be retired within six months after completion of the project or upon availability of permanent financing.

Variable Interest Debt

The issuance of variable rate debt by the City will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.

Current Debt Service

The City has, in the past, had multiple active debt service funds—the general Debt Service Fund, Telecom Debt Service Fund, Library Bond Retirement Fund, and Municipal Building Authority Fund. Currently, only the general Debt Service Fund has an active budget for FY 2014. The general Debt Service Fund and the Library Bond Retirement Fund are both reported in this book because of historical expenditures being present.

Impact of Debt on Operations

There is little direct impact of the City’s current debt on day-to-day operations. The main reason for this is that the City levies taxes to meet its long-term bond obligations. The capital leases that the City is currently paying are coming from the General Fund. The City’s policy is to not issue debt for general operations of the City.

Debt Service	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Tax	\$ 4,612,589	\$ 5,224,767	\$ 5,176,010	\$ 5,055,456	\$ 3,991,493
Bond Proceeds	-	-	2,334,000	-	-
Miscellaneous	33	-	359	-	-
Interest Income	19,359	19,999	17,960	1,750	1,750
Transfer In	75,241	106,450	113,298	169,559	1,771,443
Total Revenue	<u>4,707,222</u>	<u>5,351,216</u>	<u>7,641,626</u>	<u>5,226,765</u>	<u>5,764,686</u>
Expenditures					
Operations	1,419	1,013	502	107,450	1,000
Nonoperating/Debt	4,172,170	4,590,983	4,599,407	4,650,707	4,747,151
Transfer Out	312,554	398,244	408,942	2,932,007	466,608
Total Expenditures	<u>4,486,143</u>	<u>4,990,240</u>	<u>5,008,850</u>	<u>7,690,164</u>	<u>5,214,759</u>
Net Change in Fund Balance	221,079	360,976	2,632,776	(2,463,399)	549,927
Beginning Fund Balance	128,816	349,895	710,871	3,343,647	880,248
Ending Fund Balance	349,895	710,871	3,343,647	880,248	1,430,175

Telecom Debt Service	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Chargeback	\$ 150,000	\$ 300,000	\$ -	\$ -	\$ -
Principal Payment	706,431	-	-	-	-
Miscellaneous	126,178	(1,239,108)	1,363	-	-
Interest Income	989,889	19,566	6,568	1,140	7,500
Transfer In	2,117,723	3,291,823	3,337,730	3,216,000	3,250,000
Total Revenue	<u>4,090,221</u>	<u>2,372,281</u>	<u>3,345,661</u>	<u>3,217,140</u>	<u>3,257,500</u>
Expenditures					
Nonoperating/Debt	<u>3,221,016</u>	<u>3,219,132</u>	<u>3,222,015</u>	<u>3,217,140</u>	<u>3,218,513</u>
Total Expenditures	<u>3,221,016</u>	<u>3,219,132</u>	<u>3,222,015</u>	<u>3,217,140</u>	<u>3,218,513</u>
Net Change in Fund Balance	869,205	(846,851)	123,646	-	38,987
Beginning Fund Balance	1,750,100	2,619,305	1,772,454	1,896,100	1,896,100
Ending Fund Balance	2,619,305	1,772,454	1,896,100	1,896,100	1,935,087

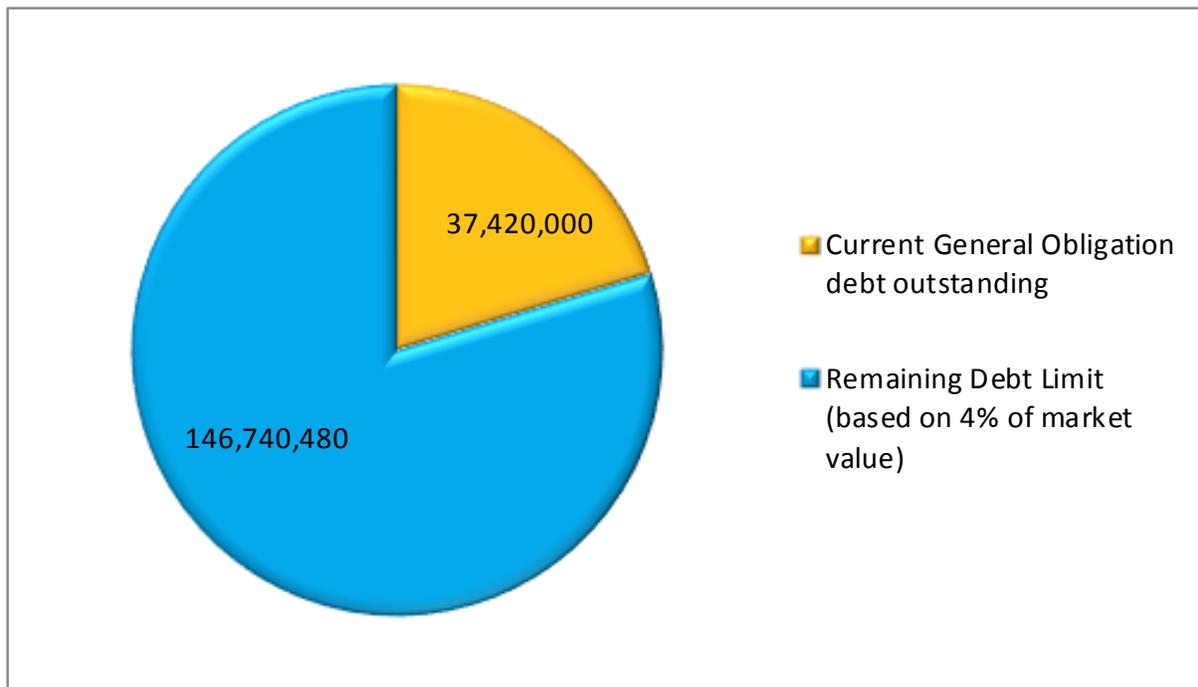
Current Debt Obligations

<u>Series</u>	<u>Purpose</u>	<u>Original Amount</u>	<u>Final Maturity Date</u>	<u>Current Outstanding Balance</u>
General Obligation Bonds				
2011 Series GO Bond	Recreation Center	39,000,000	6/30/2032	37,420,000
Revenue Bonds				
2014 Cemetery Bond	Cemetery Expansion	2,334,000	5/1/2034	2,250,000
Combined General Obligation and Revenue Bonds Debt Schedule				
	Year ended June 30,	Principal	Interest	Total
	2016	1,692,000	1,671,425	3,363,425
	2017	1,726,000	1,636,052	3,362,052
	2018	1,769,000	1,591,723	3,360,723
	2019	1,842,000	1,521,079	3,363,079
	2020	1,916,000	1,447,519	3,363,519
	2021-2025	10,848,000	5,965,863	16,813,863
	2026-2030	13,325,000	3,491,552	16,816,552
	2031-2034	6,552,000	509,548	7,061,548
Lease Agreements				
2013 Capital Lease Refunding	Fire Trucks/Ambulances	1,044,622	6/30/2016	352,370
2012 Capital Lease	Spillman Software	542,720	1/31/2016	110,967
Total Lease Obligations as of June 30, 2015				463,337
Revenue Bonds				
Telecom 2004 Taxable Series	Fiber Network	39,500,000	6/30/2026	26,170,000
	Year ended June 30,	Principal	Interest	Total
	2016	1,820,000	1,395,659	3,215,659
	2017	1,910,000	1,306,115	3,216,115
	2018	2,005,000	1,210,233	3,215,233
	2019	2,110,000	1,107,577	3,217,577
	2020	2,220,000	993,215	3,213,215
	2021-2026	16,105,000	3,189,670	19,294,670
2005 Tax Increment		2,100,000	6/30/2026	145,500
	Year ended June 30,	Principal	Interest	Total
	2016	135,000	71,295	206,295
	2017	50,000	64,680	114,680
	2018	50,000	62,230	112,230
	2019	50,000	59,780	109,780
	2020	90,000	57,330	147,330
	2021-2026	1,080,000	232,505	1,312,505

Revenue Bonds				
Storm Water District 2010 Series A		4,435,000	6/30/2019	1,830,000
Storm Water District 2010 Series B		3,850,000	45473	3,850,000
Water 2015		12,114,962	49341	10,775,000
Wastewater 2015		10,102,571	49341	8,980,000
	Year ended June 30,	Principal	Interest	Total
	2016	1,240,000	1,017,330	2,257,330
	2017	1,260,000	997,901	2,257,901
	2018	1,300,000	960,551	2,260,551
	2019	1,345,000	915,101	2,260,101
	2020	1,400,000	838,163	2,238,163
	2021-2035	18,890,000	5,834,238	24,724,238
		25,435,000	10,563,284	35,998,284

Legal Debt Margin

The City does not have the final tax valuation for the 2015 tax year, so the 2014 valuation will be used to compute the legal debt margin for the City.



Estimated Market Value	4,604,012,000
Total Legal Debt Limit (4% of market value)	184,160,480
Current General Obligation debt outstanding	37,420,000
Legal Debt Margin	146,740,480



Capital Improvement Plan



Capital Improvement Program and Capital Assets

Provo City defines a capital asset as tangible property of a more or less permanent nature with a useful life of at least three years, and costing at least \$5,000. Most capital expenditures for the City are in the Capital Improvement Funds and the Equipment Replacement Fund, with some minor capital purchases made in the other operating funds. The City's assets are held primarily in the form of infrastructure, physical assets, or capital plants such as roads, buildings, and equipment. Sound infrastructure is an important aspect of the quality of life, economic development, and the credit quality of the City.

Dedicating resources to capital investment is appropriate for a growing City such as the City of Provo. Committing to and implementing the City's capital investment program will protect its capital assets and minimize future maintenance and replacement costs.

Capital Improvement Plan

- 1) The City will direct its annual allocation for its capital investments to projects which best support the City's strategic goals, the comprehensive plan and facility master plans. The City will consider all capital improvements in accordance with an adopted capital improvement plan.
- 2) The City will maintain a five-year plan for capital improvements and review and update the plan annually. The Mayor will submit the Capital Improvement Plan for review by the Municipal Council each year. Submission of the Capital Improvement Plan shall be consistent with State of Utah and City of Provo legal requirements.
- 3) The Capital Improvement Plan may include capital improvements for all funds and agencies for which the City sets tax rates, makes levies or approves budgets or plans.
- 4) The Capital Improvement Plan shall include the following elements:
 - a) An implementation plan for each of the capital improvements
 - b) A statement of the objectives of the Capital Improvement Plan and the relationship with the comprehensive plan and the City's strategic plan
 - c) An estimate of the cost and of the anticipated sources of revenue for financing the capital improvements, and an estimate of the impact of each capital improvement on City revenues and the capital and operating budget, including estimated debt service costs, if applicable.
- 5) The City will fund projects and activities identified in the Capital Improvement Plan with the most appropriate revenue sources. Such revenues as impact fee revenue, utility rate revenue, B&C-Road revenue, state and federal grant revenues, and transfers of unrestricted cash from governmental funds.
- 6) The City will return remaining appropriated funds upon the completion of any capital project to the most appropriate capital reserve.
- 7) The City will project its equipment replacement needs as part of the capital improvement process. From this projection, a replacement schedule will be developed and followed. The City will maintain a schedule of capital fixed assets in its fixed asset accounting system.

Capital Improvement Budget Policies

- 1) The City will enact an annual capital budget based on the five-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development, or changes in economic base will be included in capital budget projections.
- 2) The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
- 3) The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
- 4) The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.

- 5) When current revenues or resources are available for capital improvement projects, consideration will be given first to those capital assets with the shortest useful life and/or to those capital assets whose nature makes them comparatively more difficult to finance with bonds or lease financing.
- 6) Nonrecurring revenues, which cannot be used to fund recurring costs and are not required to meet the Unassigned Fund Balance objectives in the City's policy on Fund Balance, should be used for nonrecurring capital expenditures or the early retirement of existing City debt.
- 7) The City will attempt to determine the least costly and most flexible financing method for all new projects. Financing may include debt financing or "pay as you go" or other financing sources.

Current Capital Expenditures

Included in this section is detail on each fund—the five-year projection for each fund by project, along with the adjusted FY 2015 budget, and actuals for the previous four years. For further detail on each individual project, please visit the financial reports page at www.provo.org to review the Capital Improvement Five-Year Plan.

General CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Customer Service Initiative	313,936	-	-	-	-	-	-	313,936
General CIP Misc Projects	75,000	-	-	-	-	-	-	75,000
Replace failing roof on north wing (1A) of City Center	-	-	-	280,000	-	-	-	280,000
Replace failing roof on north wing (1B) of City Center	-	-	-	-	280,000	-	-	280,000
Phase II of City Center north wing seismic upgrades	-	-	-	-	430,000	-	-	430,000
Replace failing roof on east wing (2A) of City Center	-	-	-	-	-	280,000	-	280,000
Replace failing roof on east wing (2B) of City Center	-	-	-	-	-	-	280,000	280,000
Phase III of City Center north east wing seismic upgrades	-	-	-	-	-	410,000	-	410,000
Replace failing roof on west wing (3A) of City Center	-	-	-	-	-	-	280,000	280,000
Replace failing roof on south wing (3B) of City Center	-	-	-	-	-	-	280,000	280,000
Phase IV of City Center west wing seismic upgrades	-	-	-	-	-	-	475,000	475,000
City Center and Fire Station #1 soffitt repair	-	-	-	-	-	-	140,000	140,000
Replace outdated tile ceilings with new grid system - City Center	-	-	-	-	-	-	185,000	185,000
Fleet Facility	-	1,500,000	1,560,000	940,000	-	-	-	4,000,000
ERP Software/Hardware	-	651,680	6,650,534	-	-	-	-	7,302,214
Annual Maintenance	-	-	-	200,000	200,000	200,000	200,000	800,000

General CIP Operating Impact

- The only project scheduled/budgeted in the General CIP Fund that will have an operating impact is the Citywide ERP Solution and a Fleet Facility. One of the goals of the ERP is to combine several old legacy systems into one system, which could possibly save operational dollars by only having one maintenance contract, rather than several. Another hope is that the new system can provide personnel efficiencies which will better serve the citizens of Provo. A funding plan has been included in the FY 2016 budget that includes a contribution from the general fund and enterprise funds.

Golf Course CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Golf Course Improvements	38,866	-	-	-	-	-	-	38,866
Irrigation Control System	47,611	-	-	-	-	-	-	47,611
Bunker Sand	-	-	30,000	-	-	-	-	30,000
Cart Path Overlay	-	-	25,000	50,000	-	-	-	75,000

Golf Course CIP Operating Impact

- These projects include replacing the bunker sand and repairing a portion of the cart path overlay.

Equipment Replacement Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Vehicles	13,868,747	4,907,771	4,113,304	2,982,615	2,165,670	1,064,950	3,061,950	32,165,007

Equipment Replacement Fund

- These expenses cover all vehicle purchases for the city.

Engineering CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Geological Study	49,659	39,849	16,000	25,000	16,000	25,000	16,000	187,508
Misc. Projects	930	-	-	-	-	-	-	930
Westside Connector	3,968,515	12,513,225	500,000	-	-	-	-	16,981,740
Quiet Zones	3,946	24,736	-	-	-	500,000	500,000	1,028,682
Street Cuts	289,161	208,188	50,000	50,000	50,000	50,000	50,000	747,349
Lakeshore Drive Bridge	572,359	102,601	-	-	-	-	-	674,960
Lakeview Parkway & Trail - Phase 1	1,825,373	846,461	6,850,000	-	-	-	-	9,521,835
Mountain Vista Project	3,446,505	-	-	-	-	-	-	3,446,505
Accident Repair Project	13,437	5,954	-	-	-	-	-	19,391
New Development Signs	17,759	48,485	-	-	-	-	-	66,244
Construction Bond Foreclosures	86,947	888,133	-	-	-	-	-	975,079
New Development overlay	2,024,279	1,075,086	-	-	-	-	-	3,099,365
Traffic Signal Repair	5,135	8,179	-	-	-	-	-	13,314
New Development Traffic mitigation	230,044	338,596	-	-	-	-	-	568,640
Sound Wall	666,895	56,240	-	-	-	-	-	723,135
Traffic Impact Fee	253,444	1,053,091	250,000	250,000	250,000	250,000	250,000	2,556,535
UTA art Grant	22,500	-	-	-	-	-	-	22,500
South State Safety Improvement	280,719	-	-	-	-	-	-	280,719
1860 South State	289,072	-	-	-	-	-	-	289,072
University Avenue Sidewalk 2500-5200 N	317,158	-	-	-	-	-	-	317,158
900 E Street Rehabilitation	564,388	2,230,965	-	-	-	-	-	2,795,353
Safe Sidewalk - UDOT	-	185,000	20,000	-	-	-	-	205,000
Lakeview Parkway & Trail - Phase 2	-	-	-	-	-	26,500,000	-	26,500,000
500 West - 1560 South to 1860 South	-	-	150,000	4,300,000	-	-	-	4,450,000
400 East - 300 South to Center Street	-	-	-	150,000	-	-	-	150,000
200 East - Bicycle Improvements - 600 S to 800 N	-	-	-	350,000	-	-	-	350,000
Duncan Road	-	-	500,000	-	-	-	-	500,000
Provo River Parkway Trail - 3700 N to 2230 N	-	-	-	-	3,500,000	-	-	3,500,000
800 North Corridor Study	-	-	21,000	-	-	-	-	21,000
Provo River Bridge - 800 North	-	-	-	-	-	2,740,000	-	2,740,000
Freedom Boulevard Bridge - 600 South	-	-	-	-	-	-	20,000,000	20,000,000
500 North - 600 E to 900 E	-	-	-	-	-	6,500,000	-	6,500,000
1600 West - 1150 S to Lakeview Parkway	-	-	-	-	-	515,000	-	515,000

B&C								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
B&C Traffic Signals	563,430	-	-	-	-	-	-	563,430
820 North Widening	15,152	-	-	-	-	-	-	15,152
Miscellaneous Projects	194,929	269,172	100,000	100,000	100,000	100,000	100,000	964,101
Overlays	582,124	-	-	-	-	-	-	582,124
Intersection Modifications	319,852	280,148	150,000	150,000	150,000	150,000	150,000	1,350,000
Materials Handling Building	-	88,318	-	-	-	-	-	88,318
Bridge Repair	319,803	144,952	100,000	100,000	100,000	100,000	100,000	964,755
Westside Connector	61	-	-	-	-	-	-	61
Master Plan Update	68,259	-	-	-	-	-	-	68,259
Lakeshore Drive Bridge	13,677	-	-	-	-	-	-	13,677
Provo/Orem Transit Study	-	10,155	-	-	-	-	-	10,155
Lakeview Pkwy/Trail	-	-	-	-	-	-	-	-
7 Peaks Blvd - 300 S to Center	2,148,629	-	-	-	-	-	-	2,148,629
1320 South State Intersection	226,263	-	-	-	-	-	-	226,263
1120 S St Intersection Realignment	150,000	-	-	-	-	-	-	150,000
600 E - 600 S to 900 S	26,183	513,817	-	-	-	-	-	540,000
2012 Street Overlay	500,000	-	-	-	-	-	-	500,000
2013 Street Overlay	1,617,948	-	-	-	-	-	-	1,617,948
2000 N Geneva - Intersection Improvements	-	27,000	250,000	-	-	-	-	277,000
Seven Peaks Loan	-	1,200,000	-	-	-	-	-	1,200,000
700 North Seven Peaks Blvd	791,079	-	-	-	-	-	-	791,079
2014 Street Overlay	858,589	530,577	-	-	-	-	-	1,389,166
900 E Intersection Mod	2,759,324	-	-	-	-	-	-	2,759,324
Seven Peaks Boulevard - 800 N to Oakcliff Dr	52,104	97,896	-	500,000	1,000,000	-	-	1,650,000
2015 Street Overlay	-	338,201	-	-	-	-	-	338,201
Independence Avenue - Center to 200 N	657,104	-	-	-	-	-	-	657,104
Sidewalk Replacement	431,072	731,656	500,000	500,000	500,000	500,000	500,000	3,662,727
Sound Wall	-	25,000	-	-	-	-	-	25,000
1080 East - 1120 S to 1320 S	34,852	165,148	-	-	-	650,000	-	850,000
3900 North - Canyon Rd to Timpview Dr	-	273,700	-	-	-	750,000	-	1,023,700
Traffic Signal Modifications	-	35,000	-	-	-	-	-	35,000
Wetland Monitoring - PWC	-	25,000	25,000	25,000	25,000	25,000	25,000	150,000
300 South Project	-	-	400,000	-	-	-	-	-
2016 Street Overlay	-	-	390,000	-	-	-	-	390,000
2017 Street Overlay	-	-	-	465,000	-	-	-	465,000
2018 Street Overlay	-	-	-	-	465,000	-	-	465,000
2019 Street Overlay	-	-	-	-	-	465,000	-	465,000
2020 Street Overlay	-	-	-	-	-	-	465,000	465,000
Stadium Avenue - Canyon Rd to 900 E	-	-	325,000	-	-	-	-	325,000
Columbia Lane - Riverside Av to Grandview Ln	-	-	-	-	-	850,000	-	850,000
Draper Lane - 500 South to 600 South	-	-	-	500,000	1,000,000	-	-	1,500,000
Draper Lane - 300 South to Center Street	-	-	-	-	-	-	1,800,000	1,800,000
Independence Avenue - 1100 North to 1700 North	-	-	-	-	2,000,000	-	-	2,000,000
Transportation Master Plan - Update	-	-	-	180,000	-	-	-	180,000

B&C and Engineering CIP Operating Impact

- The nature of the B&C and Engineering CIP funds is to maintain, build and replace City transportation infrastructure. Trails, bike paths, roads, bridges, and sidewalks, etc., are provided for in this fund. In FY 2014, the Utility Transportation Fund was created in order to take some of the burden of maintenance from these two funds (see Utility Transportation Fund for more information). The goals of these two funds will be to replace and build infrastructure, which will have some operational impact because of ongoing street maintenance. On the other hand, because of the Utility Transportation Fund, the funds will be able to focus more on improving City infrastructure instead of focusing on maintenance of existing roads.

Parks and Recreation CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Parks - Storm Damage	46,388	-	-	-	-	-	-	46,388
Lakeview Park	671,459	-	-	-	-	-	-	671,459
Cemetery Improvements	144,712	2,304,000	-	-	-	-	-	2,448,712
University Greenway	198,433	800	-	-	-	-	-	199,233
Land Purchases	885,205	-	-	-	-	-	-	885,205
Misc Park Projects	99,505	2,211	-	-	-	-	-	101,716
New Recreation Center	39,736,041	161,176	-	-	-	-	-	39,897,217
Slate Canyon Trailhead	64,295	1,588,918	-	-	-	-	-	1,653,213
Veteran Memorial Pool	74,987	-	-	-	-	-	-	74,987
Sherwood Hills Park	8,783	1,217	-	-	-	-	-	10,000
Foothill Park	32,700	200,000	-	-	-	-	-	232,700
Amenities	-	-	-	-	-	-	-	-
Utah County Recreation Grant	313,038	65,799	-	-	-	-	-	378,837
Disc Golf	-	35,000	-	-	-	-	-	35,000
Cemetery Expansion	210,598	1,049,805	-	-	-	-	-	1,260,403
Franklin Park	57,119	492,676	-	-	-	-	-	549,795
Spring Creek Park	274,798	-	800,000	-	-	-	-	1,074,798
Stutz Park	29,576	20,424	-	-	-	-	-	50,000
Veterans Memorial	38,901	-	-	-	-	-	-	38,901
Downtown Streetscape Improvements	-	100,000	-	-	200,000	200,000	200,000	700,000
Dog Park(s)	-	9,264	-	-	-	-	-	9,264
Park Restroom Replacements	-	-	-	260,000	130,000	130,000	130,000	650,000
Provo River Parkway Trail	-	-	-	500,000	250,000	250,000	250,000	1,250,000
Playground Replacements	-	-	-	180,000	90,000	90,000	90,000	450,000
Off Leash Dog Park	-	-	90,000	90,000	90,000	-	-	270,000
Regional Sports Complex - Land Acquisition	-	-	-	3,000,000	-	-	-	3,000,000
Tennis Court Renovation	-	-	-	400,000	-	-	-	400,000
Land Acquisition for West Provo Parks	-	-	-	120,000	60,000	60,000	60,000	300,000
Sports Field Renovations	-	-	-	100,000	50,000	50,000	50,000	250,000
Bicentennial Park Expansion	-	-	-	-	1,800,500	2,000,000	-	3,800,500
Fort Utah Park	-	-	-	188,000	-	-	-	188,000
Central Irrigation System	-	-	-	100,000	100,000	-	-	200,000
Shooting Sports Park	-	-	-	35,000	60,000	60,000	-	155,000
Stutz Park	-	-	-	1,200,000	-	-	-	1,200,000
Slate Canyon Park	-	-	-	1,300,000	1,100,000	819,228	-	3,219,228
Squaw Peak Outdoor Recreation Area - SPORA	-	-	-	50,000	150,000	-	-	200,000
Canyon Road Park	-	-	358,275	75,000	2,425,000	-	-	2,858,275
Foothill Park	-	-	-	-	-	1,200,000	1,200,000	2,400,000
Lions Park	-	-	-	150,000	150,000	140,000	-	440,000
North University Avenue Greenway	-	-	-	450,000	-	-	-	450,000
Lovers Lane Trail	-	-	-	-	-	100,000	-	100,000
Water Park Trail	-	-	-	-	80,000	-	-	80,000
Kiwanis Park	-	-	-	120,000	150,000	150,000	-	420,000
Sunset View Park	-	-	-	-	800,000	600,000	-	1,400,000
Wilderness Park	-	-	-	150,000	182,000	150,000	-	482,000
Footprinter Park	-	-	-	350,000	200,000	-	-	550,000
Impact Attenuation Surfacing	-	-	-	120,000	60,000	60,000	60,000	300,000
Parking Lot Asphalt Resurfacing	-	-	-	200,000	100,000	100,000	100,000	500,000
Adaptive Playground	-	-	-	450,000	-	-	-	450,000
Lighting Upgrades	-	-	-	100,000	-	-	-	100,000

Parks and Recreation CIP Operating Impact

- Most projects in the Parks and Recreation will have an impact on the operational expenditures of the City. When a park is finished, costs for utilities, personnel, and other operating costs are evaluated based on the size of the park, the amount of grass vs. cement, and other amenities available. Some projects like Playground Replacement and Park Restroom Replacement will most likely not have any effect on the operating budget, as these are just replacements for existing structures. Operational efficiencies might occur because of the lower costs of maintaining newer facilities. The budget proposal would require the city to hold and election for a RAP tax.

Airport CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Center/North Aprons-AIP34	1,627,210	-	-	-	-	-	-	1,627,210
Pavement Preventative Maintenance	450,000	220,000	220,000	220,000	220,000	220,000	220,000	1,770,000
Construct Alpha North Apron	-	-	1,000,000	1,000,000	9,000,000	-	-	11,000,000
Upgrade ATCT Equipment	-	-	-	-	-	-	-	-
Terminal Upgrades-AIP32/33	711,884	-	-	-	-	-	-	711,884
City Commercial Upgrades	154,774	-	-	-	-	-	-	154,774
SCASDP	549,500	-	-	-	-	-	-	549,500
EMPG - Baseline	59,132	7,697	-	-	-	-	-	66,829
Primary Entitlement-AIP36	196,665	-	-	-	-	-	-	196,665
ARFF Replacement	693,001	56,999	-	-	-	-	-	750,000
Runway 13/31 Rehab Design AIP38	653,335	-	-	-	-	-	-	653,335
Strengthening Runway	-	8,600,000	-	-	-	-	-	8,600,000
Duncan Ramp - AIP	-	7,030,800	-	-	-	-	-	7,030,800
Land Purchases	209,352	19,020	4,340	-	-	-	-	232,712
Construct New Taxi Lane South	-	-	-	-	-	-	1,000,000	1,000,000
Construct Fuel Farm Facility	-	-	-	-	-	-	900,000	900,000
ILS Approach for 31	-	-	-	-	-	2,000,000	-	2,000,000
1271-Replace Movement Area Lighting and Upgrade ATCT Equipment	-	-	-	-	-	450,000	-	450,000
Construct Cargo Apron	-	-	-	-	-	6,000,000	-	6,000,000
High Security Perimeter Fence	-	-	300,000	-	-	-	-	300,000
Purchase New Snow Equipment	-	-	330,000	-	-	-	-	330,000
New Provo Airport Terminal Facility	-	-	-	7,000,000	7,000,000	-	-	14,000,000
Resurface Runway 18-36	-	-	-	-	-	7,750,000	-	7,750,000
Master Plan (AIP Funded)	-	-	551,000	-	-	-	-	551,000
Tower Equipment (funding undetermined)	-	-	-	500,000	-	-	-	500,000
Taxi Lane Resurfacing (City funded)	-	-	-	200,000	-	-	-	200,000

Airport CIP Operating Impact

- Most of the projects for the Airport CIP fund are assuming federal funding and more growth at the Airport. Major projects scheduled assume more flights scheduled into and out of the Airport, which will have a major impact on operational expenses because of the increased need for personnel for security, check-ins, terminal, etc. These projects will not be undertaken without a large growth in the number of enplanements at the Provo Airport. City personnel are actively pursuing other airlines to increase the demand.

Water CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Water Distribution System Improvements (New Main Lines)	976,420	940,182	500,000	500,000	500,000	500,000	500,000	4,416,602
Misc. Capital Items	75,105	32,436	30,000	30,000	30,000	30,000	30,000	257,541
Water Main Oversizing	15,096	44,904	15,000	15,000	15,000	15,000	15,000	135,000
Big Springs Development	281,303	2,690,624	1,250,000	-	-	-	-	4,221,926
Wells	1,871,498	1,917,572	950,000	1,000,000	1,000,000	1,000,000	1,000,000	8,739,070
Southeast Reservoir Drain Line	127,232	-	-	-	-	-	-	127,232
Warehouse	38,468	-	-	-	-	-	-	38,468
Large Meter Change out	149,040	8,230	-	-	-	-	-	157,270
PRV Stations	-	560,000	-	-	-	-	-	560,000
Automatic Meter Interface	1,594,999	823,286	275,000	475,000	475,000	475,000	300,000	4,418,285
Storage Reservoir	2,943	12,267,821	-	-	-	-	-	12,270,765
Contingency	42,155	78,345	-	-	-	-	-	120,500
Vehicle Replacement	-	123,170	37,000	230,000	30,000	-	-	420,170
Inter-Reservoir Structure	-	20,000	100,000	-	-	-	-	120,000
600 e 600 S to 900 S Cemetery	79,448	-	-	-	-	-	-	79,448
820 N 900 E 8-inch water line	28,830	300,000	-	-	-	-	-	328,830
Water Main Line Replacement	-	-	-	500,000	600,000	700,000	800,000	2,600,000
48-inch Transmission Line	-	-	-	20,000,000	-	-	-	20,000,000
36" New Provo Canyon Parallel Transmission Line	-	-	-	-	-	-	-	-
Main Reservoir - Paint	-	-	380,000	350,000	-	-	-	730,000
36" Existing Provo Canyon Transmission Line Rehabilitation and Linin	-	-	-	-	-	-	-	-
Slate Canyon Well Building Replacement	-	-	-	-	-	200,000	-	200,000
West Zone II 2nd Chamber (Slate Canyon) 4MG	-	-	-	-	-	-	-	-
Intermed(4MG), Main(6MG), Gallery(5MG) Reservoir Replacement	-	-	-	750,000	750,000	750,000	750,000	3,000,000
Spring Rehabilitation	-	-	-	50,000	200,000	50,000	200,000	500,000

Water CIP Operating Impact

- The projects scheduled in the Water CIP Fund will have a two-fold effect. The increased capacity may have an impact on operations due to the increase in infrastructure, but the projects will also create a greater efficiency within the existing infrastructure. Most projects will not have an impact on operational expenses.

Wastewater CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Misc WWC & WRP	231,236	36,953	20,000	20,000	20,000	20,000	20,000	368,189
Overlay Roads WRP	19,459	180,541	-	-	-	300,000	-	500,000
Sewer Main Oversizing	11,552	33,448	15,000	15,000	15,000	15,000	15,000	120,000
Capital Equipment	67,127	45,288	25,000	25,000	25,000	25,000	25,000	237,415
Water Reclamation Plant Improv	913,702	83,617	-	-	-	-	-	997,319
Collection System Rehab.	239,123	60,000	60,000	60,000	60,000	60,000	60,000	599,123
Final Clarifier #2	67,655	67,345	10,000	-	-	-	-	145,000
Clarifier Rehabilitation	2,090	27,910	-	-	-	-	-	30,000
Contingency	136,262	142,908	100,000	100,000	100,000	100,000	100,000	779,170
Water Reclamation Lift Station	30,465	1,227,405	-	-	-	-	-	1,257,870
600 South Overlay	9,000	-	-	-	-	-	-	9,000
500 E Sewer Main	892,933	-	-	-	-	-	-	892,933
Ultra Violet Disinfection System	136,370	1,730,066	933,564	-	-	-	-	2,800,000
Lift Station Standard design	31,935	38,065	-	-	-	-	-	70,000
Step Screen/Headworks	-	38,065	-	-	-	-	-	38,065
Aeration Basin Pumps	-	1,773,100	-	-	-	-	-	1,773,100
Roofing	59,401	-	15,000	-	-	-	-	74,401
200 N Action Target Sewer	10,955	-	-	-	-	-	-	10,955
Vehicle Replacement	-	80,286	344,000	-	-	-	-	424,286
Sewer - State Street and 900 S	625,278	22,722	-	-	-	-	-	648,000
Primary Digester Mixers	-	731,639	-	-	-	-	-	731,639
600 E - 600 S to 900 S Cemetery	55,414	25,207	-	-	-	-	-	80,621
Reclamation Plant Master Plan	-	500,000	50,000	-	-	-	-	550,000
NW Lift Station & Force Main	6,075	838,925	-	-	-	-	-	845,000
Nutrient Removal Project	-	100,000	-	200,000	200,000	1,500,000	-	2,000,000
West Side Sewer Lines	-	3,800,000	-	1,000,000	1,000,000	1,000,000	-	6,800,000
300 South Collection System Rehabilitation	-	120,000	130,000	-	-	-	-	250,000
Anticipated Master Plan Projects From Plant	-	2,000,000	-	1,000,000	1,000,000	1,000,000	2,000,000	7,000,000
Additional Lift Stations West of I-15	-	2,400,000	-	1,200,000	-	-	-	3,600,000
Reclamation Digester Dome Rep	-	342,130	-	-	-	-	-	342,130
Turbine Blower Conversion/Primary Clarifier 2	-	-	795,000	-	-	-	-	795,000
Riverside Country Club 18" Sewer Main Line	-	-	-	250,000	-	-	-	250,000
Mt. Vista Collection System Improvements	-	-	-	400,000	400,000	400,000	-	1,200,000
University Avenue Pipe Bursting	-	-	-	-	-	700,000	-	700,000
Sewer Lift Station Improvements	-	-	50,000	200,000	200,000	50,000	50,000	550,000
Parallel 36" West Side Sewer Main	-	-	-	-	1,000,000	1,000,000	3,000,000	5,000,000

Wastewater CIP Operating Impact

- Some of the projects in the Wastewater CIP fund assume a large amount of growth on the west side of the City. If that growth occurs, there will be a large impact on the operational expenses, but will be offset by utility and impact fees because of that growth. Other projects involving rehabilitation or improvement at the plant or in the collection system will provide operational efficiencies that could decrease operating costs.

Sanitation CIP Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Materials Handling Building	-	130,000	-	-	-	-	-	130,000
Sanitation Facility Renovation	-	150,000	-	1,000,000	-	-	-	1,150,000
Covered Sanitation Parking	-	350,000	-	150,000	-	-	-	500,000

Sanitation CIP Operating Impact

- The planned renovation to the Sanitation facility is in the beginning stages. The operational impact is being reviewed, but existing buildings being replaced or renovated could provide operational savings.

Utility Transportation Fund								
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Crack Seal	-	196,749	200,000	200,000	200,000	200,000	200,000	1,196,749
Overlay	-	2,639,138	2,100,000	1,900,000	1,900,000	1,900,000	1,900,000	12,339,138

Utility Transportation Fund

- The revenues generated for the Utility transportation fund are used here for road improvements.

Energy CIP Fund									
Project Name	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total	
General and Administrative Buildings-Admin Improvements	115,605	168,207	50,000	10,000	10,000	10,000	10,000	373,812	
General and Administrative -ERP	75,814	476,686	237,150	237,150	237,150	237,150	237,150	1,738,250	
Distribution Meters-New & Replacement Meters	194,064	3,475,251	600,000	2,600,000	50,000	50,000	50,000	7,019,315	
Distribution Materials - New Development Materials and Supplies	2,475,149	728,092	150,000	-	-	-	-	3,353,241	
General and Administrative - Engineering Software	79,830	110,734	10,000	10,000	10,000	10,000	10,000	240,565	
Transmission System-SCADA System	84,097	132,903	35,000	35,000	35,000	35,000	35,000	392,000	
Street and Security Lighting-Streets Lights	252,099	89,592	100,000	100,000	100,000	100,000	100,000	841,691	
Distribution Materials-Distribution Upgrade	1,396,188	541,416	729,240	1,043,704	1,011,000	700,000	1,676,000	7,097,548	
Distribution Transformers-New & Replacement Transformers	1,204,908	334,526	162,500	162,500	162,500	162,500	162,500	2,351,934	
Transmission System-Rebuilding & Upgrade System	6,806	165,236	583,600	234,800	410,000	-	-	1,400,441	
Appropriated Contingency	3,700	239,310	300,000	300,000	300,000	-	-	1,143,010	
Lakeshore Drive North Line	69,452	-	-	-	-	-	-	69,452	
Pole Treatment	-	40,000	-	-	-	-	-	40,000	
Substation Transmission-Rebuilding & Upgrade System	118,021	176,708	637,820	1,554,900	1,252,500	1,407,500	132,000	5,279,449	
Substation Distribution-Rebuilding & Upgrade System	44,706	3,011,694	75,000	-	-	-	-	3,131,400	
Ironton 600 AMP OH Distribution	-	40,000	-	-	-	-	-	40,000	
Distribution Materials-Distribution Automation	922,778	436,173	341,000	275,000	275,000	275,000	275,000	2,799,951	
Misc I/S Projects	548,899	642,101	-	-	-	-	-	1,191,000	
General and Administrative-New & Replacement Equipment-Nonvehicl	379,452	70,108	85,500	45,000	11,500	74,000	5,000	670,560	
General and Administrative-Buildings and Land - New	453,425	20,585,031	-	-	-	-	-	21,038,455	
Customer Calling Center	5,000	-	-	-	-	-	-	5,000	
Distribution Materials-Designated City Projects	355,359	95,545	125,000	125,000	125,000	125,000	125,000	1,075,904	
Distribution Materials -Electric Service Connections	358,147	156,615	45,000	45,000	45,000	45,000	45,000	739,762	
Westise 138kV - 46kV Transformer	2,422,238	56,078	-	-	-	-	-	2,478,316	
Gillispie 138kV Circuit Breaker	-	362,000	-	-	-	-	-	362,000	
Westgate Switchyard	373,499	16,680	-	-	-	-	-	390,179	
Westgate to Draper Trans Line	937,410	98,492	-	-	-	-	-	1,035,901	
Ironton OH/UG Distribution	154	200,046	-	-	-	-	-	200,200	
Lakeview North Annexation	31,245	-	-	-	-	-	-	31,245	
Power Factor Correction	219,468	421,504	-	-	-	-	-	640,972	
Tanner Substation Relay Upgrade	147,586	535,980	-	-	-	-	-	683,566	
900 East Switch Station	234,720	275,280	-	-	-	-	-	510,000	
Power Pole Relocation I-15 Wide	1,078,380	152,199	-	-	-	-	-	1,230,579	
Power Plant to 900 E Trans	46,672	-	-	-	-	-	-	46,672	
Plumtree/Gillispie/Hale Line	-	290,000	-	-	-	-	-	290,000	
Distribution Rebuild/Upgrade System	-	557,000	-	-	-	-	-	557,000	
Engineering Software	-	20,000	-	-	-	-	-	20,000	
General and Administrative-New & Replacement Vehicles	1,602,403	-	677,000	-	-	-	-	2,279,403	
Power Plant 46 kV Breaker Addition	205,790	24,210	-	-	-	-	-	230,000	
Land Purchases	-	500,000	-	-	-	-	-	500,000	
New Mountain Vista Substation	-	-	-	-	400,000	950,000	-	1,350,000	

Energy CIP Operating Impact

- Many projects scheduled in the Energy CIP fund are ongoing maintenance, which has no impact on operational expenses. Other projects, including the new energy campus planned in FY 2016, will provide operational efficiencies which will have little impact on operations.

Detail of Significant Nonrecurring Capital Expenditures

General CIP Fund

ERP

Fiscal Year 2015-2016: **\$7,302,214**

This project will fund the adoption of a city-wide software upgrade to increase functionality in many city functions.

Funding Source: General Fund and Enterprise Fund contributions

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Fleet Facility

Fiscal Year 2015-2016: **\$1,560,000**

This project will begin construction of the fleet facility to increase its functionality and bring it up to code.

Funding Source: General Fund and Enterprise Fund contributions

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Engineering CIP Fund

West Side Connector

Fiscal Year 2015-2016: **\$500,000**

This project will construct a new road from the I-15 University Avenue interchange west to the Provo Airport.

Funding Source: Impact fees

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Lakeview Parkway & Trail

Fiscal Year 2015-2016: **\$6,850,000**

This project will build a new five lane road from the Provo Airport north to Center Street.

Funding Source: B&C Funds and MAG

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Safe Sidewalk—UDOT

Fiscal Year 2015-2016: **\$20,000**

This project concludes the FY2014 project for improvements along Geneva Road.

Funding Source: B&C Funds and UDOT

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

500 W—1560 S to 1860 S

Fiscal Year 2015-2016: **\$150,000**

This project would increase capacity on 500 W to link to the new West Side Connector.

Funding Source: B&C Funds

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Duncan Road

Fiscal Year 2015-2016: **\$500,000**

This project will construct a road from Center Street to the Duncan Aviation project site.

Funding Source: CIP Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

800 N Corridor Study

Fiscal Year 2015-2016: **\$21,000**

This project will study the future needs of 800 N including a potential interchange at I-15.

Funding Source: B&C Funds and MAG

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

B&C Road Fund

Wetland Monitoring

Fiscal Year 2015-2016: **\$25,000**

This project will fund the monitoring of wetlands impacted by the construction of the west side connector.

Funding Source: B&C Funds

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

2016 Street Overlay

Fiscal Year 2015-2016: \$390,000

This project will resurface streets which must be done on average every seven years to maintain integrity.

Funding Source: B&C Funds

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Stadium Avenue—Canyon Rd to 900 E

Fiscal Year 2015-2016: \$325,000

The project will improve the safety of Stadium lane in conjunction with upgrades to drainage and waterline infrastructure.

Funding Source: B&C Funds

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

2000 N Geneva—Intersection Improvements

Fiscal Year 2015-2016: \$250,000

The project will include the purchase of property to make safety improvements to the existing intersection.

Funding Source: B&C Funds

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

300 South Project

Fiscal Year 2015-2016: \$400,000

The project will include the purchase of property to make safety improvements to the existing intersection.

Funding Source: B&C Funds

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

———— **Golf Course CIP Fund** ————

Bunker Sand

Fiscal Year 2015-2016: \$30,000

The project will complete the renovation of the golf course bunkers to be at PGA standards.

Funding Source: Golf Course Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Cart Path Overlay

Fiscal Year 2015-2016: \$25,000

The project will complete nine holes' renovation of their associated cart paths.

Funding Source: Golf Course Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

———— **Parks CIP Fund** ————

Spring Creek Park

Fiscal Year 2015-2016: \$800,000

This project will construct a new park at 1200 South 1100 East.

Funding Source: General Fund, CDBG, Impact Fees

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Off Leash Dog Park

Fiscal Year 2015-2016: \$90,000

This project will continue development of off-leash areas in existing city parks.

Funding Source: General Fund

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Canyon Road Park

Fiscal Year 2015-2016: \$358,275

This project will fund additional property acquisition to create a park with youth baseball and soccer fields in the north-east part of Provo.

Funding Source: General Fund, Impact Fees, Land Sales

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

RAP Projects

Fiscal Year 2015-2016: \$8,973,622

This project will be funded by the proposed RAP tax to be

voted on in August and will allow the renovation, and addition of many Parks & Recreation Facilities.

Funding Source: General Fund, Impact Fees

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

———— **Airport CIP Fund** ————

High Security Perimeter Fence

Fiscal Year 2015-2016: **\$300,000**

This project will upgrade the terminal area’s perimeter fence to better prevent unlawful entry.

Funding Source: State, Airport CIP

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Construct Alpha North Apron

Fiscal Year 2015-2016: **\$1,000,000**

This project will construct an Apron in preparation for the Duncan Aviation facility.

Funding Source: AIP Entitlement

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Purchase New Snow Equipment

Fiscal Year 2015-2016: **\$330,000**

This project will purchase equipment allow the removal of snow in a more timely manner to meet increased demand.

Funding Source: FAA Funding

Impact on Operating Budget: This project has no impact on operating budgets.

Master Plan

Fiscal Year 2015-2016: **\$551,000**

This project will perform a masterplan mandated by the FAA and enable future improvements to be funded by the FAA.

Funding Source: AIP Funding

Impact on Operating Budget: These projects use person-

nel resources budgeted in operations.

———— **Water CIP Fund** ————

Big Spring Development

Fiscal Year 2015-2016: **\$1,250,000**

This project will provide for the development of Big Springs and its connection to the Provo City spring system.

Funding Source: Water Fund Balance, Impact Fees

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Wells

Fiscal Year 2015-2016: **\$950,000**

This project will continue the development of Provo City’s underground water rights.

Funding Source: Water Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Automatic Meter Interface

Fiscal Year 2015-2016: **\$275,000**

This project will continue to deploy water meters that are connected to radios enabling identification of leaks and detecting backflow.

Funding Source: Water Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Main Reservoir—Paint

Fiscal Year 2015-2016: **\$380,000**

This project will paint the metal reservoir to prevent corrosion.

Funding Source: Water Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Inter-Reservoir Structure

Fiscal Year 2015-2016: **\$100,000**

This project will repair structural deficiencies and repaint sections of the interior.

Funding Source: Water Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

———— Wastewater CIP Fund ————

Final Clarifier #2

Fiscal Year 2015-2016: \$10,000

This project will install a wastewater clarifier to maintain the functionality of the wastewater management system.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Ultraviolet Disinfection System

Fiscal Year 2015-2016: \$933,564

This project will convert the primary disinfection process at the Water Reclamation Plant.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: This project has no impact on operating budgets.

Roofing

Fiscal Year 2015-2016: \$15,000

This project will repair roofs on the Water Reclamation plant.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Reclamation Plant Master Plan

Fiscal Year 2015-2016: \$50,000

This project will complete funding a master plan for the Reclamation Plant.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Turbine Blower Conversion/Primary Clarifier 2

Fiscal Year 2015-2016: \$795,000

This project converts blowers to be more efficient.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

300 South Collection System Rehabilitation

Fiscal Year 2015-2016: \$130,000

This project will replace sewer mains to coincide with UDOT's 300 S rehabilitation.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Sewer Lift Station Improvements

Fiscal Year 2015-2016: \$50,000

This project will provide for improvements to sewer lift stations through the city.

Funding Source: Wastewater Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

———— Sanitation CIP Fund ————

There are no major projects planned for FY 2016.

———— Energy CIP Fund ————

ERP Software Upgrade

Fiscal Year 2015-2016: \$237,150

This project will fund the purchase and upgrade of the software supporting city-wide operations.

Funding Source: Energy Fund Balance

Impact on Operating Budget: This project has no impact on operating budgets directly.

New and Replacement Meters

Fiscal Year 2015-2016: \$600,000

This project provides for the purchase of new and replacement meters. This year, the budget will cover substantial purchases to establish the AMI Network.

Funding Source: Energy Fund Balance

Impact on Operating Budget: This project has no impact on operating budgets.

New & Replacement Distribution Transformers

Fiscal Year 2015-2016: \$162,500

This project provides for the purchase of new and replacement Transmission Transformers.

Funding Source: Energy Fund Balance

Impact on Operating Budget: This project has no impact on operating budgets.

Transmission System—Rebuilding & Upgrade

Fiscal Year 2015-2016: \$583,600

This project provides for the yearly rebuild and upgrade improvements to the transmission system for a variety of causes.

Funding Source: Energy Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Substation Transmission—Rebuild & Upgrade System

Fiscal Year 2015-2016: \$637,820

This project provides for the upgrade of the larger scale of substation equipment to maintain the system and comply with federal regulations.

Funding Source: Energy Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Substation Distribution—Rebuild & Upgrade System

Fiscal Year 2015-2016: \$75,000

This project provides for the upgrade of the smaller portion of substation equipment maintaining their functionality.

Funding Source: Energy Fund Balance

Impact on Operating Budget: These projects use personnel resources budgeted in operations.

Distribution Materials—Distribution Automation

Fiscal Year 2015-2016: \$341,000

This project provides for the automation of selected sites to improve reliability and reducing outage durations.

Funding Source: Energy Fund Balance

Impact on Operating Budget: These projects use person-

nel resources budgeted in operations.

Buildings and Land—New

Fiscal Year 2015-2016: \$20,000,000

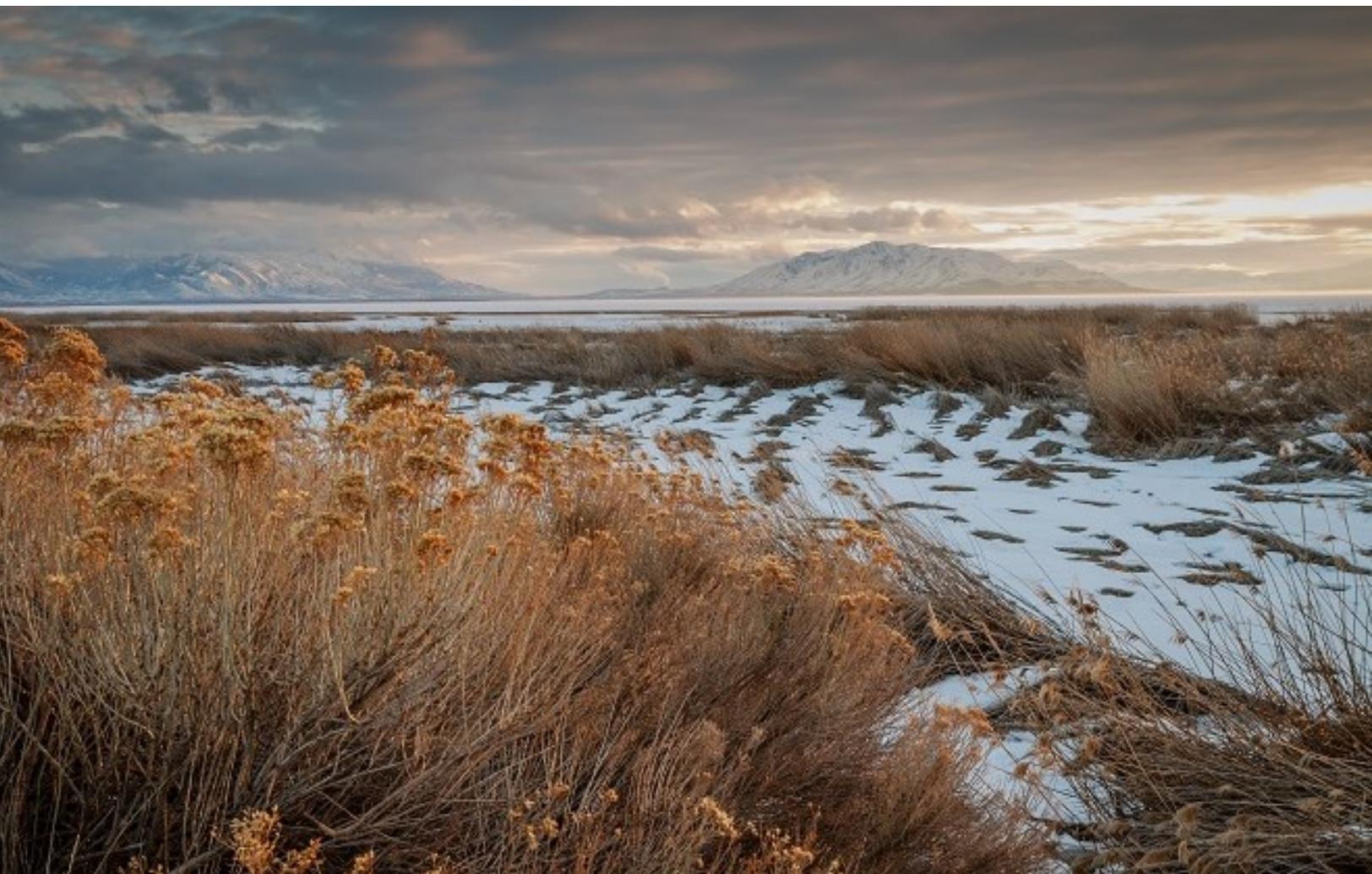
This project will fund the construction of a new energy campus that will enable smoother operations at reduced maintenance costs.

Funding Source: Energy Fund Balance

Impact on Operating Budget: This project has no impact on operating budgets.



Other Information



Provo City by the Numbers

1 st	<ul style="list-style-type: none"> • Volunteering • Nice & most thoughtful city • Highest well-being index score • Fastest growing on the rise startup hub • Quality of life • Healthiest • Happiest • Metro area for projected growth
2 nd	<ul style="list-style-type: none"> • Greatest place to live • Best work-life balance • Utah's fastest growing cities • Safest metro
3 rd	<ul style="list-style-type: none"> • Best place for homeownership • Best city for successful aging • Business and careers • Most livable city • Educated job seekers • Large city for economic performance
4 th	<ul style="list-style-type: none"> • Best downtown • Best city for young families • Most educated metro • Wellbeing • Most competitive metro • Best Bike Paths in the West
6 th	<ul style="list-style-type: none"> • Most walkable city
7 th	<ul style="list-style-type: none"> • Fastest growing • Best performing city
8 th	<ul style="list-style-type: none"> • Best Downtown
9 th	<ul style="list-style-type: none"> • Highest cycling rate
10 th	<ul style="list-style-type: none"> • Best city to raise a family • Best jobs
18	<ul style="list-style-type: none"> • Public Schools in Provo
23.6	<ul style="list-style-type: none"> • Median Age
37.2	<ul style="list-style-type: none"> • Miles of Pathways/Trailheads
39.5%	<ul style="list-style-type: none"> • Adults over 25 with Bachelor's Degree or Higher
42.5%	<ul style="list-style-type: none"> • Homeownership rate
109	<ul style="list-style-type: none"> • Parks in Provo
2,699	<ul style="list-style-type: none"> • People per square mile
33,336	<ul style="list-style-type: none"> • Students at Brigham Young University in Provo

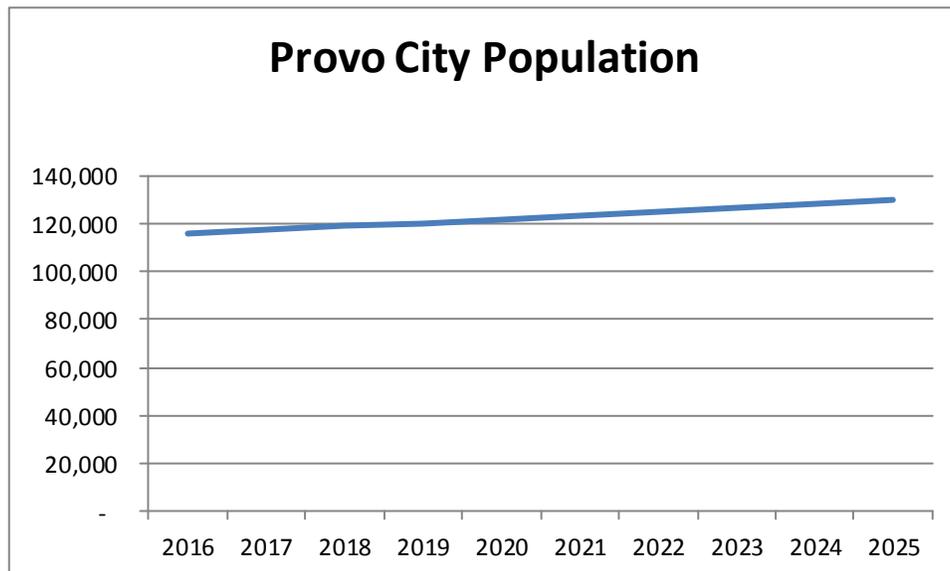
Life in Provo

Principal Employers- -Provo City

Brigham Young University
 Utah Valley Regional Medical Center
 Vivint, Inc.
 Central Utah Medical Clinic.
 FindItInUtah
 MyFamily.com
 Provo City Inc.
 RBD Acquisition Sub, Inc.
 Utah State Hospital
 Bluehost.com
 Action Target Inc.
 Heritage Schools Inc.
 Insidesales.Com Inc.
 NSE Products, Inc.
 NuSkin International Inc.
 NuSkin United States
 Property Solutions International Inc.
 Qualtrics, LLC
 SH Megadiamon, Inc.
 Vivint Solar Developer LLC
 Intermountain Healthcare
 Novell
 NuSkin /Big Planet
 Provo School District
 Utah County

Principal Property Taxpayers- -Provo City

NuSkin International Inc.
 SIR Properties Trust (formerly Novell)
 Provo Mall LLC
 Central Utah Investment Company
 Tropical Development LLC
 Freight Line Properties LLC
 Questar Gas
 ESNET Riverwood Properties LLC
 Qwest Corp
 Parkway Village Provo Holdings LLC
 HRA Branbury Park LLC
 Tigriswoods LLC
 TCP-Provo LLC
 Union Pacific Roalroad Co.
 CCA-Riverside Plaza LLC
 KC Gardner Riverwoods LC
 Sundance Partners LTD
 B H Provo
 1565 North LLC
 East Bay Center LLC
 IHC Hospitals Inc.
 Liberty Square Investors LLC
 Raintree Park Limited
 Dillards USA Inc.
 MPT of Provo



Long Term Planning

The City of Provo, incorporated in 1851, is located in a metropolitan area that has a dynamic and diverse economy. The City has a diverse manufacturing and industrial base. Major industries include retail business, light manufacturing, software development, and a university community. This diversity stabilizes the unemployment rate and offers a broad range of employment opportunities.

The City of Provo provides a full range of services that include public safety, streets, recreational and cultural events, community development and general administrative services. The City of Provo also operates energy, water, wastewater, sanitation, municipal golf course, and storm drain utilities. A general aviation airport and a telecom network are also part of the City of Provo. Component units are legally separate entities for which the nature and significance of their relationship with the City of Provo are such that exclusion would cause the financial statements to be misleading or incomplete. Blended component units are included as part of the primary government. Accordingly, Provo City Redevelopment Agency is reported as special revenue fund and the Provo City Storm Water Service District as an enterprise fund.

The Administration and Municipal Council has worked hard to submit a responsible, sustainable budget. The City is closely monitoring the current economic environment. As the City plans for the future, we are being very cautious to align the commitment of City resources with the anticipated revenues for the City. However, despite our careful planning and disciplined spending, we continue to face budget challenges due to the slow rate of economic recovery along with the continued increase to personnel, operational and capital expenses. We need to continue to refocus government on the results that matter to citizens, prioritize and improve levels of service, and find cost effective and innovative options for service delivery.

The City undertook an in-depth and detailed look at the budgeting process for Fiscal Year 2016. Administration began reviewing preliminary budget projections in December of 2014 in preparation for the FY 2016 budget.

The Administration has created a 10-year model that provides the proposed budget for Fiscal Year 2016, with a nine-year look forward. This 10-year model currently only reflects revenues, transfers in, expenses and transfers out for the General Fund.

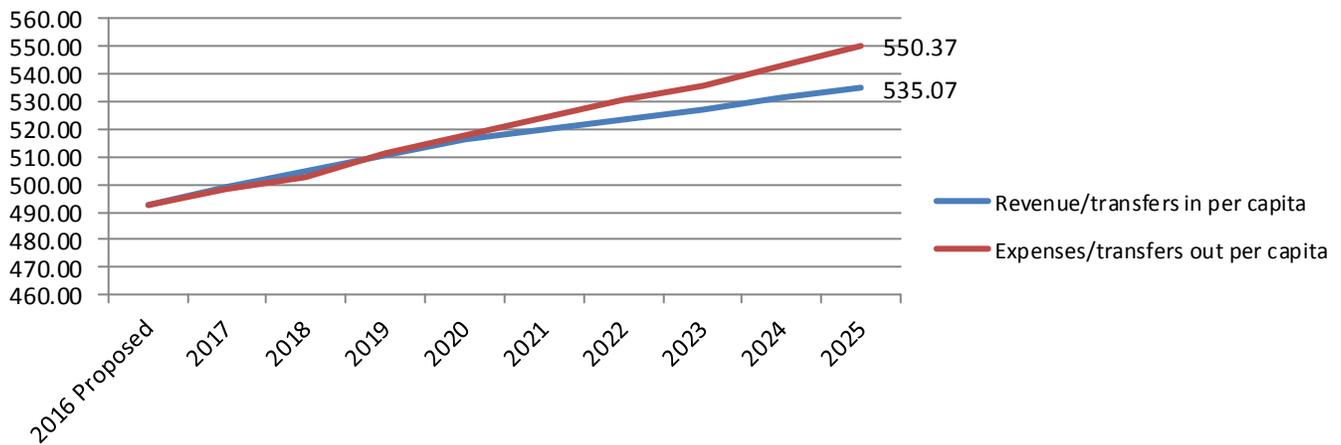
The spreadsheet has been designed with numerous assumptions in mind, with the capability of changing them as needed for analysis. The major assumptions included for Fiscal Year 2016 is the following: 2.5% merit increases, health insurance increase of 5.4%, retirement increase of 0%, 2.28% property tax increase, 401K match of 2%, market study increases, a 24.4% wastewater utility increase, a 25.8% storm drain utility increase, 19.8% water utility increase, and Energy Rate increase of 3%.

The spreadsheet is dynamic with the option to change the assumptions provided and add additional items. Other assumptions available in the spreadsheet are: changes to revenues and current transfers in, other utility rate increases, increases to operations, capital, vehicle replacement, and transfers out to other departments.

For the Fiscal 2017 and budget years forward, the following assumptions have been made with Fiscal 2016 being the base:

- Funding for 2.5% payroll increase
- Defined contribution retirement with a 0% increase; 2% increase moving forward
- 2016 had a 5.4% increase and a 6% increase is modeled moving forward
- Property tax increase of 1.25% for growth
- 2% increase to sales and franchise tax
- 1% increase to lodging tax
- 2% increase to Community Development and Parks & Recreation fees
- 1% increase to public safety fees, ambulance charges, internal service chargebacks and interest income
- 1.25 % increase for utility sales based on growth
- 1.25 % population increase
- Actual proposed utility rate increases through FY 2020 and 2% thereafter.
- 1% increase to operations
- In 2017 Justice Court’s transfer in is decreased by 3% onward

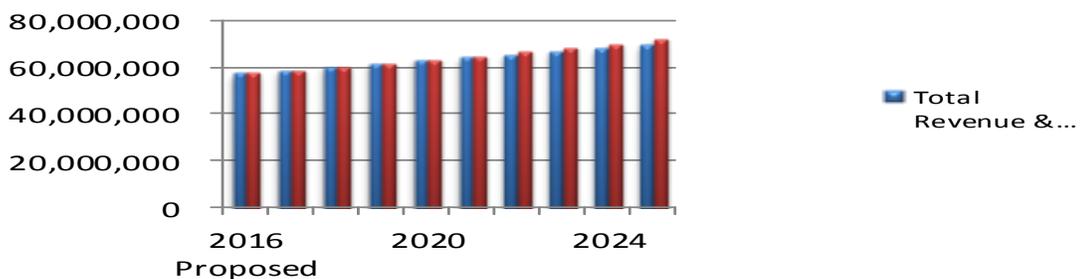
Provo City Per Capita Revenue vs. Expenses FY 2016-FY 2025



Provo City General Fund Projection

	2016 Proposed	2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenues:										
Current Property Tax	\$ 4,311,568	\$ 4,365,463	\$ 4,420,031	\$ 4,475,281	\$ 4,531,222	\$ 4,587,863	\$ 4,645,211	\$ 4,703,276	\$ 4,762,067	\$ 4,821,593
Vehicle Taxes	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
Prior Year Property Tax	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000	285,000
Sales and Use Taxes	16,856,536	17,193,667	17,537,540	17,888,291	18,246,057	18,610,978	18,983,197	19,362,861	19,750,119	20,145,121
Franchise Taxes	9,736,812	9,931,548	10,130,179	10,332,783	10,539,438	10,750,227	10,965,232	11,184,536	11,408,227	11,636,392
Lodging Tax	355,000	360,325	365,730	371,216	376,784	382,436	388,172	393,995	399,905	405,903
Parks & Recreation	4,873,725	4,971,200	5,070,623	5,172,036	5,275,477	5,380,986	5,488,606	5,598,378	5,710,346	5,824,553
Business Licenses	627,000	627,000	627,000	627,000	627,000	627,000	627,000	627,000	627,000	627,000
Road Projects	3,335,622	3,335,622	3,335,622	3,335,622	3,335,622	3,335,622	3,335,622	3,335,622	3,335,622	3,335,622
Community Development Fees	1,394,000	1,421,880	1,450,318	1,479,324	1,508,910	1,539,089	1,569,870	1,601,268	1,633,293	1,665,959
Public Safety	54,000	54,540	55,085	55,636	56,193	56,755	57,322	57,895	58,474	59,059
Fire	1,481,000	1,495,810	1,510,768	1,525,876	1,541,135	1,556,546	1,572,111	1,587,832	1,603,711	1,619,748
Chargebacks	1,503,588	1,518,624	1,533,810	1,549,148	1,564,640	1,580,286	1,596,089	1,612,050	1,628,170	1,644,452
Interest Income	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Intergovernmental	203,000	203,000	203,000	203,000	203,000	203,000	203,000	203,000	203,000	203,000
Misc.	719,496	719,496	719,496	719,496	719,496	719,496	719,496	719,496	719,496	719,496
Total Revenue	46,096,347	46,843,174	47,604,203	48,379,709	49,169,973	49,975,283	50,795,929	51,632,210	52,484,430	53,352,897
Transfers in:										
Transfer from Justice Court	401,517	401,517	401,517	401,517	401,517	401,517	401,517	401,517	401,517	401,517
Transfer from Engineering CIP	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfers (Utilities)										
Transfer from Water	1,198,719	1,347,210	1,479,995	1,573,419	1,672,742	1,727,524	1,784,100	1,842,529	1,902,872	1,965,191
Transfer from Wastewater	801,981	972,783	1,127,759	1,358,809	1,582,163	1,633,979	1,687,492	1,742,757	1,799,833	1,858,777
Transfer from Energy	7,712,298	7,964,876	8,225,725	8,495,118	8,773,333	9,060,660	9,357,396	9,663,851	9,980,342	10,307,198
Transfer from Sanitation	474,540	504,495	561,882	597,350	635,058	655,856	677,336	699,518	722,428	746,087
Transfer from Storm Drain	384,835	416,921	443,239	471,218	491,422	507,516	524,137	541,302	559,030	577,338
Total Transfers in	11,023,890	11,657,802	12,290,117	12,947,432	13,606,235	14,037,052	14,481,978	14,941,476	15,416,022	15,906,109
Total Revenue & Transfers in	57,120,237	58,500,976	59,894,320	61,327,141	62,776,208	64,012,335	65,277,907	66,573,686	67,900,451	69,259,007
Expenditures:										
Personnel	25,981,377	26,630,911	27,296,684	27,979,101	28,678,579	29,395,543	30,130,432	30,883,693	31,655,785	32,447,180
Insurance	7,090,674	7,516,114	7,967,081	8,445,106	8,951,812	9,488,921	10,058,256	10,661,752	11,301,457	11,979,544
Retirement	7,315,910	7,462,228	7,611,473	7,763,702	7,918,976	8,077,356	8,238,903	8,403,681	8,571,755	8,743,190
Operations	5,088,916	5,139,805	5,191,203	5,243,115	5,295,546	5,348,502	5,401,987	5,456,007	5,510,567	5,565,672
Capital	392,043	392,043	392,043	392,043	392,043	392,043	392,043	392,043	392,043	392,043
Vehicle Replacement Chargeback	1,536,240	1,536,240	1,536,240	1,536,240	1,536,240	1,536,240	1,536,240	1,536,240	1,536,240	1,536,240
Chargebacks/other	5,845,918	5,845,918	5,845,918	5,845,918	5,845,918	5,845,918	5,845,918	5,845,918	5,845,918	5,845,918
Total Expenditures	53,251,078	54,523,260	55,840,642	57,205,226	58,619,115	60,084,523	61,603,779	63,179,333	64,813,764	66,509,787
Transfers out:										
Transfer to Media Services	-	-	-	-	-	-	-	-	-	-
Transfer to Arts Council	335,428	335,428	335,428	335,428	335,428	335,428	335,428	335,428	335,428	335,428
Transfer to Winterfest	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transfer to Customer Service	98,112	98,112	98,112	98,112	98,112	98,112	98,112	98,112	98,112	98,112
Transfer to Debt Service	194,830	194,830	194,830	194,830	194,830	194,830	194,830	194,830	194,830	194,830
Transfer to General CIP	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Transfer to Road CIP	2,259,438	2,381,943	2,504,448	2,626,953	2,749,458	2,871,963	2,994,468	3,116,973	3,239,478	3,361,983
Transfer to Golf Course	144,540	144,540	144,540	144,540	144,540	144,540	144,540	144,540	144,540	144,540
Transfer to Airport	291,611	291,611	291,611	291,611	291,611	291,611	291,611	291,611	291,611	291,611
Transfer to Airport CIP	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Transfer to Vehicle Management	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Transfer to Emergency Response	62,200	62,200	62,200	62,200	62,200	62,200	62,200	62,200	62,200	62,200
Total Transfers out	3,869,159	3,991,664	4,114,169	4,236,674	4,359,179	4,481,684	4,604,189	4,726,694	4,849,199	4,971,704
Total Exp & Transfers out	57,120,237	58,514,924	59,954,811	61,441,900	62,978,294	64,566,207	66,207,968	67,906,027	69,662,963	71,481,491
Operating Surplus (Deficit)	\$ -	\$ (13,948)	\$ (60,492)	\$ (114,759)	\$ (202,086)	\$ (553,873)	\$ (930,061)	\$ (1,332,342)	\$ (1,762,512)	\$ (2,222,485)
Beginning Fund Balance	\$ 9,154,002	\$ 9,154,002	\$ 9,140,054	\$ 9,079,562	\$ 8,964,803	\$ 8,762,717	\$ 8,208,844	\$ 7,278,783	\$ 5,946,441	\$ 4,183,929
Ending Fund Balance	\$ 9,154,002	\$ 9,140,054	\$ 9,079,562	\$ 8,964,803	\$ 8,762,717	\$ 8,208,844	\$ 7,278,783	\$ 5,946,441	\$ 4,183,929	\$ 1,961,445

Revenue vs. Expenditures 2016-2025



Additional Principles of Financial Management

Cash management is the practice of safeguarding and maximizing the income earned on liquid assets. Cash, liquidity, and investment management activities shall be conducted prudently. The City shall maintain adequate management procedures, controls, and policies for the City's liquid assets.

- 1) The City Treasurer shall invest all funds of the City according to four criteria, in order of their importance: (1) legality, (2) safety (3) liquidity, (4) yield.
- 2) The City shall comply with all requirements of the Utah Money Management Act (Utah Code, Title 51) and rules of the State Money Management Council or other legal requirements regarding the management of cash. The City maintains a written Investment Policy approved by the Council.
- 3) The City will collect, deposit and disburse all funds on a schedule which ensures optimum cash availability.
- 4) All City bank accounts shall be reconciled and reviewed on a timely basis.
- 5) Investment performance will be measured using standard indices specified in the City's written investment policy.
- 6) The City will optimize the amount of funds available for investment by rapid collection of money owed to the City. Cash invested shall at a minimum equal 100% of total bank cash balances.
- 7) The City Treasurer shall provide to the State Money Management Council with a bi-annual report that includes state pool and bond balances.
- 8) The City will conduct its treasury activities with financial institutions based upon written contracts.

Personnel

Personnel costs are the most significant portion of the City's operating budget.

- 1) City personnel are required adhere to legal, moral, ethical, and professional standards of conduct in the fulfillment of their professional responsibilities.
- 2) The City shall maintain written personnel policies in accordance with City, state and federal laws.
- 3) The City shall have an employee compensation policy to provide competitive salaries to other similarly functioning cities and counties enabling the City to compete for and retain high quality employees. A yearly market study will be prepared by the Human Resources Division.

Internal Control and Financial Reporting

Internal control or the system of internal controls is the integration of activities, plans, attitudes, policies, and efforts of the people in an organization working together to provide reasonable assurance that the organization will achieve its goals and objectives. Financial reporting provides the informational infrastructure for the City.

- 1) The City will maintain a system of internal controls in order to maintain accountability to the citizens of the City and the City Council; meet established goals and objectives; promote adherence to laws and regulations; encourage sound financial and operational practices; develop and maintain accurate, reliable and timely financial and management data; safeguard assets/resources and prevent, detect and deter fraud.
- 2) The City will comply with Generally Accepted Accounting Principles (GAAP) in its accounting and financial reporting as contained in the following publications:
 - a) *Codification and Pronouncements of Governmental Accounting and Financial Reporting Standards*, issued by the Governmental Accounting Standards Council (GASB)
 - b) *Codification and Pronouncements of Accounting and Financial Reporting Standards*, issued by the Financial Accounting Standards Council, (FASB)
 - c) *Governmental Accounting, Auditing, and Financial Reporting (GAAFR)*, issued by the Government Finance Officers Association (GFOA) of the United States and Canada. The City will prepare its comprehensive annual financial report in compliance with the GFOA's Certificate of Achievement for Excellence in Financial Reporting Plan.
 - d) Uniform Accounting Manual for Utah Cities, issued by the Utah State Auditor's Office. The City's comprehensive annual financial report will be issued by December 30 of each year for the preceding fiscal year to the State Auditor's Office and to the City Council as required by the Utah Code.
 - e) State and Local Governments – Audit and Accounting Guide, an industry guide published by the American Institute of Certified Public Accounts (AICPA)

- f) *Government Accounting Standards*, issued by the Comptroller General of the United States.
- g) The City will contract for a comprehensive financial audit, including an audit of federal grants in accordance with U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations*, to be performed annually by an independent external auditor (public accounting firm). The independent external auditor will express an opinion on the City's Financial Statements.
 - a. The City will prepare a Comprehensive Annual Financial Report (CAFR), Popular Annual Financial Report (PAFR) and a Single Audit Report each year after the completion of the annual financial audit.
- 3) The City Council Chair and Vice Chair will act as the "Audit Committee" to govern and provide oversight of the City's internal control environment. The Council Audit Committee will coordinate activities between the independent external auditor(s) and Finance Division staff in connection with the annual comprehensive financial audit and other internal and external audits.
- 4) Quarterly financial data will be made available electronically to the City Council and department directors allowing them to review key financial data.

Risk Management

Risk Management functions to protect City resources such as employees, buildings, equipment, vehicles, and financial assets. The City will manage its risk and limit risk exposure in a professional and prudent manner.

- 1) The City shall make diligent efforts to protect and preserve City assets against losses that could deplete City resources or impair the City's ability to provide services to its citizens. The City shall reduce its exposure to liability through training, safety, risk financing and the transfer of risk when cost effective.
- 2) The City shall manage its exposure to risk through the most appropriate means of self-insurance and/or the purchase of traditional insurance in the following areas:
 - a) General liability
 - b) Automobile liability
 - c) Public officials' errors and omissions
 - d) Police professional liability
 - e) Property loss and workers' compensation
- 3) The City will further control its exposure to risk through the use of hold harmless agreements in City contracts and by requiring contractors to carry liability insurance.

Procurement

- 1) Procurement authorizes contracts using monetary assets of the City to purchase products and services. All acquisitions must be performed in accordance with applicable laws and regulations.
- 2) The City will endeavor to obtain supplies, equipment and services as economically as possible.
- 3) The City will establish purchasing guidelines consistent with all applicable state and federal laws.
- 4) The City will maintain a purchasing system which provides needed services and materials in a timely manner to avoid interruptions in the delivery of services.
- 5) The City shall encourage full and open competition on all purchases and sales. Procurement shall be based upon competitive bidding with formal bids whenever possible.

Economic Development

The City's economic base is an important element and has a dramatic influence on the City's financial health in determining the City's quality of life and credit rating.

- 1) The City shall continue to expand and diversify its economic base by attracting industrial and commercial firms to the City. Special emphasis should be given to industrial and commercial enterprises that will employ the local labor force and generate sales tax revenues. Such business and industry will be in accordance with the plans and ordinances of the City.

- 2) The City will endeavor to utilize a network of public facilities that link planned industrial and commercial areas with its growing residential areas.
- 3) The City will endeavor to increase, to the greatest degree possible, its commercial/industrial tax base and place professional employment within the City.
- 4) The City will perform a due diligence analysis of each economic development investment to evaluate the level of each type of risk associated with the economic development investment. The due diligence evaluation shall be presented to the City Council along with the economic development investment.
- 5) The City will perform a fiscal impact analysis on each economic development investment that evaluates the economic costs, economic benefits, intrinsic benefits and the levels of each type of risk associated with the economic development investment.

Policy Review

The City Council will review and approve by resolution the financial policies contained in this document as part of the annual budget document each year.



Appendix



Storm Water Service District

Department Function

- The Storm Water Division of the Public Works Department is responsible to protect life and property from flooding and keep the public street system from being encumbered with flood water during rainstorms and spring snow melt runoff. This Division also builds, operates, and maintains a storm drainage system such that citizens, property owners, business people, and even Storm Water employees can rest comfortably during runoff events. The Division complies with new federal storm water quality regulations. Irrigation water is delivered to customers along the City irrigation ditches in the central and southwest areas of the City.

Department Goals

- Complete the updated Storm Water Master Plan.
- Design and construct South Central Storm Drain extension, Liberty Canyon Road Storm Drain, East Grandview Storm Drain and 1500 West Storm Drain.

Department Accomplishments

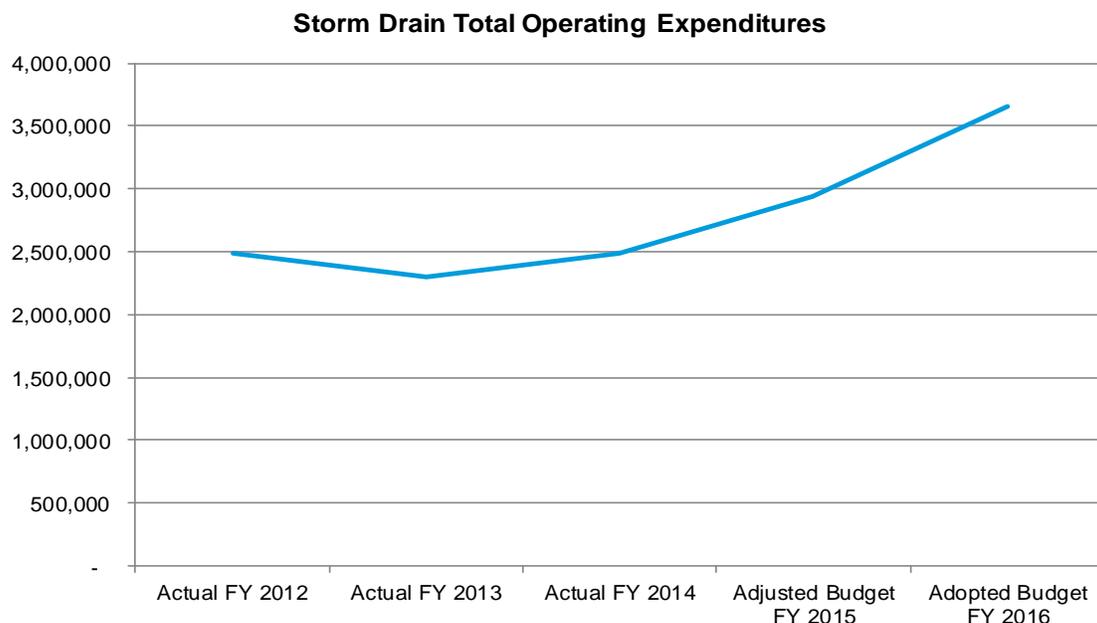
- Construction of the Liberty Place Storm Drain, Grand Avenue Storm Drain, South State Storm Drain, and 1100 West Storm Drain.
- Implement mandated storm water quality local ordinance.

Budget Outcomes

- The Storm Water Service District budget is approved separately from the City budget as a whole. This information is provided for informational purposes only.
- Overhead expenses increased which is due to the increase in the cost of retiree insurance, customer service, administrative overhead, and vehicle fuel and repairs.
- Current year projects are funded with Storm Water CIP fund balance, impact fees, and a transfer from the Storm Water operating fund.
- Utility sales includes a 25.8% increase in rates.

Storm Drain-Operating	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Utility Sales	\$ 2,277,364	\$ 2,301,050	\$ 2,342,899	\$ 2,820,000	\$ 3,498,498
Miscellaneous	157,671	58,763	79,100	500	60,582
Fees	6,538	5,991	6,417	5,500	6,000
Grant	31,272	18,146	3,081	-	-
Interest Income	27,439	25,713	2,943	10,000	-
Bond Proceeds	-	-	-	-	-
Total Revenue	<u>2,500,284</u>	<u>2,409,663</u>	<u>2,434,440</u>	<u>2,836,000</u>	<u>3,565,080</u>
Expenditures					
Salaries	547,972	526,281	538,308	580,862	604,748
Benefits	<u>219,841</u>	<u>233,213</u>	<u>249,150</u>	<u>275,221</u>	<u>276,694</u>
Total Personnel	<u>767,813</u>	<u>759,494</u>	<u>787,457</u>	<u>856,083</u>	<u>881,442</u>
Operations	185,943	118,909	117,610	135,392	137,746
Overhead	297,030	384,130	515,960	608,003	583,305
Capital	-	1,184	-	15,000	15,000
Nonoperating	802,513	802,313	801,783	818,967	811,526
Transfer Out	<u>429,600</u>	<u>230,176</u>	<u>258,695</u>	<u>510,200</u>	<u>1,220,335</u>
Total Expenditures	<u>2,482,899</u>	<u>2,296,206</u>	<u>2,481,505</u>	<u>2,943,645</u>	<u>3,649,354</u>
Net Change in Fund Balance	17,385	113,457	(47,065)	(107,645)	(84,274)
Beginning Fund Balance	101,556	118,941	232,398	185,333	77,688
Ending Fund Balance	118,941	232,398	185,333	77,688	(6,586)

FTE Summary	FY 2012	FY 2013	FY 2014	FY 2015	FY2016
Full-Time	8.00	9.00	8.90	8.90	8.90
Part-Time	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Total FTEs	11.00	12.00	11.90	11.90	11.90



Storm Drain-Capital Improvement	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Miscellaneous	\$ 128,500	\$ 29,370	\$ -	\$ -	\$ -
Fees	142,400	142,400	211,820	200,000	260,000
Grant	291,167	201,597	-	-	-
Interest Income	26,340	15,088	12,215	-	-
Transfer In	292,000	-	-	200,000	680,000
Total Revenue	880,407	388,455	224,035	400,000	940,000
Expenditures					
Capital Projects	\$ 2,931,490	\$ 967,871	\$ 119,787	\$ 2,068,537	\$ 1,630,000
Transfer Out	-	-	41,830	-	-
Total Expenditures	2,931,490	967,871	161,617	2,068,537	1,630,000
Net Change in Fund Balance	(2,051,083)	(579,416)	62,418	(1,668,537)	(690,000)
Beginning Fund Balance	4,958,681	2,907,598	2,328,182	2,390,600	722,064
Ending Fund Balance	2,907,598	2,328,182	2,390,600	722,064	32,064

Storm Drain	Previous 4 Fiscal Years (2011-2014)	Adjusted Budget FY 2015	Proposed Budget FY2016	Projected Budget FY2017	Projected Budget FY2018	Projected Budget FY2019	Projected Budget FY2020	Project Total
Misc. Storm Drain Projects	252,437	176,526	100,000	100,000	100,000	100,000	100,000	928,963
Southeast Storm Drain	3,057	-	-	-	-	-	-	3,057
Canal Abandonment	-	13,060	-	-	-	-	-	13,060
Provo River Flood Control	-	21,477	-	-	-	-	-	21,477
Storm Drain Master Plan	63,384	103,723	-	-	-	-	-	167,107
2050 West Storm Drain	458,406	13,831	-	-	-	-	-	472,237
Little Rock Canyon Outfall	678,462	207,262	-	-	-	-	-	885,725
North Oak Hills Storm Drain	105,321	-	-	-	-	-	-	105,321
Center Street/2050 W Storm Drain	1,701,658	-	-	-	-	-	-	1,701,658
Mountain Vista Project	44,925	-	-	-	-	-	-	44,925
East Central Storm Drain Extention	1,435,032	123,138	-	-	-	-	-	1,558,170
600/700 East SD	1,163,331	85,000	-	-	-	-	-	1,248,331
Contingency	-	200,000	100,000	100,000	100,000	100,000	100,000	700,000
Geneva Road Bridge	4,950	-	-	-	-	-	-	4,950
200 North Independence Avenue	30,901	-	-	-	-	-	-	30,901
2230 North Storm Drain	40,529	-	-	-	-	-	-	40,529
Downtown Center Reconstruction	-	-	-	-	-	-	-	-
700 North Storm Drain	15,103	-	-	-	-	-	-	15,103
Duncan Aviation Piping	72,222	-	-	-	-	-	-	72,222
900 N 900 E Storm Drain	24,518	-	-	-	-	-	-	24,518
South Central Storm Drain	-	550,000	-	-	-	-	-	550,000
1280 W 350 N Storm Drain	-	50,000	-	-	-	-	-	50,000
820 North 1100 West	-	50,000	-	-	-	-	-	50,000
1500 West Storm Drain	-	100,000	-	-	-	-	-	100,000
Vehicle Replacement	-	-	-	-	-	-	-	-
East Grandview	-	80,000	-	-	-	-	-	80,000
Geneva Road	-	80,000	-	-	-	-	-	80,000
Stubbs Avenue	-	75,000	-	-	-	-	-	75,000
Grand Avenue	-	108,580	-	-	-	-	-	108,580
300 West Downtown Storm Drain, Phase I	-	-	-	515,000	165,000	450,000	-	1,130,000
East Central Storm Drain Extension	-	-	-	-	-	500,000	350,000	850,000
North Sherwood Hills Storm Drain	-	-	450,000	-	-	-	-	450,000
Canyon Road Storm Drain	-	-	350,000	-	-	-	-	350,000
Stadium Avenue Storm Drain Phase I	-	-	630,000	-	-	-	-	630,000
Stadium Avenue Storm Drain Phase II	-	-	-	-	-	-	600,000	600,000
Southern Oak Hills Storm Drain Phase I	-	-	-	-	750,000	-	-	750,000

Provo City Redevelopment Agency

Department Function

- The Redevelopment Agency of Provo City (Agency) is a separate governmental entity created by Provo City under Title 17 of the Utah Code which governs “community development and renewal agencies.” The City Council is the governing board of the Redevelopment Agency and the Mayor also serves as the Agency’s Chief Executive Officer. The Redevelopment Agency primarily deals with programs and projects to help revitalize targeted areas of the City of Provo including the Central Business District (Provo’s downtown and surrounding neighborhoods) and other project areas as designated by the City Council. The Redevelopment Agency’s primary asset in this revitalization effort is tax increment financing which allows the Agency to participate in a variety of ways in its redevelopment efforts. The Redevelopment Agency also administers federal grants on behalf of the City of Provo that relate to community development and housing.

Department Accomplishments

- The Agency administered Community Development Block Grant program (CDBG) and the HOME Investment Partnerships program (HOME) to assist with several projects in Provo, including development of new affordable housing on several sites, loans to assist new homebuyers, façade improvement programs for downtown buildings and more. The Agency also serves as the lead for the Utah Valley HOME Consortium (Consortium).
- The Agency partnered with Habitat for Humanity to renovate the historic Taylor Home in downtown Provo.
- The Agency held a charrette to help plan for the redevelopment of two blocks along Center Street and issued a Request for Proposals for that redevelopment. We received and reviewed many proposals before selecting two finalists. The Agency is currently evaluating the financial costs before selecting a finalist to proceed with the project.
- Using CDBG funds, the Agency paid for the design and construction of the new Franklin Park.
- The Agency closed 26 Down Payment Assistance loans for Provo residents and closed another 30 through the Consortium.

Department Goals

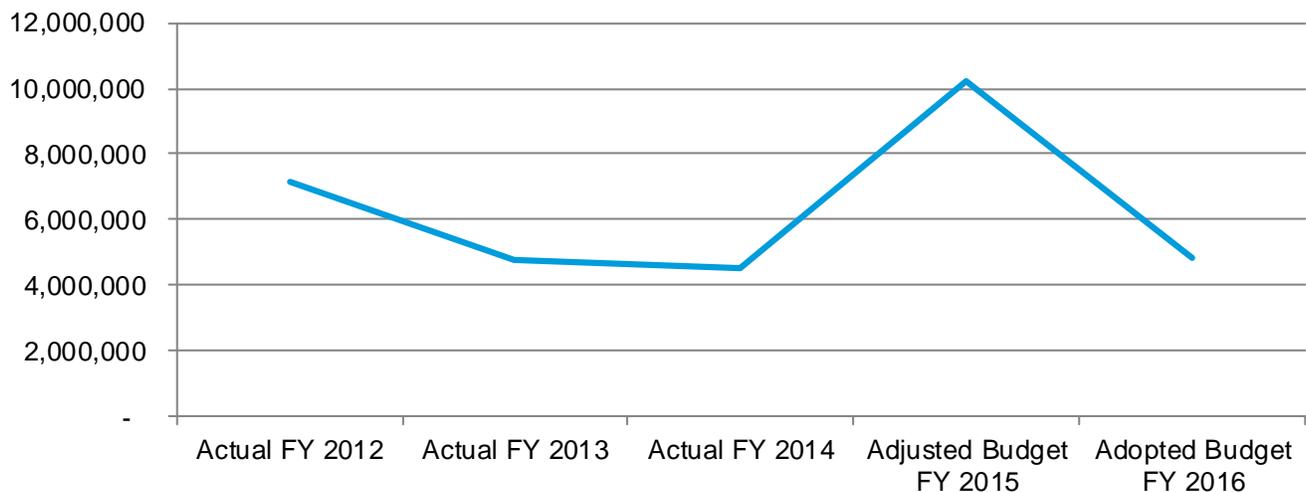
- Work with the State Courts to provide parking for new courthouse in downtown Provo, integrating this development into a new parking management plan.
- Provide funding to assist with the redevelopment of the Provo Airport for a new job-creating use.
- Work to redevelop the old RC Willey building while the Energy Department uses it for their temporary location during the construction of their new facility.
- Evaluate Agency participation in the redevelopment of additional downtown projects.
- Create new Community Development Areas to further enhance and redevelop the City of Provo.
- Partner with the Economic Development Department to enhance the retail environment in Provo.

Budget Outcomes

- FT 2016 Budget contains carryover from FY 2015.
- Some funds were combined with the CDBG for better reporting and tracking.

Redevelopment Summary	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 3,163,674	\$ 2,579,303	\$ 1,874,217	\$ 6,622,652	\$ 2,474,526
Property Tax	1,719,018	1,711,615	2,216,102	2,267,000	2,400,000
Lease Income	416,676	350,475	457,544	140,000	75,000
Miscellaneous	46,866	6,485	(1,314)	38,250	30,000
Principal Payment	760,702	604,932	578,200	945,433	547,679
Interest Income	86,728	68,586	34,838	47,228	101,982
Transfer In	951,941	130,000	-	-	-
Total Revenue	7,145,605	5,451,396	5,159,587	10,060,563	5,629,187
Expenditures					
Salaries	307,383	298,480	297,147	421,103	379,979
Benefits	204,161	209,331	175,623	219,249	223,305
Total Personnel	511,544	507,811	472,770	640,352	603,284
Operations	4,704,349	3,849,344	3,788,058	9,208,977	3,954,213
Overhead	20,519	45,531	43,806	55,624	52,246
Capital	181,304	6,166	-	71,783	10,000
Nonoperating	1,106,285	226,265	226,365	256,300	220,000
Transfer Out	651,941	130,000	-	-	-
Total Expenditures	7,175,943	4,765,117	4,530,999	10,233,036	4,839,743
Net Change in Fund Balance	(30,338)	686,278	628,588	(172,473)	789,444

Redevelopment Total Expenditures



Commercial Rehab Loans	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Interest Income	\$ 125	\$ 498	\$ -	\$ -	\$ -
Transfer In	94,624	130,000	-	-	-
Total Revenue	94,749	130,498	-	-	-
Expenditures					
Salaries	11,315	20,000	-	-	-
Total Personnel	11,315	20,000	-	-	-
Operations	58,904	71,600	-	-	-
Total Expenditures	70,219	91,600	-	-	-
Net Change in Fund Balance	24,530	38,898	-	-	-
Beginning Fund Balance	31,456	55,986	94,884	-	-
Adjustment to Fund Balance	-	-	(94,884)		
Ending Fund Balance	55,986	94,884	-	-	-

Small Business Revolving Loans	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Principal Payment	\$ 265,632	\$ 73,371	\$ -	\$ -	\$ -
Interest Income	33,550	12,503	-	-	-
Miscellaneous	750	-	-	-	-
Total Revenue	299,932	85,874	-	-	-
Expenditures					
Salaries	82,659	2,544	-	-	-
Benefits	-	976	-	-	-
Total Personnel	82,659	3,520	-	-	-
Operations	111,249	32,579	-	-	-
Transfer Out	427,317	60,000	-	-	-
Total Expenditures	621,225	96,099	-	-	-
Net Change in Fund Balance	(321,293)	(10,225)	-	-	-
Beginning Fund Balance	620,632	299,339	289,114	-	-
Adjustment to Fund Balance	-	-	(289,114)		
Ending Fund Balance	299,339	289,114	-	-	-

Rental Rehabilitation	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Principal Payment	\$ 2,327	\$ 43,986	\$ 6,763	\$ 4,500	\$ 1,000
Interest Income	2,765	1,990	1,795	1,500	300
Total Revenue	5,092	45,976	8,558	6,000	1,300
Expenditures					
Operations	158,005	580	494	700	500
Total Expenditures	158,005	580	494	700	500
Net Change in Fund Balance	(152,913)	45,396	8,064	5,300	800
Beginning Fund Balance	463,425	310,512	355,908	363,972	369,272
Ending Fund Balance	310,512	355,908	363,972	369,272	370,072

Community Development Block Grant	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 1,684,970	\$ 1,491,817	\$ 1,673,807	\$ 3,024,693	\$ 1,356,762
Interest Income	-	31	4,078	5,428	8,200
Principal Payment	-	-	-	73,900	30,000
Miscellaneous	2	-	-	33,000	25,000
Transfer In	457,317	-	-	-	-
Total Revenue	2,142,289	1,491,848	1,677,885	3,137,021	1,419,962
Expenditures					
Salaries	146,836	201,391	202,439	316,744	279,385
Benefits	204,161	173,817	134,057	169,426	177,698
Total Personnel	350,997	375,208	336,496	486,170	457,083
Operations	888,458	1,093,850	1,558,457	2,319,846	1,039,938
Overhead	20,519	23,138	21,413	21,386	21,116
Nonoperating	880,365	-	-	-	-
Transfer Out	-	-	-	-	-
Total Expenditures	2,140,339	1,492,196	1,916,366	2,827,402	1,518,137
Net Change in Fund Balance	1,950	(348)	(238,481)	309,619	(98,175)
Beginning Fund Balance	8,438	10,388	10,040	464,074	773,693
Adjustment to Fund Balance	-	-	692,515	-	-
Ending Fund Balance	10,388	10,040	464,074	773,693	675,518

Tax Increment	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Property Tax	\$ 1,719,018	\$ 1,711,615	\$ 2,216,102	\$ 2,267,000	\$ 2,400,000
Interest Income	20,901	23,445	21,910	15,000	15,250
Miscellaneous	46,114	1,485	184	5,250	5,000
Transfer In	-	-	-	-	-
Total Revenue	<u>1,786,033</u>	<u>1,736,545</u>	<u>2,238,196</u>	<u>2,287,250</u>	<u>2,420,250</u>
Expenditures					
Salaries	66,573	66,971	84,708	96,785	94,290
Benefits	-	32,012	41,566	47,297	45,607
Total Personnel	<u>66,573</u>	<u>98,983</u>	<u>126,274</u>	<u>144,082</u>	<u>139,897</u>
Operations	926,193	940,565	1,301,601	1,236,812	1,181,400
Capital	181,304	6,166	-	71,783	10,000
Overhead	-	14,100	14,100	16,542	15,044
Nonoperating	189,620	189,965	190,065	220,000	220,000
Transfer Out	-	-	-	-	-
Total Expenditures	<u>1,363,690</u>	<u>1,249,779</u>	<u>1,632,040</u>	<u>1,689,218</u>	<u>1,566,341</u>
Net Change in Fund Balance	422,343	486,766	606,156	598,032	853,909
Beginning Fund Balance	2,725,770	3,148,113	3,634,879	4,241,035	4,839,067
Ending Fund Balance	3,148,113	3,634,879	4,241,035	4,839,067	5,692,976

Housing Rehabilitation	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Principal Payment	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	1,083	1,201	-	-	-
Transfer In	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>101,083</u>	<u>1,201</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	14,688	1,611	-	-	-
Transfer Out	<u>74,624</u>	<u>70,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>89,312</u>	<u>71,611</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	11,771	(70,410)	-	-	-
Beginning Fund Balance	156,204	167,975	97,565	-	-
Adjustment to Fund Balance	-	-	(97,565)		
Ending Fund Balance	167,975	97,565	-	-	-

Central Neighborhoods	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 67,807	\$ 45,460	\$ -	\$ -	\$ -
Interest Income	1,381	866	-	-	-
Transfer In	-	-	-	-	-
Total Revenue	<u>69,188</u>	<u>46,326</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	-	8,235	-	-	-
Transfer Out	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>150,000</u>	<u>8,235</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	(80,812)	38,091	-	-	-
Beginning Fund Balance	204,416	123,604	161,695	-	-
Adjustment to Fund Balance	-	-	(161,695)	-	-
Ending Fund Balance	123,604	161,695	-	-	-

Home Consortium	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 886,682	\$ 977,001	\$ 200,410	\$ 3,597,959	\$ 1,117,764
Interest Income	25,742	25,332	4,314	21,300	73,232
Miscellaneous	-	-	(998)	-	-
Principal Payment	<u>492,356</u>	<u>418,773</u>	<u>502,636</u>	<u>867,033</u>	<u>416,679</u>
Total Revenue	<u>1,404,780</u>	<u>1,421,106</u>	<u>706,362</u>	<u>4,486,292</u>	<u>1,607,675</u>
Expenditures					
Operations	1,784,930	1,378,355	823,750	5,387,418	1,607,675
Transfer Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>1,784,930</u>	<u>1,378,355</u>	<u>823,750</u>	<u>5,387,418</u>	<u>1,607,675</u>
Net Change in Fund Balance	(380,150)	42,751	(117,388)	(901,126)	-
Beginning Fund Balance	1,356,400	976,250	1,019,001	901,613	487
Ending Fund Balance	976,250	1,019,001	901,613	487	487

New Development	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Lease Income	\$ 416,676	\$ 350,475	\$ 457,544	\$ 140,000	\$ 75,000
Interest Income	367	1,040	1,993	4,000	4,000
Miscellaneous	-	5,000	(500)	-	-
Transfer In	<u>300,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>717,043</u>	<u>356,515</u>	<u>459,037</u>	<u>144,000</u>	<u>79,000</u>
Expenditures					
Salaries	-	7,574	10,000	7,574	6,304
Benefits	<u>-</u>	<u>2,526</u>	<u>-</u>	<u>2,526</u>	<u>-</u>
Total Personnel	<u>-</u>	<u>10,100</u>	<u>10,000</u>	<u>10,100</u>	<u>6,304</u>
Operations	164,495	256,720	103,566	184,201	23,700
Overhead	-	8,293	8,293	17,696	16,086
Nonoperating	<u>36,300</u>	<u>36,300</u>	<u>36,300</u>	<u>36,300</u>	<u>-</u>
Total Expenditures	<u>200,795</u>	<u>311,413</u>	<u>158,159</u>	<u>248,297</u>	<u>46,090</u>
Net Change in Fund Balance	516,248	45,101	300,878	(104,297)	32,910
Beginning Fund Balance	(349,000)	167,248	212,349	513,227	408,930
Ending Fund Balance	167,248	212,349	513,227	408,930	441,840

Homebuyer Assistance	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 2,000	\$ -	\$ -	\$ -	\$ -
Interest Income	224	553	-	-	-
Principal Payment	-	46,704	-	-	-
Transfer In	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>2,224</u>	<u>47,257</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	<u>67,983</u>	<u>224</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>67,983</u>	<u>224</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	(65,759)	47,033	-	-	-
Beginning Fund Balance	67,983	2,224	49,257	-	-
Adjustment to Fund Balance	-	-	(49,257)		
Ending Fund Balance	2,224	49,257	-	-	-

Special Purpose Grant	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	590	1,127	748	-	1,000
Principal Payment	387	22,098	68,801	-	100,000
Transfer In	-	-	-	-	-
Total Revenue	<u>977</u>	<u>23,225</u>	<u>69,549</u>	<u>-</u>	<u>101,000</u>
Expenditures					
Operations	<u>7,500</u>	<u>-</u>	<u>-</u>	<u>80,000</u>	<u>101,000</u>
Total Expenditures	<u>7,500</u>	<u>-</u>	<u>-</u>	<u>80,000</u>	<u>101,000</u>
Net Change in Fund Balance	(6,523)	23,225	69,549	(80,000)	-
Beginning Fund Balance	87,556	81,033	104,258	173,807	93,807
Ending Fund Balance	81,033	104,258	173,807	93,807	93,807

Homeless Prevention	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 348,763	\$ -	\$ -	\$ -	\$ -
Total Revenue	<u>348,763</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	<u>348,493</u>	<u>-</u>	<u>190</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>348,493</u>	<u>-</u>	<u>190</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	270	-	(190)	-	-
Beginning Fund Balance	-	270	270	80	80
Ending Fund Balance	270	270	80	80	80

Boulders Grant	Actual FY 2012	Actual FY 2013	Actual FY 2014	Adjusted Budget FY 2015	Adopted Budget FY 2016
Revenue					
Grant	\$ 173,452	\$ 65,025	\$ -	\$ -	\$ -
Total Revenue	<u>173,452</u>	<u>65,025</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures					
Operations	<u>173,452</u>	<u>65,025</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>173,452</u>	<u>65,025</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-

Recreation Division Breakdown

This division breakdown describes the individual budgets summarized in the Parks & Recreation budget on page 69 of this document.

Community Recreation Center	Actual FY 2014	Approved Budget FY 2015	Adopted Budget FY 2016
Revenue			
Fees	\$ 3,236,379	\$ 3,119,420	\$ 4,086,225
Grant	2,706	-	-
Misc.	<u>204,457</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>3,443,542</u>	<u>3,119,420</u>	<u>4,086,225</u>
Personnel			
Salaries	\$ 1,971,067	\$ 1,981,871	\$ 1,998,359
Benefits	<u>376,335</u>	<u>408,951</u>	<u>424,431</u>
Total Personnel	<u>2,347,402</u>	<u>2,390,822</u>	<u>2,422,790</u>
Operations	595,500	504,500	633,000
Overhead	634,394	606,975	633,938
Capital	-	80,000	375,000
Total Expense	<u>3,577,296</u>	<u>3,582,297</u>	<u>4,064,728</u>
Net Revenue	(133,754)	(462,877)	21,497

Adult Sports	Actual FY 2014	Approved Budget FY 2015	Adopted Budget FY 2016
Revenue			
Fees	\$ 173,989	\$ 235,000	\$ 195,000
Total Revenue	<u>173,989</u>	<u>235,000</u>	<u>195,000</u>
Personnel			
Salaries	\$ 138,975	\$ 189,221	\$ 153,107
Benefits	<u>51,891</u>	<u>57,984</u>	<u>56,846</u>
Total Personnel	<u>190,866</u>	<u>247,205</u>	<u>209,953</u>
Operations	90,090	113,925	107,894
Overhead	-	-	-
Total Expense	<u>280,956</u>	<u>361,130</u>	<u>317,847</u>
Net Revenue	(106,967)	(126,130)	(122,847)

Youth Sports	Actual FY 2014	Approved Budget FY 2015	Adopted Budget FY 2016
Revenue			
Fees	\$ 219,086	\$ 232,000	\$ 243,500
Total Revenue	<u>219,086</u>	<u>232,000</u>	<u>243,500</u>
Personnel			
Salaries	\$ 169,208	\$ 166,923	\$ 173,857
Benefits	<u>51,664</u>	<u>54,608</u>	<u>57,227</u>
Total Personnel	<u>220,872</u>	<u>174,348</u>	<u>231,084</u>
Operations	108,701	87,977	110,105
Overhead	<u>1,994</u>	<u>-</u>	<u>-</u>
Total Expense	<u>331,567</u>	<u>227,733</u>	<u>341,189</u>
Net Change in Fund Balance	(112,481)	4,267	(97,689)

Parks Special Programs	Actual FY 2014	Approved Budget FY 2015	Adopted Budget FY 2016
Revenue			
Fees	\$ 14,750	\$ 18,000	\$ 18,000
Misc.	<u>5,000</u>	<u>-</u>	<u>-</u>
Total Revenue	<u>14,750</u>	<u>18,000</u>	<u>18,000</u>
Personnel			
Salaries	\$ 57,201	\$ 70,049	\$ 71,955
Benefits	<u>19,789</u>	<u>30,996</u>	<u>23,644</u>
Total Personnel	<u>76,990</u>	<u>101,045</u>	<u>95,599</u>
Operations	36,873	31,223	30,723
Overhead	<u>36</u>	<u>-</u>	<u>-</u>
Total Expense	<u>113,898</u>	<u>132,268</u>	<u>126,322</u>
Net Change in Fund Balance	(99,148)	(114,268)	(108,322)

Peaks Ice Arena	Actual FY 2014	Approved Budget FY 2015	Adopted Budget FY 2016
Revenue			
Fees	\$ -	\$ -	\$ -
Total Revenue	<u>-</u>	<u>-</u>	<u>-</u>
Personnel			
Salaries	\$ -	\$ -	\$ -
Benefits	<u>-</u>	<u>-</u>	<u>-</u>
Total Personnel	<u>-</u>	<u>-</u>	<u>-</u>
Operations	244,902	189,902	174,902
Overhead	<u>-</u>	<u>-</u>	<u>-</u>
Total Expense	<u>244,902</u>	<u>189,902</u>	<u>174,902</u>
Net Change in Fund Balance	(244,902)	(189,902)	(174,902)

Glossary

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

Accrual Basis of Accounting A method of accounting where revenues are recorded when service is given and expenses are recognized when the benefit is received.

Accounting Period A period of time (e.g. one month, one year) where the city determines its financial position and results of operations.

Actuarial A person or methodology that makes determinations of required contributions to achieve future funding levels that addresses risk and time.

Ad Valorem Tax A tax levied on the assessed value of real estate and personal property. This tax is also known as property tax.

Adjusted Budget The adjusted budget as formally adjusted by the Municipal Council.

Adopted Budget The proposed budget as initially formally approved by the Municipal Council.

Amortization The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

Annual debt service expenditures Annual debt service for measuring debt capacity for the City shall include debt service on outstanding principal for: general obligation bonds of the City, all lease appropriation debt to the extent that it is support by tax revenue, this excludes revenue bonds, and bonds issued for RDA and EDA.

Annual revenue Annual revenue for measuring debt capacity shall include the revenues of the General Fund and special revenue funds for the fiscal year in which the debt service expenditures occur.

Appropriation A specific amount of money authorized by the Municipal Council for the purchase of goods or services.

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

Assessed Valuation The appraised worth of property as set by a taxing authority through assessments for purposes of ad valorem taxation. The method of establishing assessed valuation varies from state to state, with the method generally specified by state law. For example, in certain jurisdictions the assessed evaluation is equal to the full or market value of the property. In other jurisdictions, the as-

essed valuation is equal to a percentage of the full market value.

Balanced Budget A budget in which planned funds or revenues available are equal to fund planned expenditures.

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

Benchmarking Determining the quality of products, services, and practices by measuring critical factors (e.g., how fast, how reliable a product or service is) and comparing the results to those of highly regarded competitors.

Benefits Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

Bond Covenants A legally enforceable promise made to the bondholders from the issuer, generally in relation to the source of repayment funding.

Bond Rating The City of Provo uses three of the Nation's primary bond rating services: Moody's Investors Service, Fitch Ratings, and Standard & Poor's. These rating services perform credit analyses to determine the probability of an issuer of debt defaulting partially or fully.

Bonds A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic principal and interest payments.

Budget Calendar A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

Budget Highlights Included in the opening section of the budget, provides a summary of most important challenges of the budget year, changes from previous years, and recommendations regarding the financial policy for the upcoming period.

Capital Equipment Physical plant and equipment with an expected life of five years or more.

Capital Expenditures The approved budget for improvements to or acquisition of infrastructure, park development, building, construction or expansion, utility systems, streets or other physical structure with an estimated cost of \$5,000 or more.

Capital Improvement Plan (CIP) A plan for capital expenditures to be incurred each year over a five-year period. Essentially, the plan allows for a systematic evaluation of all potential projects, and specifies funding sources for all approved projects.

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

Capitalized Interest When interest cost is added to the cost of an asset and expensed over the useful life of the asset.

Chargeback Term used to describe the method to reimburse the costs incurred by the internal service funds or general fund to all departments throughout the City.

Community Development Block Grant (CDBG) One of the longest-running programs of the U.S. Department of Housing and Urban Development that funds local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.

Consumer Price Index An index of the variation in prices paid by typical consumers for retail goods and other items.

Comprehensive Annual Financial Report (CAFR) This official annual report presents the status of the City's finances in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; and an operating statement that compares revenues and expenditures.

Contingency An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if not used, lapse at year end. This is not the same as fund balance.

Debt Service The amount necessary to pay principal and interest requirements on outstanding obligations for a given year or series of years.

Debt Service Fund The amount necessary to pay principal and interest requirements on outstanding obligations for a given year or series of years.

Defeasance A provision that voids a bond when the borrower puts cash in escrow via a refunding bond issuance sufficient to service the borrower's debt. When a bond issue is defeased the borrower sets aside cash to pay off the bonds, therefore the outstanding debt and cash offset each other on the balance sheet and are removed from the financial statements.

Deficit The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

Depreciation The decrease in value of physical assets due to use and the passage of time.

Designated Funds that have been identified for a specific

purpose. This differs from reserved funds, in that there is no legal requirements for funds that have been designated.

Distinguished Budget Presentation Program A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

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

Enterprise Fund A self supporting fund designed to account for activities supported by user charges.

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

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

Fiduciary Funds Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes pension trust funds, investment trust funds, private-purpose trust fund, and agency funds.

Fines and Forfeitures Consists of a variety of fees, fines and forfeitures collected by the State Court System.

Fiscal Year (FY) Any period of 12 consecutive months designated as the budget year. The City's budget year is July 1st and end June 30th.

Fixed Assets Items owned by the City that cost a considerable amount and has a useful life exceeding two years – e.g., computers, furniture, equipment and vehicles.

Fleet The vehicles owned and operated by the City.

Forfeiture The automatic loss of property, including cash, as a penalty for breaking the law, or as compensation for losses resulting from illegal activities. Once property has been forfeited, the City may claim it, resulting in confiscation of the property.

Franchise Fee Charges to utilities for exclusive/non-exclusive rights to operate within municipal boundaries.

Full-Time Equivalent Position A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year.

Fund A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance The difference between assets and liabilities reporting in a governmental fund at the end of the fiscal year.

General Fund A governmental fund established to account for resources and uses of general operating functions of City departments. Resources are, in the majority, provided by taxes.

General Obligation Bond Bonds for the payment of which the full faith and credit of the issuing government are pledged.

General Obligation Debt Debt that is secured by a pledge of the ad valorem taxing power of the issuer. Also known as a full faith and credit obligation.

General Services Referring to activities, revenues and expenditures that are not assigned to a department.

Governmental Funds Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

Grant A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function.

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

Infrastructure Public domain fixed assets including roads, bridges, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the City.

Interest Income Revenue associated with the City cash management activities of investing fund balances.

Intergovernmental Revenue Revenue received from or through the Federal, State, or County government.

Interlocal Agreement A contractual agreement between two or more governmental entities.

Lease The difference between assets and liabilities reporting in a governmental fund at the end of the fiscal year.

Mission Statement The statement that identifies the particular purpose and function of a department.

Modified Accrual Basis The basis of accounting under which revenues are recognized when measurable and available to pay liabilities and expenditures are recognized when the liability is incurred except for interest on long-term debt which is recognized when due, and the noncurrent portion of accrued vacation and sick leave which is record-

ed in general long-term debt. The General Fund, Debt Service Funds, Special Revenue Funds, and some Capital Improvement Funds are prepared on the modified accrual basis of accounting except that encumbrances are treated like expenditures.

Municipal Code A collection of laws, rules and regulations that apply to the City and its Citizens.

Objective Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Operating Budget A budget for general revenues and expenditures such as salaries, utilities, and supplies.

Operating Lease A lease that is paid out of current operating income rather than capitalized.

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

Outcomes Quality performance measures of effectiveness and of achieving goals. (e.g., customer satisfaction, awareness level, etc.)

Outputs Process performance measures of efficiency and productivity.

Pay-as-You-Go Financing A method of paying for capital projects that relies on current tax and grant revenues rather than on debt.

Per Capita A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.

Performance Budget A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Permit Revenue Fees imposed on construction-related activities and for the acquisition of other nonbusiness permits.

Popular Annual Financial Report (PAFR) is a brief summary of the City's Comprehensive Financial Report (CAFR). The report is intended to increase knowledge through the community of Provo's financial condition. The financial information within the report is taken in large part from the City's independently audited set of financial statements. Unlike the CAFR, the PAFR is not prepared in accordance with generally accepted accounting principles.

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

Privatization An act of outsourcing a program or process to a non-governmental entity.

Program Group activities, operations or organizational units directed to attaining specific objectives and achievements and budgeted as a sub-unit of a department.

Property Tax A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

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

Quality Excellence, as defined by the customer.

Quarterly Report A document that collects quarterly financial information in the major City funds.

Refunding Retiring an outstanding bond issue at maturity by using money from the sale of a new bond offering. In other words, issuing more bonds to pay off the old bonds that just matured. In an Advance Refunding a new bond issuance is used to pay off another outstanding bond. The new bond will often be issued at a lower rate than the older outstanding bond. Typically, the proceeds from the new bond are invested and when the older bonds become callable they are paid off with the invested proceeds.

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

Residual Equity Transfers Nonrecurring or nonroutine transfers of equity between funds.

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

Retained Earnings An account in the equity section of the balance sheet reflecting the accumulated earnings of the Proprietary Funds.

Revenue Monies received from all sources (with exception of fund balances) which will be used to fund expenditures in a fiscal year.

Revenue Bonds Bonds whose principal and interest are payable exclusively from a designated revenue source or enterprise fund.

Sales Tax Tax imposed on the taxable sales of all final goods.

Special Assessment A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund A fund used to account for revenues legally restricted to expenditures for a particular purpose.

Tax supported bonds Bonds for which the funding used to make annual debt service expenditures is derived from tax revenue of the City's General and Special Revenue Funds.

Taxable Value The assessed value less homestead and other exemptions, if applicable.

Total bonded debt For purposes of measuring debt capacity, total bonded debt shall include total outstanding principal for: general obligation bonds of the City, bonds issued for the RDA and EDA projects, all lease appropriation debt to the extent that it is support by tax revenues, this excludes revenue bonds.

Trust and Agency Funds These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organization, other governments and/or other funds.

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

Unappropriated Not obligated for specific purposes.

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

Undesignated Without a specific purpose.

Unencumbered The portion of an allotment not yet expended or encumbered.

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

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

Variable Rate Bond or Note A bond or note on which the interest rate is reset periodically. The interest rate is reset either by means of an auction or through an index.

Vision 2030 A steering committee completed a long-range strategic plan for the City.

Working Capital A financial metric which represents operating liquidity available to a business. It is calculated as current assets minus current liabilities.