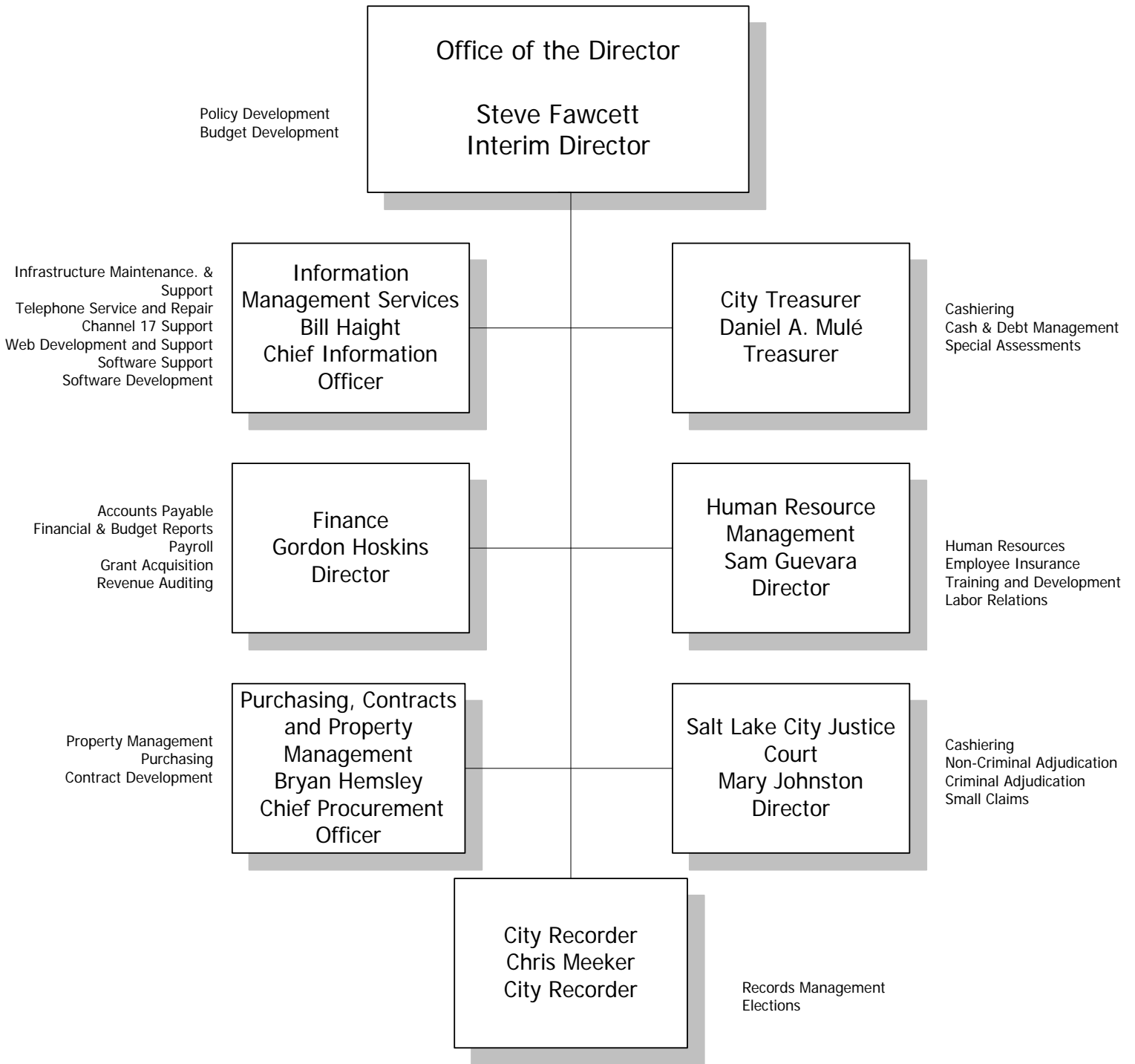


MANAGEMENT SERVICES

Organizational Structure
Fiscal Year 2008-09



Department of Management Services

- ***Office of the Director***
- ***City Justice Court***
- ***Finance Division***
- ***Human Resources Management Division***
- ***Information Management Services***
- ***Recorders Office***
- ***Purchasing, Property Management, and Contracts Division***
- ***Treasurer's Division***

Steve Fawcett, Interim Director

Mission Statement

The people of the Department of Management Services serve the public, safeguard the City's assets, and support City employees by continuously improving the City's Financial Health, Customer Service, Efficiency and Effectiveness, and Workforce Quality.

The following pages include the Department of Management Services' budget, performance measures, and a discussion of the department's organization and the services they provide. The performance measures and the narrative discussion comprise the department's business plan.

Salt Lake City leaders developed goals in four business categories: customer service, financial health, efficiency and effectiveness, and workforce quality. Each department identified objectives and measures to achieve those overall goals, as well as other department specific goals. The measurements listed in the table show the progress made in achieving these objectives in the past two years (results) as well as the targets for the next five years. Following the table of performance measures is a discussion of the department's organization and responsibilities, the actions being taken to achieve these goals, and the resources they expect to need in the future.

Department of Management Services

Steve Fawcett, Interim Director

	FY 2006-07 Actual	FY 2007-08 Adopted Budget	FY 2008-09 Adopted Budget	Explanation of Changes
Full Time Equivalent Positions	171.1	188.5	182	
OPERATING BUDGET				
Personal Services	14,139,325	15,150,051	15,228,427	
Operations and Maintenance Supply	501,586	545,148	453,994	
Charges for Services	27,961,140	30,996,273	34,670,789	
Capital Outlay	770,640	934,074	1,260,802	
Transfers Out	7,402	-	-	
Total Department of Management Services	43,380,094	47,625,546	51,614,012	
PROGRAM BUDGET				
Office of the Director				
Management Services	1,118,638	1,253,907	804,937	Transfer of functions to CAO
Community Information Support	-	5,032	4,000	
Total Office of the Director	1,118,638	1,258,939	808,937	
Finance				
Accounting	1,467,961	1,303,442	1,452,938	
IFAS Maintenance (IMS Fund)	(13,389)	229,566	229,566	
Total Finance Division	1,454,572	1,533,008	1,682,504	
Treasurer's Office	938,545	1,006,218	960,717	Transfer of FTE to Director's Office
Total Treasurer Division	938,545	1,006,218	960,717	
Purchasing, Contracts and Property Management				
Purchasing and Contracts	717,428	778,113	820,611	
Property Management	376,470	485,808	357,258	FTE Reduction
Total Purchasing, Contracts and Property Management	1,093,898	1,263,921	1,177,869	
Justice Court	3,877,352	4,291,924	4,741,488	Additional clerks
Total Justice Court	3,877,352	4,291,924	4,741,488	
Human Resource Management				
Human Resource Management	1,356,351	1,399,265	1,380,607	
Labor Relations	3,420	-	-	
Insurance Trust (HRM)	25,013,286	27,878,556	31,647,255	Health Insurance premium increase
Total Human Resource Management	26,373,057	29,277,821	33,027,862	
City Recorder	494,522	490,016	522,081	
Total City Recorder's Office	494,522	490,016	522,081	
Information Management Services	8,029,509	8,503,699	8,692,554	
Total IMS	8,029,509	8,503,699	8,692,554	
Total Department of Management Services	43,380,094	47,625,546	51,614,012	
FUND SOURCES				
General Fund	10,350,687	11,013,725	11,044,637	
Information Management Services Fund	8,016,120	8,733,264	8,922,120	
Insurance and Risk Management Fund	25,013,286	27,878,556	31,647,255	
Total Department of Management Services	43,380,094	47,625,546	51,614,012	

Five Year Business Plan – Department of Management Services

Customer Perspective							
Objective							
Provide more City services online by continuing to enhance the 7/24/365 Online City Hall. Complete 2 of the identified online services per year until all identified services are completed.							
Measures	Annual Results & Targets						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Create one additional online service setup on the City's Web page each six months until all identified services are completed.	2	2	2	2	2	2	2
Financial Perspective							
Objective							
Budget Responsibly: Revenue projections are based on conservative, yet realistic assumptions. Expenditure estimates are derived from a zero-based budgeting approach and linked to effective performance goals							
Measures	Annual Results & Targets						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Department actual revenue to be equal to or greater than revenue projections.	103%	100.05% %	≥ 100%	≥ 100%	≥ 100%	≥ 100%	≥ 100%
Objective							
Maintain Financial Stability: Ensure each Salt Lake City fund is financially secure.							
Measures	Annual Results & Targets						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Department actual expenditures to be equal to or less than expenditure projections.	99%	97.36%	≤ 100%	≤ 100%	≤ 100%	≤ 100%	≤ 100%
2. Monthly weighted average rate of return on investment portfolio will be equal to or greater than monthly State Treasurer's Pool rate. <i>SLC average rate for the fiscal year = 4.4316%; State average rate for the fiscal year = 4.4254%.</i>	Interest rate was 0.025% lower than State Rate	Interest rate was .024% higher than the State Rate	≥ State Rate	≥ State Rate	≥ State Rate	≥ State Rate	≥ State Rate
3. Utilization rate for parking meters will be equal to or greater than the established benchmark of 24.2%.	24.3%	24.2%	24.2%	24.2%	24.2%	24.2%	24.2%

4. Internal Service Funds (IMS fund) will maintain adequate retained earnings by adding at least 1% of revenues per year to their retained earnings.	-2.2%	+3.3%	+1%	+1%	+1%	+1%	+1%
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Financial Perspective

Objective

Protect Bond Ratings: Analyze debt capacity prior to issuing bonds and maintain modest debt levels to protect and enhance the City's overall credit worthiness.

<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. General obligation bond ratings will be equivalent to Moody's Aaa or Fitch's AAA. <i>In FY2008 no new general obligation bonds were sold. Ratings of all other outstanding bonds remains at Aaa or AAA</i>	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA

Efficiency / Effectiveness Perspective

Objective

Create High Performance Services: Provide customers with best-in-class services.

<i>Measures</i>	<i>Annual Results & Targets</i>						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Increase the percentage of vendors that accept payments by ACH.	42%	45%	46%	47%	48%	49%	50%
2. Monthly delinquency rate for outstanding special assessment accounts compared to established benchmark. <i>In FY2007-08 the monthly high percentage was 9% and the monthly low percentage was 6%. The average was 6.67%.</i>	13%	6.67%	≤15%	≤15%	≤15%	≤15%	≤15%
3. Percentage of total contract and PO purchase awards to women and minority owned business during the year.	5.58%	4.93%	5.70%	5.70%	5.70%	5.70%	5.70%

Objective							
Measure Customer Satisfaction: Coordinate and monitor resident survey.							
Measures	Annual Results & Targets						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2012-13 Target
1. Coordinate and monitor resident survey.	N/A	Completed	N/A	Completed	N/A	Completed	N/A
Workforce Quality Perspective							
Objective							
Attract and Retain Qualified Employees: Attract and retain qualified employees to ensure effective delivery of municipal services in a cost-effective manner							
Measures	Annual Results & Targets						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2011-12 Target
1. Ensure that the ratio of applicants remains higher than the benchmark of 25/1 or 25 applicants for each job per year.	28.5/1	21.5/1	25/1	25/1	25/1	25/1	25/1
2. Maintain turnover rate below 10%/yr.	6.33%	9.99%	≤10%	≤10%	≤10%	≤10%	≤10%
<i>This reflects citywide data.</i>							
Objective							
Increase Diversity: Increase diversity of the City's workforce to match or exceed the labor force of the Wasatch Front.							
Measures	Annual Results & Targets						
	2006-07 Results	2007-08 Results	2008-09 Target	2009-10 Target	2010-11 Target	2011-12 Target	2011-12 Target
1. Increase percentage of minority employees hired per year. (Labor force data shows 8.9% of comparable labor force comprised of minorities.)	0.5%	-11.7%	+1%	+1%	+5	+5	+5
<i>This goal is citywide and not Management Services specific. In FY 2006-07 minority employees comprised 26.3% of City workforce compared to 14.6% in FY 2007-08.</i>							

SALT LAKE CITY CORPORATION
 FY 2008-09 CAPITAL AND OPERATING BUDGET BOOK

DEPARTMENT OF MANAGEMENT SERVICES

<p>2. Increase percentage of female employees hired per year. (Labor force data shows 44.4% of comparable labor force is comprised of women.)</p> <p><i>This goal is citywide and not Management Services specific. In FY 2006-07 female employees comprised 24.9% of City workforce compared to 29.0% in FY 2007-08.</i></p>	-0.4%	+4.1%	+1%	+1%	+1%	+1%	+1%
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Narrative

The Management Services Department is comprised of seven divisions. We provide the following services to both citizens and City operations:

- Policy and Budget
- Labor Relations
- Payroll
- Accounting
- Financial Reporting and IFAS (Internal Financial Accounting System) Maintenance
- Revenue Auditing
- Grant Acquisition
- Cashiering
- Cash and Debt Management
- Special Assessments
- Parking Meter Collection
- Human Resource Management
- Employee Relations
- Employee Benefits and Insurance
- Purchasing
- Property Management
- Contracts
- Information Management Services
- Help Desk
- Web administration and audio and video services
- Telephone system management
- Software development and management
- City Recorder
- Elections
- City Justice Court

Office of the Director

The Office of the Director provides the following service to its public:

- Providing dedicated expertise and resources to city-wide information exchange, budget development, planning and research;
- Administration of all divisions of the department.

The Director's Office provides direct support to Division Directors of the department and oversees the day-to-day operations of the Department and directly supervises the seven Division Directors as well as the six full-time employees in Policy and Budget.

The Director's Office provides the Department oversight for all Department capital purchases, unemployment, workers compensation, and Personal Leave buy-outs. The budgets for these Department-wide efforts are reflected in the Director's budget. The services and their anticipated programmatic or budget changes are as follows:

Policy and Budget

Policy and Budget provides professional unbiased research on budget issues, drives the budgeting processes, and monitors compliance with the State Uniform Fiscal Procedures Act. Employees of this program work closely with budget representatives from all City departments and the City Council staff. They also bring together people from all around the City to discuss and conclude issues pertinent to the City. Some recent examples of their efforts are:

- Further analysis of the Public Safety and Citywide Radio Communications system development
- Completion of various studies used to determine if City donations or support are appropriate and within the legal allowances
- Justice Court caseload and staffing needs
- Analysis and research regarding the delivery of civil enforcement programs and responsibilities

The City uses a significant benchmarking opportunity in preparing its budget: The Government Finance Officers Association's distinguished budget preparation award program. This award represents a significant achievement by the City. It reflects our commitment to meeting the highest principles of governmental budgeting. In order to receive the budget award, we have to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well our budget serves as a policy document, a financial plan, an operations guide, and a communications device. We must receive a proficient in every category to receive the award. We have been successful in receiving the award for twenty consecutive years.

Personnel and support costs associated with this budget were increased by one budget analyst, since the debt management analyst was transferred from the Treasurer's Office. This structure should remain constant over this planning period. Our emphasis over this planning period will be to continue helping departments gain meaningful measures and incorporate those measures into the 5 Year Business Plan. We plan to maintain the current level of City Council adopted operating costs in the FY2008-09 budget and expect this operating level of funding to remain adequate over the remainder of this planning period.

City Justice Court

The City Justice Court Division provides the following services to its public:

- Provides prompt, fair, and impartial hearings
- Provides for the safekeeping of prisoners transported from the jail while awaiting their hearing
- Reports accurate and timely information on warrants, driving under the influence of alcohol or drugs (DUI's), and other misdemeanor violations with the statewide warrant system and the Bureau of Criminal Investigations
- Complies with the State Administrative Office of the Courts Policies and Procedures, State Statute, and City Code

- Coordinates the hearing officer program, the Traffic School program, and other related programs
- Researches and tracks the effectiveness of enforcement programs
- Provides accurate tracking of probationers
- Utilizes jurors efficiently
- Accounts for fine and ticket revenue
- Recommends amendments to City ordinance violations processed by the Justice Court
- Maintains documents, files and records according to retention schedules
- Provides information, technical assistance, training, guidance and supervision to other City departments, the public, the business community, attorneys, and governmental agencies
- Collects outstanding civil violations, such as parking tickets, alarm violations, and animal service violations

The Salt Lake City Justice Court opened its doors on July 1, 2002, with the intent to preserve the City's ability to adjudicate traffic violations locally, as well as return justice court services to the local community. The City has appointed judges with the hope they would be sensitive to community issues and willing to implement creative sentencing alternatives in keeping with an overall goal of providing restorative justice. Restorative justice provides for victim restitution, victim-offender reconciliation, and probation or pleas-in-abeyance which require the offender to reimburse the City for all case-related costs.

The court has jurisdiction over all Class B and C misdemeanors, violation of ordinances, and infractions committed within Salt Lake City's corporate limits. This includes many agencies (University of Utah, Utah Highway Patrol, and County Sheriff) that had previously filed in the District Court or County Justice Court. The Justice Court is made up of three sections:

- The Traffic/Parking Section, which administers a variety of programs, such as returned check collections, vehicle booting and impound hearings, ground transportation, alarm, zoning, snow removal, loud party, animal control, parking, and traffic violations, and collections. The Traffic/Parking Section is governed by separate City ordinances, policies and procedures;
- The Traffic School Section, which conducts traffic school classes;
- The Misdemeanor/Small Claims Section, which handles misdemeanor violations and settles legal issues and problems from contractual or service disputes or other claims which do not exceed the sum of \$7,500. This section has jurisdiction over cases in which the defendant resides or the debt arises within the geographic boundaries of Salt Lake City.

Some recent examples of the courts efforts are:

- Parking handles 135,000 cases per year
- Traffic handles 46,000 cases per year
- Small claims handles 7,500 cases per year
- Misdemeanor criminal handles 16,000 cases per year

- Payment processors (cashiers) handle an average 4,600 transactions per month
- Eleven assigned employees average 1,800 phone calls per month in addition to other duties
- Each Hearing Officer (Referee) conducts 450 traffic related hearings each month
- Each Hearing Officer (Referee) conducts 420 parking ticket related hearings each month
- Conducted 6,700 hearings over the phone on parking and traffic tickets
- Each Justice Court Judge conducts 4,100 criminal hearings each month, a workload 200-800% higher than comparable courts and the Court Clerks' workload is 300-400% higher than comparable courts-These numbers were confirmed by the audit which was completed in October of 2005.
- 1,000 jury summons are sent out each month to obtain a qualified pool of 400 jurors
- Contract interpreters spend 350 hours per month interpreting court hearings for non-English speaking court users
- The Justice Court handled 24% of all Driving Under the Influence (DUI) cases of the entire state judicial caseload
- Created specialized domestic violence court, drug court, DUI court, and homeless court programs that ensure the proper adjudication of these serious offenses and to help alleviate overcrowding at the jail
- A survey conducted revealed that 83% of Justice Court users are satisfied or very satisfied with the services they received
- Implemented an internet payment process for misdemeanor cases and combined with parking and traffic tickets collected an average of \$195,000 per month

Traffic/Parking Section

In July of 2005, a new Interactive Voice Recognition system (IVR) was implemented. This system gives the public access to 24 hour parking and traffic ticket information and the ability to make payments over the phone 24 hours a day, seven days a week. An average of 65 payments per day are taken using the system. Enhancements are currently being made to make the system more customer friendly by calling customers who have used the system and requesting feedback. We are also working with Information Management Services Division (IMS) on an additional feature allowing the public to be able to process partial payments over the phone.

A management audit, completed in October of 2005, confirmed our earlier benchmarking on staffing levels in comparable courts. This was followed up by a weighted caseload study conducted by the National Center for State Courts in April of 2007. This study made a recommendation that the court add 8.59 additional staff and 1.7 additional judges. We requested and received 6 additional staff in the next two budget cycles. We anticipate requesting additional staff in fiscal year 2010, with a goal of reaching full staff by 2011.

After implementing new procedures for phone hearings on parking and traffic tickets, hearings increased from 6,000 to 10,000 last year.

In 2005, a new law was passed that requires any plaintiff in a civil law suit to verify that the defendant named in the law suit is not on active military duty. In order to assure the court that this has been done, the parking section must file a "Small Claims Military Service Affidavit" with every small claims case that is filed. This requires staff to look up each defendant on a web site, verify that they are not on active duty, and then file the military affidavit with the original filing. This is a significant amount of additional work that the parking/traffic section has had to absorb.

Traffic School Section

On July 1, 1994 the City, through what was then the Parking Section of the Treasurer's Division, assumed responsibility from the State for administering the Traffic School program because the State could no longer accept fees that were not established by state statute. The City agreed to accept responsibility for the program because it was important to educate Salt Lake City residents on the laws governing moving violations.

The Traffic School Section conducts traffic school classes every Tuesday, Wednesday and Thursday evening (because of the increased traffic caseload an additional night was added in July 2002) except on official holidays. A \$50 fee (in addition to the fine) is currently charged to the participant to attend the class. The class is held at the Scott Matheson Courthouse. The Division will investigate the possibility of conducting these classes at the new City Library in the future, if no additional cost would be incurred.

Misdemeanor/Small Claims Section

The City Justice Court shares Small Claims jurisdiction with the Third District Court. One priority for the Small Claims Section of the Justice Court is to increase public awareness that they may file with Salt Lake City. This outreach should result in increased filing fee revenue over time.

In 2006, 2007, and 2008, we requested and received additional budget to help cover the increase in our interpreter fees. We will continue to monitor this budget for ongoing increases as the cities ethnic population changes.

During the 2008 legislative session, a new law was passed that mandated all Justice Courts be on the same case management system by July 1, 2011. This will have a large impact on the Justice Court since we will need to convert all criminal and traffic records in our current system to the state mandated system called Coris. This will require resources not only from the court but also the IMS division. The Administrative Office of the Courts has notified us that they currently anticipate starting to work with us in January of 2010, with a goal of having our data converted and be up and running by mid October, 2010. We anticipate requesting at least one full time temporary position to help with the conversion.

In October of 2005, the courts management staff and two of the judges attended a National Center for State Courts training course in Court Performance Standards. This training helps Courts clarify their performance goals, develop a measurement plan, and be able to document the successes. Our other judges attended a later session of the training and as a court we have adopted the ten "Cour Tools" Trial Court Performance Measures. We have formed both an

internal and external task force consisting of members of our justice partners to review current processes and make changes to help improve the courts level of service and time to disposition. We are now in the process of benchmarking our current level of service, adopting achievable measures, and beginning to implement the changes in process that the task force has identified. We will then be able to adequately measure our improvement in those areas.

Finance Division

The Finance Division provides the following services to its public:

- Ensuring that financial controls are in place for the safe guarding of the City's assets
- Ensuring that City funds are expended according to established legal and accounting practices
- Making payments to employees and vendors in a timely and accurate manner
- Providing useful financial information to requesting parties
- Providing revenue auditing and forecasting
- Acquiring grants
- Balancing the City's budget development,
- Forecasting personal services for future years
- Tracking and verification of acquisition of fixed assets
- Disposal of surplus property

One of the Division's goals is to provide procedures or guidelines for the users of the financial system to insure that the proper internal controls are in place. This includes revenue development and procedures. The entire Division is moving toward using more web-based and paperless transactions; particularly travels requests and reimbursements, journal entries, and bank transfers on vendor payments. The anticipated increases in the Division will be salary and benefit adjustments as outlined in the compensation plans.

Payroll

Currently, 95% of City employees are using payroll direct deposit. The direct deposit program has increased the productivity of the City's employees on payday. There has also been an increase of paperless payroll check stubs by direct mailing on e-mail.

The Payroll section has updated the employee self service online system. This will allow the employees to monitor and change personal information, payroll check information, bond deductions, and federal and state income tax withholdings online. Payroll has developed an employee what if screen in the employee on line system that allows an employee to see the effects of a payroll change.

The City will be changing to an employee ID number instead of the employee's social security number for better employee protection and security.

Accounting

The Accounting section monitors and estimates revenues on a monthly basis to ensure the City meets its projected revenues for the current fiscal year.

Financial Reporting

The Financial Reporting section provides reports which enable managers throughout City departments to monitor expenditures within appropriated budgets. The City's staffing is controlled on a position-by-position basis with a personnel identification number tracking each authorized staffing. With this staffing authorization, the Finance Division also provides projections for personal services costs for future years.

Integrated Financial Accounting System (IFAS) Maintenance

The IFAS Maintenance Section provides help line assistance with the City's financial information system. Maintenance on the system is provided by the Information Management Services Division (IMS).

Grants Acquisition

This Section applies for grants and assists departments in the acquisition of grants. The grant team has been meeting with individuals in the various departments to get an understanding of their needs and review each of their strategic plans.

Revenue Auditing and Forecasting

The revenue auditors provide projections of the current year's revenues and an estimate for future years' revenues. They audit revenues that are received by the General Fund to insure the correct amounts are received. The revenue auditors are also looking at other revenue sources to help cover the ever increasing expenditures in the General Fund.

Fixed Asset Management

This section of the Financed Division tracks the City's assets from acquisition to disposal. These accounting functions are done according to generally accepted accounting principals (GAAP), and meet the City's needs in relation to asset reporting on the annual balance sheet, which is part of the CAFR.

According to the International City/County Management Association (ICMA) benchmarking data, auctions/sales of Salt Lake City surplus property, excluding real estate, has historically exceeded the 95th percentile value of all jurisdictions (per capita basis). Quarterly auctions utilizing a City Contract continue to provide above average returns on surplus property.

Human Resource Management Division

The Human Resource Management Division provides the following services to its public:

- Attract and retain qualified employees, ensuring a turnover rate below the national average
- Ensure fair and equitable pay for employees
- Maintain a workforce well trained in relation to the City strategic goals
- Provide prompt and effective consultation to City managers to assist them in managing human resources within their work units
- Promote employee morale and management effectiveness by promptly investigating and resolving EEO complaints
- Proactively work to reduce conflict between employees and managers
- Automate processes and records to ensure efficient and prompt service to customers
- Provide benefits that serve the health, welfare and financial planning needs of the City employees and retirees

Human Resources links employees and managers, and provides support to allow both to do their jobs better. Much of the Division's responsibility involves establishing processes and systems which provide such support, as well as defining boundaries, for performance and behavior.

Personnel Administration, Human Resource Specialists, and Employee Relations

The Division has continued to make progress in automating records and processes. Our on-line job application was one of the first e-business processes in Salt Lake City. In the last three years, the application has been substantially improved and is functioning smoothly. In FY 2005 on-line training registration was implemented. Progress was made in automating training records. Other automation needs include electronic records management, adding skill banks to the human resource information system, and further automating training records.

Human Resources has been at the forefront of e-business applications and web site use. The Division has worked to adapt a human resource information system to better meet City needs and goals, working diligently to maintain an employee-on-line system that allows employees to access and update records and change or add benefit enrollments. When fully implemented, this will further allow the human resource professional staff to focus their time on more complex customer service issues such as career development, executive coaching, employee relations, staffing and reorganization, and targeted recruitment and retention.

Improvements in automation will be needed continuously throughout the next five years. This budget has not, at this point, included purchasing a new human resource information system, but such a system will certainly be needed within ten years. The budget does reflect modest upgrades of software development and purchase, in order to improve automation and on-line capability.

Human Resource professional staff members have provided ongoing training and consultation relative to changing federal, state and City legislation (e.g., the Family and Medical Leave Act, the City Ethics Ordinance, prevention of harassment). Such training and consultation have been key factors in limiting the City's liability and court costs. In fact, in the past ten years only one discrimination claim was upheld by the EEOC or lost in court. Such a record can only result from skilled advisors, including both Human Resources and the City Attorney's Office, working with dedicated managers and employees to create a good work environment. However, both

the Human Resources staff and City managers and employees will need much more extensive training and consultation to cope with the increasing complexities of the work setting.

National benchmarks reported by the Bureau of National Affairs demonstrate that Human Resource staff ratios are typically 1:100, i.e., one Human Resources staff person per 100 employees. Salt Lake City's ratio has decreased to less than 0.6 per 100. Despite that ratio, the Division continues to provide high quality services to the City.

If Human Resources staff had to choose only one measure of success, that measure would likely be the City's ability to attract and retain superior employees. By maintaining competitive pay and benefits, effective employee relations processes and systems, partnerships with employee associations, and appropriate career development opportunities, Salt Lake City has developed a reputation as a good employer. This has paid off for citizens, who have continually reported in surveys that they receive excellent service from those employees. Human Resources staff members commit themselves to work as partners with employees and managers to continuously improve effectiveness and efficiency.

Outreach efforts continue as the Division works toward increased diversity of the City's workforce, so that it more closely resembles the public we serve.

Organizational Development, Labor Relations and Training

This program work closely with the City's collective bargaining units (labor unions) and with the City Attorney's Office and Chief Administrative Officer to negotiate pay and work life issues with the City's recognized labor unions. This program also provides interpretations of the City's Memorandums of Understanding and acts as the City's Labor Contract Administrator. Additionally this office coordinates the activities of the Employee Appeals Board and several labor management committees. Contracts were successfully negotiated with AFSCME, Fire and Police unions going into FY 2007.

The training and development function provides support to City departments in emerging issues related to organizational development and training initiatives. With the loss of the Organizational Development and Training Manager position, this function has been reduced or absorbed into duties of the Human Resources Director, the Employee Relations Administrator and the Human Resource consultants.

Organizational Development and Training staff:

- Suggest and develop specific aspects of training in such areas as Leadership Development (e.g. Pressures, Problems and Leadership Conduct, Persuading and Influencing Employees, The Open Door Leader, Assigning Work, etc.); Professional Development (e.g. Business Writing, etc.); and Citizenship Curriculum (e.g. Violence in the Workplace, Sexual Harassment, Diversity, FMLA);
- Deliver or coordinate high-quality training programs which contribute to organizational effectiveness and internal/external customer service.

Insurance Trusts / Insurance Administration

The Insurance Trusts and Insurance Administration Sections provide an appropriate program of benefits to serve the health, welfare and financial planning needs of the City employees and retirees, and that are cost effective to the City in order to attract, retain and motivate competent employees.

The Section administers and coordinates the benefits program, which consists of medical, dental, and life insurance plans, long and short term disability plans, deferred compensation and retirement plans, employee assistance program, bus pass program, and a flexible benefits reimbursement plan. This Section provides specific services to City departments and City employees and retirees such as interpreting City policies and benefit plan documents.

The implementation of the Post Employment Health Plan provides an investment vehicle for current and future employees to pay for their retiree health insurance premiums. The City must continue to find ways to help retirees pay for health insurance premiums and other medical costs.

The City's medical plans are self-insured. The City contributes 95% of the medical premium for the City's most cost effective medical plan (over \$8 million annually). The Public Employees Health Program (PEHP) is the City's third party administrator. They charge an administrative fee of 4% of claims paid to administer programs. Other insurance companies charge 12 to 24% for the same administrative service the City receives from PEHP. Future trends in the health industry show an increase of 12% or higher due to increases in technology and new types of prescription drug coming out in the market. An ongoing challenge is to keep up with rising health care costs while maintaining manageable insurance costs for employees and for the City.

The Public Safety long term disability budget is 1% of annual salary for sworn officers. This budget will increase each year as salaries increase. The City is required by state statute to provide, at its own expense, a disability plan for sworn officers that is equal to the state disability plan.

The City's Employee Assistance Program is a contract through Comprehensive Psychological Services, which provides counseling services to employees and their family members for family and personal issues, drug and alcohol issues and work related issues. The cost for this program will increase each 3 yr renewal period.

The Benefits Section has made significant progress in ensuring that vendors provide customer service and information directly to City employees. For example, PEHP has provided one-on-one counseling to City employees regarding benefits. This emphasis continues. For example, as the Section develops employee-on-line benefits information, direct on-line links to PEHP and other vendors are provided, rather than attempting to develop a large in-house staff to implement employee changes. It is anticipated these initiatives will continue, in effect outsourcing a good deal of customer service and paperwork.

A major challenge has been maintaining adequate health and dental insurance reserves, so that unexpected claims will not negatively impact or even deplete the premiums collected from both the City and the employees. FY 2006 saw a restructure of health insurance premiums, combined with changed program benefits, in order to ensure adequate reserves. Annual adjustments of this kind are to be expected to ensure viability of the City's benefit program, while recognizing escalating health care costs.

Information Management Services

Information Management Services is the Information Technology provider for the City. As such, the division provides the following services to the public and City staff:

- City wide vision, guidance, and coordination for existing and new technologies
- Management, maintenance, and support of the City's voice and data networks
- Management, maintenance, and support of the City's internet and intranet environments (www.slcgov.com)
- Telephone services including telephones and voice mail
- Acquisition, development, and support of software solutions that appropriately addresses the City's business needs
- Training of City staff on computer related software and skills
- Production of audio and video content as well as live broadcast of programming on the City's Government Access television channel, slctv (www.slctv.com)

IMS continues to advance the technological capabilities of the City. Some of the major enhancements and advances to the City's technology offerings include:

- Implementation and support of the Accela system enabling the Community and Economic Development Department to better serve their customers and constituents.
- Integration of biometric devices for users of the City's computer systems. This enhances security of the City's infrastructure and increases convenience for the City's staff. All new computers are deployed with a fingerprint reader enabling the user to log in to the network without using a password.
- Recognition of Salt Lake City as 3rd in the nation for cities of our size by the Center for Digital Government.
- Implementing a Green IT initiative that to date has cut power consumption in the City's data center by more than 10%.
- SLCTV now broadcasts live all City Council Meetings, all Planning Commission meetings, and numerous press conferences, briefings, and other events of interest to the community.
- Several initiatives enhancing the security of the City's network infrastructure and data have been completed or are near completion including replacement of the firewalls, Network Access Control, and a redesign of the City's internet and intranet environments.
- Upgraded our ability to filter unsolicited email messages (spam). IMS currently blocks between 350,000 and 500,000 spam messages each day.

As the technology requirements of the City continue to evolve, IMS anticipates the need to pursue the following over the coming months:

- Continue to aggressively monitor, maintain, and enhance the City ability to protect its networks, computers, and databases from intruders. Those wishing to gain illicit access to the City's network are becoming more sophisticated every day. New threats are constantly emerging and the City must be at the ready to mitigate these threats rapidly and effectively.
- Continue to pursue technologies such as unified messaging that will make possible the promise of any message, anywhere, in any format. As the City's workforce becomes increasingly mobile, the need to access email, voice mail, calendars, contacts, tasks, and other information from anywhere on any device is pronounced.
- Continue to pursue convergence of the data and voice networks through the implementation of Voice over Internet Protocol (VoIP). VoIP is the fundamental technology that will enable unified messaging and lower the cost of phone service to City departments.
- Continue to increase the availability of City services available on line. The need of the public to access information from anywhere and on any device is clear. IMS will continue to work with departments to identify the information and services available through the City's website. (www.slcgov.com)
- Continue to increase the functionality of the City's GIS systems. IMS will continue to enhance the capabilities of this system to better serve the public and City staff.
- As records and document management requirements continue to increase, IMS must provide the tools and technologies that will enable departments to better address GRAMA and e-discovery requests.
- Provide the technical support and expertise needed to implement governmental transparency.
- Continue its efforts to reduce IMS's environmental impact through the City's Green IT initiative.
- Continue to enhance the City's business continuity and disaster preparedness/recovery efforts.

To address these requirements and increases the City plans to do the following:

- Standardize the City's application development tools and technologies
- Aggressively train City staff on the latest technology threats to the City's infrastructure and invest in the tools and technology to mitigate those threats.
- Aggressively search for efficiencies and methods to streamline the City's business processes through the appropriate application of technology solutions.
- Increase the availability of wireless connectivity for City staff through the use of the cellular networks and, as budget allows, increase the availability of free wireless internet at City facilities.
- Implement virtual server and blade technology to further reduce the power requirements of the City's data center.
- Continue its efforts to push document/records management out to all departments and division in the City including technology that will make certain documents available to the public through the internet.
- Upgrade our messaging infrastructure to enable the integration of unified messaging with the City's email and voice mail systems.

- Upgrade our telephone systems to incorporate VoIP technologies and consolidate remote phone switches increasing functionality and efficiency of the telephone support staff.
- Pursue options for a redundant data center.
- Replacement of aging infrastructure components to increase the reliability of the City's networks.
- Improve workflow processes and procedures to reduce production time for slctv programming.

Recorder's Office Division

The City Recorder was split from the IMS Division in this budget and they provide the following services to the public and City staff:

- Management of the records of the city in an efficient and professional manner
- Administration of City Elections
- Publishing of official City notices
- Serving as the recording secretary of the City Council, Administration and the Municipal Building Authority

The Minute Books and Indexes to the Minute Books have been microfilmed and are ready for digitization.

We have completed the new candidate election guide.

A representative from our office will work at the County Elections office during the Elections.

To meet digitization demands we plan to contract with a digitizing firm that specializes in this field.

We need to digitize all Minute books and Indexes to the minute books.

New federal election laws have changed almost every facet of our municipal elections. Future demands are unknown at this point, we will know better after the federal election in November.

Purchasing, Contracts, & Property Management

The Purchasing, Contracts, and Property Management Division provides the following services to its public:

- Specification development
- Research
- Sourcing
- Solicitation
- Procurement
- Contract development and execution
- Acquisition of real estate

- Related training
- Insurance/liability management services

The Division ensures through training, education, interaction and procedure that the City's assets are protected, acquired and disposed of in compliance with state and local requirements. As a result, levels of risk to the City are reduced, cost savings are improved and revenue to the City is maximized.

Benchmarking of Division services has been conducted and analyzed annually through the International City/County Management Association (ICMA) in the Center for Performance Measurement. With the City's discontinuation of ICMA membership, the Division is looking for other benchmark opportunities.

Changes in customer demands tend to follow national purchasing trends with more demand required in long term strategic contracts vs. short term purchase orders. As a result, many small dollar purchases are now made under long term contract arrangements or through other purchasing methods at the department level. Internal reorganization of responsibilities has enabled our Division to respond to this strategic change by shifting resources to contract development rather than the transactional processing of purchase orders.

The expectations and demands of our customers continue to increase every year. Customers expect quick response times, improved processes and flexible options. While technology has assisted in the area of providing information more easily to our customers, it continues to become more difficult each year to provide the services that are required with the limited number of staff within our Division.

Purchasing

The trend in the purchasing profession, as well as the Salt Lake City Purchasing & Contracts Division, has been to move from transactional purchase orders to strategic contracts and specifically to reduce small dollar purchase orders through other means of decentralized purchasing. As planned, the division has drastically reduced the use of purchase orders for totals under \$1,000 through the use of contracts or other small dollar purchasing methods.

In addition, a city-wide Environmentally Preferable Procurement Policy (EP3) has been implemented and a partnership has been formed with the U.S. Environmental Protection Agency (EPA) in their WasteWise program, which will effectively reduce waste and pollution through voluntary efforts.

The purpose of the EP3 policy is "to support the purchase of products that will minimize negative environmental impacts and support markets for recycled and other environmentally preferable products. The policy will implement a long-term commitment to purchase environmentally preferable materials whenever practicable. Goals will be set by each department that will lead to the implementation of the policy."

Environmental Coordinators from each City Department continue to meet to implement, educate and track progress of identified "WasteWise" Goals. The goals include three areas:

waste prevention, recycling, and buying recycled-content products. An assessment was conducted and compiled by the Purchasing section and an Annual Report for the WasteWise program was completed and submitted to the EPA for the third year in a row, the latest covering the 2005 calendar year.

While the guide "Purchasing Strategies to Prevent Waste and Save Money" was printed in 1999 by the National Recycling Coalition, Inc., the basic source reduction and reuse principles described therein are still applicable today:

Source reduction and reuse are the first priorities in the solid waste management hierarchy endorsed by the U.S. Environmental Protection Agency (U.S. EPA). The goal of source reduction is to prevent the generation of waste and conserve natural resources through improved resource efficiency. Practicing source reduction can help reduce the negative environmental impacts associated with material extraction and the production of goods and services. Negative impacts occur throughout the life-cycle of a product, from resource extraction, manufacturing, distribution and consumer use to final disposal. Source reduction can also help mitigate environmental problems created through the generation of garbage. United States residents generated nearly 210 million tons of municipal and commercial solid waste in 1996. Approximately one-third of this waste came from businesses and institutions such as government agencies, schools and hospitals. Most of this waste was disposed in landfills or incinerated.

Global warming is another important reason to reduce the amount of waste we generate. According to the U.S. EPA, if we cut the amount of waste we generate to 1990 levels or just 2%, we can potential reduce greenhouse gas (GHG) by 15.3 million metric tons of carbon equivalent (MTCEW, the basic unit of measure for GHG). This is almost 10% of the GHG emission reductions required by the Presidential Climate Change Action Plan.

Purchasing professionals play a crucial role in reducing waste, both by creating markets for goods and services that incorporate source reduction and by creating a new standard of excellence for colleagues, peers and competitors to follow. The Institute of Supply Management (ISM) estimates that federal, state and local government purchasing professionals spend more than \$1 trillion annually. Clearly, significant opportunities exist to impact products and their manufacturers through source reduction procurement.

Property

The Property Management function of this division is primarily involved in the acquisition and disposition of real property, as well as the management of the many leases maintained by the City with various organizations and entities.

The relationship between fixed assets and real estate transactions, in conjunction with other programs within the City, has a direct impact on budgets and projected revenues, and the preparation of the Balance Sheet of the Comprehensive Annual Financial Reports (CAFR).

Contracts

The need for more long-term contracts continues to increase, and also requires more time and expertise to process. In addition, insurance and liability management issues since 9/11 have become more challenging and will continue to escalate with limit increases required by recent 2006 legislation.

Division records indicate that over the past ten years, City purchase orders have decreased significantly and long term contracts have increased three-fold. During this same period of time, 6 positions have been eliminated with the most recent in 2004, including a part-time technical writer position and a full-time contract insurance specialist position. With the strict insurance requirements of the City and the increased challenges of getting the required insurance, these responsibilities were shifted to the remaining Contract Section employees, along with their other responsibilities. This shift in responsibilities and reduced staff has required us to maximize technology and search for process improvements, in order to maintain a satisfactory level of service to our customers.

One of the objectives of the division is to increase the use of City contracts, which will reduce small dollar purchase orders and result in reduced levels of risk and increased cost savings to the City.

Treasurer's Division

The Treasurer's Division provides the following services to its public:

- cashiering functions
- special assessment billing and collections
- parking meter collections
- cash and debt management

The Treasurer's Division focuses on the professional management of the City's financial resources by identifying, developing and advancing fiscal strategies, policies and practices for the benefit of the City and its citizens. Furthermore, the Treasurer's Division has committed to continuously improving the quality of the customer-focused services it delivers to the public. This is evident by the way "world class" customer service is integrated into job descriptions, performance plans and staff evaluations. In so doing, all staff have fully acknowledged that satisfactory performance in the area of customer service is an expected outcome of everyday work activity, at the individual, program, division and department level.

The Treasurer's Division is a credible and valued resource to other divisions within the Department of Management Services, other City departments and other public and private agencies. Its primary responsibilities are of a fiduciary nature relating to the collection, management and disbursement of public funds. The Division provides a variety of services, including cashiering functions, special assessment billing and collection, parking meter collection, and cash and debt management. The City Council approved funding for a Deputy Treasurer position during the FY 2007 budget process to assist the City Treasurer with the Division's increasing workload. The position was filled in December, 2006. The FY 2009 budget

eliminated one and a half positions from the Treasurer's Division. The Debt Management Analyst position was eliminated and the Administrative Associate position was eliminated and replaced with an Office Facilitator I RPT position.

Cashiering Resources

The Cashiering Resources Program involves the prompt and accurate receipting and depositing of all funds received through the cash receipt process so as to maximize opportunities to invest idle cash balances.

The Cashiering Resources Coordinator has developed a comprehensive Cash Register Users Manual. This manual functions as a training tool for cashiers in the Treasurer's Division and Justice Court, as well as a reference guide for processing infrequent transactions.

The online cash receipt system is up and running city-wide and has been well received by its more than 200 users. It has proved to be a very efficient system by eliminating dual entries, reducing the number of encoding errors, offering an online lookup of cash receipt history, and eliminating the cost of printing four-part forms.

Cash Handling Procedures were completed in FY2008 and a draft of the Cash Handling Policy is expected to be finalized before the end of FY 2009.

The Cashiering Resources Coordinator conducts unscheduled audits of all City cash handlers' money drawers. The City Revenue Auditors have recommended conducting unscheduled audits at the Justice Court at least twice per month.

On-site training for cash handling is available for all new hires. Upon request, the Cashiering Resources Coordinator will visit any office that handles monetary transactions and provide a written assessment of their cash handling processes and procedures.

The Cashiering Resources Coordinator plays a vital role in the selection process and the ongoing administration of the armored car services contract and the banking services contract. Furthermore, this position provides City-wide technical support related to balancing and deposit procedures and a variety of other cash handling functions.

Special Assessments

The Special Assessments Program ensures proper billing, account management and collection of all special assessments and manages the collections on delinquencies in accordance with bond resolutions, City ordinances and City policy. The annual budget for street lighting Special Improvement Districts (SID's) is prepared and analyzed by the Assessments Analyst. Electrical costs are reviewed and submitted by the City's Transportation Division. All expenses to operate the street lighting SID's including overhead are then posted to the City's budget and accounting system for final City Council approval. During the fiscal year as each of three annual street lighting assessment ordinances is adopted by the City Council, the assessed amounts in the ordinances equate to the approved amounts in the budget. This process has improved accounting and control over street lighting SID's.

As of JUNE 30, 2008, there were 4,300 active special assessment accounts. Each fiscal year approximately 3,800 new street lighting assessment accounts are billed and 3,400 are collected. During FY 2008 there were 763 new curb and gutter assessment accounts created. Also, in FY 2008 nearly 1,300 Central Business Improvement District (CBID) assessments were billed. Assessments can be paid by credit card either in person, or over the telephone, or online through the City's web page, www.slcgov.com. E-checks are available online to special assessment customers as a payment alternative to credit cards. The special assessment web page has undergone a complete redesign to enhance online payment options and give payoff information to title companies. Also, the telephone line for special assessments has been enhanced to add menu options for better customer service. A totally new web-based special assessments program is underway and will be available in FY 2009.

Periodic reviews of the billing process are conducted and changes to invoices have been made making it easier to understand, thus providing the customer with more useful information. A complete rewrite of the initial "Notice of Assessment and Payment Invoice" sent to property owners is complete. Also, the practice of recording a "Notice of Assessment Interest" with the Salt Lake County Recorder's Office has proven to protect the City's interests and is extremely helpful to title companies in identifying outstanding assessments when researching property information.

The Assessments Analyst has begun an aggressive program to search out and collect delinquent special assessment accounts that were at one time levied against properties with parcel numbers that have since changed, either by subdividing or combining properties or by changes in ownership. Additional Council action and/or possible legal action may be necessary. Researching account information and assisting City attorneys in legal matters will be an ongoing process as new properties continue to be assessed and these properties get subdivided and/or combined and ownership changes hands. Recent legal opinions sought by the Assessments Analyst have helped define this process. Contact was initiated with the Salt Lake County Recorder's Office to provide regular updates and access to the County's property identification numbering process. The County is now working with Information Management Services (IMS) so that information regarding parcel subdividing and combining is given to the City on a timely basis.

The special assessment delinquency rate for October 2000 was 33%. It averaged 6.67% for FY 2008 and 13% for FY 2007. Our current goal is to maintain a delinquency rate of $\leq 15\%$. To accomplish this goal, "Notices of Assessment Interest" are recorded on all properties with outstanding assessments, and up-to-date assessment information will be maintained online for title companies to access.

Parking Meter Collection

The Parking Meter Collection Program generating revenue of approximately \$1.2 million per year allows for the collection and deposit of meter coin and assures that all needed repairs are performed and an adequate system to address security issues and capital replacement needs is in place. The Treasurer's Division oversees the Parking Meter Collection Program and administers the "Downtown Parking and Transit Validation Services" contract with the Downtown Alliance. There are approximately 2,072 meters in operation throughout the City.

Tokens deposited into parking meters are sorted from the regular coin by Chase Bank and redeemed at a Token Center. Between 3,000 and 5,000 tokens are deposited into parking meters each quarter. The Treasurer's Division is responsible for ordering, issuing and inventorying meter keys. There are nearly 900 meter keys that are currently in circulation or in inventory. This Division also orders meter heads, and collection equipment and supplies. Beginning in early July 2006, the City returned to a 3-day per week schedule for collecting meter coin.

Cash Management and Debt Management

The Cash and Debt Management Programs involve prudent oversight of the City's investment portfolio, cash flow analysis and control, and the structuring, issuing, managing and servicing of City debt. Between these two programs, there are currently three employees with overlapping responsibilities: the City Treasurer, Deputy Treasurer, Cash Management/Investment Analyst.

Cash Management

The Cash Management program regularly interacts with every department in the City. All operating cash and bond proceeds are totally invested for the City, including the Airport, Public Utilities, Redevelopment Agency, and Library. As of June 30, 2008 the City's entire investment portfolio totaled over \$431 million. Of this amount approximately \$20 million were held by trustees in the form of bond proceeds or sinking fund payments with investment direction given by the City Treasurer in accordance with each bond indenture's permitted investments section. The City's pooled-type investments have consistently kept pace with the benchmark State Treasurer's Pool.

All incoming and outgoing wires and ACH transactions (automated clearinghouse) are funneled through this program as well as coordination with and adherence to all aspects of the City's banking services contract. The Revenue Management System (CAMP A/R) is designed in such a way that all payments throughout the City (except for the Airport and Public Utilities and a few telecommunication franchise agreements) are sent directly to this office to prepare the necessary paperwork for processing, receipting and posting. The printing of all City checks, i.e. accounts payables for weekly City and Airport check writes, immediate pays and payroll liabilities, are processed by the Treasurer's Division.

The popularity of electronic commerce for both personal and business use continues to directly impact the Treasurer's Division. Electronic payments, ACH's, e-Checks and wires are increasingly replacing paper checks as popular and convenient payment alternatives. The Treasurer's Division staff has played an integral role in developing the means to accept and disburse payments electronically. City customers pay for a variety of services and/or fees online. The Treasurer's Division is currently receiving over 12,000 payments per month from home banking systems and this number continues to grow. Previously, these items were treated as exceptions to the lockbox process and payments had to be manually entered into the system. The City now receives this information electronically along with the lockbox file and payments are automatically posted to customers' accounts. Loan payments are made electronically to the City and nearly 6,500 automatic debits or direct charges are made to customers' water accounts each month. Visa, MasterCard, American Express and Discover Card

credit cards are accepted for payment of any City service/fee. On the disbursement side, almost all City paychecks are directly deposited, as are payroll withholdings via the ACH system. With more and more weekly accounts payable payments being made to vendors via ACH rather than by paper check the volume of these two methods of payment are virtually equal. All debt service payments as well as all investment transactions and property acquisitions are electronically disbursed. For control purposes, it requires 2 people to send a wire, one to prepare and input the information and another to approve and send it. An increase in the number of payments sent and received electronically rather than by paper check and the ongoing changes in electronic commerce have dramatically increased the workload in this division.

Credit card usage continues to grow in popularity with customers particularly for web-based payment applications and when paying in person. Although per item credit card processing costs have remained constant at about 2% of the charged amount, the volume of credit card activity continues to increase steadily, resulting in increased processing costs to the City. In fiscal year 2008 there were 98,255 credit card transactions processed for all types of payments excluding water payments, generating over \$9.8 million in revenue and \$187,000 in related fees. Except for golf courses and Public Utilities, all credit card fees are charged to the Treasurer's Division's budget. E-Checks, an alternative to using credit cards, are now available for most customers paying online. This payment option allows customers to make electronic payments to the City directly from their checking account and at a fraction of the cost to the City for processing a credit card transaction.

In 2003, the City Treasurer was appointed by the Governor and approved by the State Senate to the Utah Money Management Council. This Board sets investment and cash management policies for all public treasurers (state, county and municipal) within the State of Utah.

Debt Management

The Debt Management Team is comprised of the City Treasurer and Deputy Treasurer. Together they must coordinate all aspects of a debt issue, even after the financing has closed and the proceeds are received and invested. For almost every bond issue, it is their responsibility to form a financing team consisting of bond counsel, financial advisor, underwriters, trustee and any other relevant stakeholders, according to Salt Lake City Policies and Procedures and Administrative Rules for Procurement. Arrangements for arbitrage calculations need to occur annually over the life of each bond issue. Continuing disclosure information needs to be provided to national repositories on an annual basis for most bonds issued after 1997. A myriad of accounting and budgeting functions are handled by this team and include, but are not limited to, accounting and budgeting for bond proceeds and costs of issuance; monthly and semiannual debt payments and related funding transfers; and monthly requests for reimbursing the City from trustee-held construction proceeds for payments the City has advanced. These monthly reimbursement requests may last up to 3 years or more beyond the bond closing date. Furthermore, in order to preserve the tax-exempt status of certain outstanding bonds, monitoring private use issues needs to occur on a regular basis. Prior to each bond closing, a variety of information needs to be gathered. Documents and revisions to documents need to be carefully read, and schedules need to be accurately prepared. Variable rate debt, an alternative to the more traditional fixed rate debt, requires monthly debt service

payments rather than semiannual ones. The City has one variable rate issue outstanding as of June 30, 2008.

Since 1999 the City has closed on 45 bond and note issues having a combined par amount of \$762,706,000. Several of these financings occurred simultaneously. As of June 30, 2008, \$215 million in outstanding par amount of bonds was being managed by the Debt Management Team.

Current debt plans include issuing special assessment bonds related to street improvements and sidewalk replacement projects; sales tax bonds for constructing a new City fleet maintenance facility; and general obligation bonds to purchase open space parks and recreational lands.