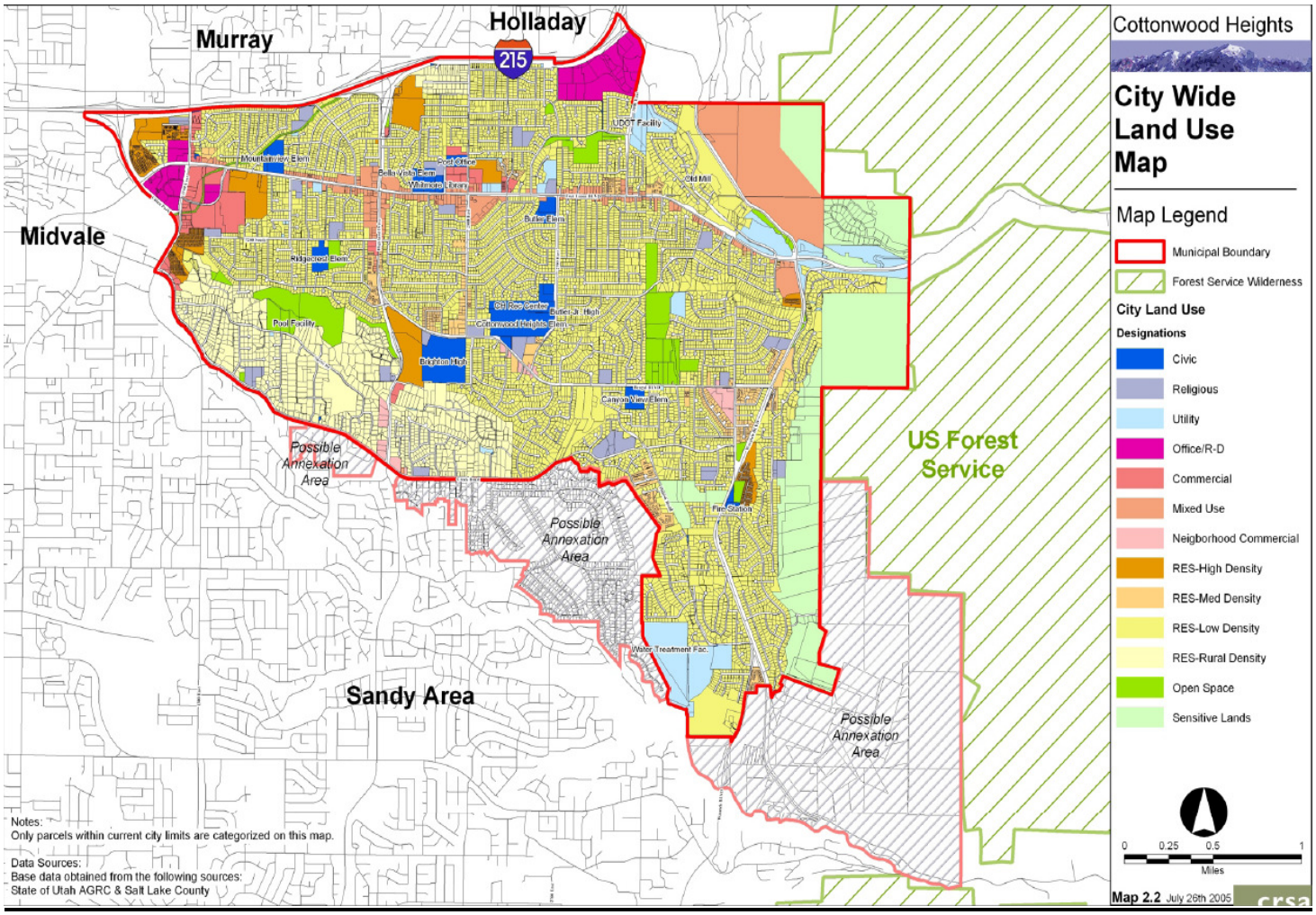
COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT



PLANNING and ZONING

PLANNING PERIOD: FY2011-12 THROUGH FY2015-16
FISCAL BUDGET PLANNING YEAR: FY2013-14

FUND:		General Fund		**COST CENTER NUMBER**		11-4611
DEPARTMENT:		Community & Economic Development		**FULL TIME EQUIVALENT**		4.54
SUB DEPARTMENT		Planning and Zoning		**BUDGET: FY2013 Adopted** **FY2013 Amended** **FY2014 Budget**		367,600.00 367,600.00 420,296.00
DIVISION		Planning and Zoning		**DIRECTOR: Brian Berndt**		

AUTHORITY: COTTONWOOD HEIGHTS CODE OF ORDINANCES 2.60.010: Duties of community development director/planning director.
In all cases where the duty is not expressly charged to any other department or office, it is the duty of the director of the city's community development department to:
A. Plan, promote, and coordinate all activities affecting community development;
B. Speak on behalf of the department concerning the public issues in the community over which the department has jurisdiction or advisory responsibility;
C. Establish overall work priorities and allocate work among the staff and divisions within the department;
D. Review the work of all divisions and make the final decisions for the department;
E. Coordinate departmental activities with other departments; and
F. Perform all such related duties and such others as may be imposed by statute, by ordinance, or by the city manager.
G. With the advice and consent of the city manager, appoint one of the department's division directors to act as the deputy director of community development. There is no deputy director at this time.

COTTONWOOD HEIGHTS CODE OF ORDINANCES 2.60.020: Organization of community development department.
The community development department is divided into the planning division, a building inspection division, and an economic development division, which includes business licensing.

PURPOSE

The purpose of the planning division is to provide for the City long range planning, current planning, overseeing city building inspection, and administer the policies adopted by the City Council.

PURPOSE STATEMENTS

Planning functions with three full time employees.

Planning is responsible for the following functions:

- Long-range planning, including land use, housing, economics, policies, the major street plan, the general plan, and assisting in the development of the capital facilities plan and the adoption of any related impact fees
- Current planning, including reviewing all new development, handling land use problems and applications on a day-to-day basis, providing technical staff assistance and liaison to board of adjustment and the planning commission, and the development of short-range land use plans
- Performing such other duties and functions as may be assigned by the community development director or the city manager
- Providing city departments and citizens with GIS support and technology

The City contracts with a private engineering firm to provide plan reviews and inspections as well as reports to the Community and Economic Development Director/Planning Director.

Building inspection is responsible for the following functions:

- Inspect or supervise the inspection of all work done under the provisions of the uniform codes adopted by the city
- Inspect or supervise the inspection of all premises, including structures and appurtenances thereon, for safety
- Perform such zoning ordinance compliance as directed by the community development director.
- Examine or supervise the examination of all construction plans to assure their compliance with the building codes and other appropriate laws and ordinances
- Issue building permits when plans comply with the building codes and all other appropriate laws and ordinances
- Assist and advise the public with respect to construction and code requirements.
- Investigate complaints or information regarding the probability of the presence of hazardous or illegal conditions or uses in premises
- Perform, when requested or directed, inspections for compliance with the requirements of the community development department, the public works department, and the fire department pursuant to the city's subdivision ordinance
- Perform business license inspections
- Perform any other inspections or services directed by the city manager or the director of the community development department

FIVE YEAR BUSINESS PLAN GOALS

	Measures	**FY2011-2012 Actual**	**FY2012-2013 Estimate**	**FY2013-2014 Budget**	**FY2014-2015 Target**	**FY2015-2016 Target**
Enhance the use of GIS within the City	1. Create an Interactive GIS map that provides all of the information available	*Interactive GIS map is in process of completion*	Develop online GIS Applications --- ongoing	Develop online GIS applications	N.A.	Update GIS online application as necessary
Provide for appropriate records retention	1. Complete file organization and clean-up. Archive appropriate files	*60% Complete by 6/30/12*	Complete by 6/30/13 --- Completed	Complete by 6/30/13	N.A.	N.A.
Implement programs designed to enhance customer loyalty and satisfaction. *(City Goal 2011-1)*	1. Measure customer satisfaction	*N.A.*	Create customer satisfaction survey card and review results and implement improvements --- Completed 6/2013	Create online customer satisfaction survey and review results and implement improvements	Create online customer satisfaction survey and review results and implement improvements	Create online customer satisfaction survey and review results and implement improvements

	Measures	**FY2011-2012 Actual**	**FY2012-2013 Estimate**	**FY2013-2014 Budget**	**FY2014-2015 Target**	**FY2015-2016 Target**
Implement programs designed to enhance customer loyalty and satisfaction. (cont'd) *(City Goal 2011-1)*	2. Working with Administrative Services, cross-train counter staff to facilitate any customer request. This includes, but is not limited to the following: • Issue construction permits • Accepts construction plans • Cash receipts for all construction permits • Answer basic zoning, building, and engineering questions • Issue animal licenses • Business License • Know the basic components of the city – who does what • Make deposits • Understand city processes	*Cross training completed*	Continue cross training as needed --- Completed	Continue cross training as needed	Continue cross training as needed	Continue cross training as needed
	3. Complete plan review and application processing in an efficient manner and enhance customer satisfaction with timeliness of plan review and application review	*N.A*	N.A.	Complete plan review and application review within 10 working days 90% of the time	Complete plan review and application review within 10 working days 90% of the time	Complete plan review and application review within 10 working days 90% of the time

	Measures	**FY2011-2012 Actual**	**FY2012-2013 Estimate**	**FY2013-2014 Budget**	**FY2014-2015 Target**	**FY2015-2016 Target**
Development of programs and plans to maximize the beneficial impact of planning. *(2012 - 2014 Citywide Goal 5)*	1. Evaluate housing stock within the City and evaluate long range housing.	Evaluate participation in the Olene Walker low income housing plan & participate in other low income housing assistance programs ----- *Evaluation of OWHP 100% Completed & provided CDBG funds to ASSIST & HANDYMAN programs which assist low income individuals with moderate housing repairs which help them stay in their homes*	Evaluate housing stock within the City & develop long range housing goals	Evaluate housing stock within the City & develop long range housing goals through the current general plan update process	Incorporate long range housing goals into city decision making process	Incorporate long range housing goals into city decision making process
	2. Update Cottonwood Heights General plan.	Complete assessment of elements of the General City Plan that need revised & or updated by 6/30/2012 ----- *100% Completed*	Take action as appropriate & scheduled to implement changes in the General City Plan as needed by 6/30/2013	Publish new General Plan by June 30, 2014. In lieu of completed plan have in place by June 30, 2014 the public input phase of completion	If not published, publish new General Plan	Modify the General Plan as may be necessary
				Determine if a Fort Union Blvd. master transportation plan is warranted	If a Fort Union master plan is warranted incorporate into such plan alternative transportation modes / networks along with a sufficient transit system of light rail or bus-rapid transit to link major employment retail, and residential areas with stations, park and rides and other elements of regional transportation	

WORKLOAD INDICATORS/STATISTICAL ACCOMPLISHMENTS

Workload Indicators	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Budget	FY2014-2015 Estimate	FY2015-2016 Estimate
# of City Council, Planning Commission & Advisory Board meetings at which Planning staff provided support or participated	**73**	**75**	**70**	**70**	**70**
# of Land Use Applications reviewed	**39**	**48**	**35**	**30**	**30**

FY2012-13 MAJOR ACCOMPLISHMENTS

- Created community profile
- Updated Ft. Union Master Plan
- Completed Canyons School District outreach

FY2013-14 DEPARTMENT SERVICE LEVEL ADJUSTMENTS

There are no service level adjustments

FIVE YEAR LOOK AHEAD

- Update Zoning Ordinance
- Update subdivision Ordinance

SUMMARY OF KEY CHANGES

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
Planning	**4.54**			
Salaries and Wages		233,160.00		
Miscellaneous annualized adjustments / categorization			10,985.00	
Compensation adjustments			6,506.00	
Office Assistant II (Business License) from Administrative Services	**0.63**		20,795.00	
				271,446.00
Benefits		99,150.00		
Miscellaneous annualized adjustments / categorization			2,203.00	
Compensation adjustments benefits			1,545.00	
Legislative mandated retirement rate increase			2,433.00	
Insurance rates			2,590.00	
Office Assistant II (Business License) from Administrative Services			5,879.00	
				113,800.00
Materials and Supples		16,905.00		
Miscellaneous annualized adjustments / categorization			-155.00	
				16,750.00
Charges for Services		16,816.00		
Miscellaneous annualized adjustments / categorization			1,484.00	
				18,300.00
Capital Outlay		1,569.00		
Miscellaneous annualized adjustments / categorization			-1,569.00	
Total Planning	**5.17**	**367,600.00**	**52,696.00**	**420,296.00**

EXPENDITURE DETAIL BY MAJOR CATEGORY

PLANNING AND ZONING BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
SALARIES, WAGES, AND BENEFITS				
Salaries and Wages (100)				
Elected and Exempt Salaries	66,912	70,156	83,670	1.7% COLA
Permanent and Provisional Compensation	129,514	126,925	171,482	1.7% COLA and Business Licensing process moved from Administrative Services
Part Time and Seasonal	11,635	12,110	12,316	
Overtime Pay	77			
Compensated Absences	22,705	20,000		
PTO Future Funded Liability	-188	2,869	3,978	New estimate yearly
Allowance for Discretionary Compensation	1,000	1,100		No one-time increases
Total Salaries and Wages	231,655	233,160	271,446	
Employer Paid Benefits (200)				
Health Insurance Premiums	48,173	41,413	44,003	Premium rate increase of 19% and employee participation moved from 10% to 20% of premiums
Life, AD&D Premiums	455	615	812	Compensation changes
Sec. 125 Flex Plan Costs	138	50	60	Compensation changes
LTD Premiums	1,171	1,383	1,605	Compensation changes
STD Premiums	540	550	535	Compensation changes
Dental Insurance Premiums	2,389	2,229	2,919	Compensation changes, no premium changes expected
EAP-Employee Assistance Program Premiums	200	200	213	Compensation changes
Medicare (FICA)	3,298	3,343	3,878	Compensation changes
Retirement / Pension Contribution	28,487	32,574	41,038	Compensation changes and rate increase of 7.79%
Social Security (FICA) Substitute (401K / 457)	14,585	14,293	16,583	Compensation changes
Workers Compensation Insurance	2,123	2,500	2,154	Rate change and compensation changes
Allowance for Discretionary Compensation				
Total Employee Paid Benefits	101,559	99,150	113,800	
TOTAL SALARIES, WAGES, AND BENEFITS	333,214	332,310	385,246	
Professional and Technical Services (300)				
Contracted Services - Inspection and Permitting	116,393			all engineering services budget moved to ced engineering division
Contracted Services - Engineering	115,082			
Total Professional and Technical Services	231,475			
Other Purchased Services (500)				
Insurance	1,800	2,800	1,800	
Travel / Training / Seminars	3,876	5,000	6,000	
Public Notices	275	8,516	10,000	
Other Purchased Services	143	500	500	
Total Other Purchased Services	6,094	16,816	18,300	

EXPENDITURE DETAIL BY MAJOR CATEGORY (cont'd)

PLANNING AND ZONING BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
General Expenses and Supplies (600)				
Meals and Refreshments	396	304	500	
General Office Supplies	89	400	2,000	
Computer Software ,$10,000	1,353	2,780	3,000	
Subscriptions and Memberships	10,533	12,011	7,550	
Gasoline, Diesel, Oil and Grease	230	250	700	
Other General Expenses and Supplies	165	1,160	3,000	
Total General Expenses and Supplies	12,765	16,905	16,750	
Capital Outlay (700)				
Office Furnishings and Fixtures		1,569		
Total Capital Outlay		1,569		
TOTAL OPERATING EXPENSES	250,334	35,290	35,050	
TOTAL EXPENDITURES	583,548	367,600	420,296	
Other Uses				
Debt Service / Lease Expenses				
Interfund Transfers				
Total Other Uses				
TOTAL OTHER USES				
TOTAL EXPENDITURES AND OTHER USES	$ 583,548	$ 367,600	$ 420,296	

ECONOMIC DEVELOPMENT

PLANNING PERIOD: FY2011-12 THROUGH FY2015-16
FISCAL BUDGET PLANNING YEAR: FY2013-14

FUND:		General Fund		**COST CENTER NUMBER**		11-4610
DEPARTMENT:		Community & Economic Development		**FULL TIME EQUIVALENT**		0.63
SUB DEPARTMENT		Planning-Economic Development		**BUDGET: FY2013 Adopted** **FY2013 Amended** **FY2014 Budget**		47,633.00 47,633.00 47,000.00
DIVISION		Economic Development		**DIRECTOR: Brian Berndt-Planning Director**		

AUTHORITY: Created by City Policy

PURPOSE

The purpose of the Economic Development Division is to promote local economic development, utilizing among other things, a contract with the Economic Development Corporation of Utah.

PURPOSE STATEMENTS

The City contracts with the Economic Development Corporation of Utah (EDCU) to assist in economic development efforts within the City. The City will identify certain target industries to relocate to the city. Economic development will work to establish retention strategies to retain existing businesses already in the city.

The Business licensing Office (.63 FTE):

- Collects all license fees and issues all licenses in the name of the city to all qualified persons
- Promulgates, enforces, and supervises the enforcement of all reasonable rules and regulations necessary to the operation of the business licensing functions
- Adopts all forms and prescribes the information to be given therein as to character and other relevant matters
- Requires applicants to submit any affidavits necessary and proper in the licensing process.
- Organizes and maintains accurate and complete files on applications and licenses

FIVE YEAR BUSINESS PLAN GOALS

	Measures	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Budget	FY2014-2015 Target	FY2015-2016 Target
Create a Strategic Economic Development and Redevelopment Plan. *(City Goal 2011-5)*	1. Work with Economic Development Corp of Utah to augment plans for economic development	*Contract with EDCU completed*	Implement Economic Development Plan and Capitalize all of EDCU's resources to further economic development in CH --- Ongoing	Implement Economic Development Plan and Capitalize all of EDCU's resources to further economic development in CH	Continue to capitalize all of EDCU's resources to further economic development in CH	Continue to capitalize all of EDCU's resources to further economic development in CH

	Measures	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Target	FY2014-2015 Target	FY2015-2016 Target
Economic Development Program	1. Target key industries and companies for possible relocation and/or expansion in the city. Additionally, we will be progressive in the retention of our existing businesses	*N/A*	Target business recruitment & business retention programs that complement and sustain the Council's goals and work toward a diversified economy of businesses --- Ongoing	Target business recruitment & business retention programs that complement and sustain the Council's goals and work toward a diversified economy of businesses	Review needs of potential businesses to locate to the city or remain in the city	Continue to review needs of potential businesses to locate to the city or remain in the city
	2. Create business development program and marketing campaign **Economic Development:** Responsible for job creation, revenue enhancements, quality of life enhancements, and general economic research **Market Development:** Responsible for the City's destination development program, including support of signature events, development of destination attractions, visitor marketing, and regional interest related research **Redevelopment:** Responsible for enhancing the mature areas of the community, with particular focus on Ft. Union Blvd. corridor, and other identified areas **Business Services:** Responsible for the retention and expansion of existing businesses in the community, with particular focus on small businesses	N/A	N/A	Establish street banner program of business support --- __ banners posted	Continue to add banners and utilize existing banners --- __banners posted	Continue to add banners and utilize existing banners --- __banners posted

	Measures	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Target	FY2014-2015 Target	FY2015-2016 Target
Economic Development Program (cont'd)	3. Create business retention program			Establish business retention plan	Review business retention program and make improvement if needed	Review business retention program and make improvement if needed
Recognize the importance of a strong and vibrant business community *(Citywide Goal 7)*	1. Seek ways to support Cottonwood Heights' businesses and diminishing red tape for businesses to thrive in our community	*N.A.*	Strengthen communication with the business community: Produce a community profile of community information and characteristics Create a Demographic and statistical profile --- Completed 6/2013	Streamline business development process to allow businesses to construct and open faster	Perform yearly review of development processes	Perform yearly review of development processes
Implement programs designed to enhance customer loyalty and satisfaction. *(City Goal 2011-1)*	1. Complete business licensing application process in a timely manner	*N.A.*	N.A.	Complete business licensing application process within 10 working days 90% of the time	Complete business licensing application process within 10 working days 90% of the time	Complete business licensing application process within 10 working days 90% of the time

WORKLOAD INDICATORS/STATISTICAL ACCOMPLISHMENTS

Workload Indicators	FY2011-2012 Actual	FY2012-2013 Actual	FY2013-2014 Budget	FY2014-2015 Estimate	FY2015-2016 Estimate
# of Businesses (New)	**167**	**154**	**130**	**NA**	**NA**
Square Footage of **New** Commercial Space	**-0-**	**4200**	**75,000**	**-0-**	**-0-**
Square Footage of **New** Office Space	**232,000**	**0**	**325,000**	**-0-**	**-0-**
Total Square Footage of Office Space	**2,285,842**	**2,285,842**	**2,610,842**	**2,610,842**	**2,610,842**

FY2012-13 MAJOR ACCOMPLISHMENTS

- Created business development program
- Created economic development banner program
- Created business outreach program
- Updated/created City demographic information
- Revised Business License process and rate schedule

- Streamlined business licensing process
- Created business spotlight program in city web site

FY2013-14 DEPARTMENT SERVICE LEVEL ADJUSTMENTS

- Implement Business Owners / Development program-$20,000
- Implement Economic Development banner program-$10,000
- Implement School Outreach program-$2,000

FIVE YEAR LOOK AHEAD

Update City General Plan to incorporate elements of the Economic Development Strategic Plan

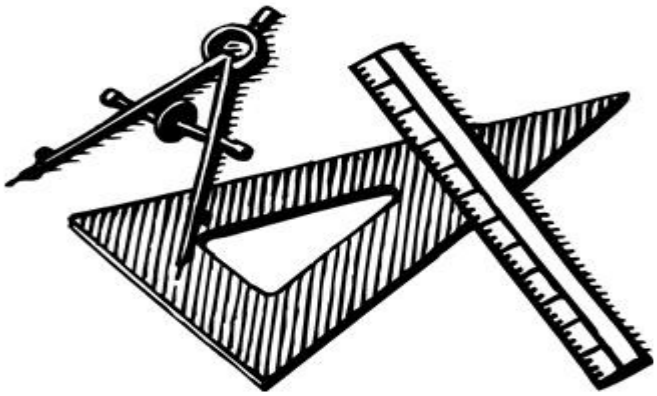
SUMMARY OF KEY CHANGES

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
Economic Development				
Materials and Supples				
Miscellaneous annualized adjustments / categorization			10,000.00	
				10,000.00
Charges for Services		27,633.00		
Miscellaneous annualized adjustments / categorization			-20,633.00	
Banner program			10,000.00	
Business owner program			20,000.00	
				37,000.00
Total Economic Development		**27,633.00**	**19,367.00**	**47,000.00**

EXPENDITURE DETAIL BY MAJOR CATEGORY

ECONOMIC DEVELOPMENT BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
OPERATING EXPENSES				
Professional and Technical Services (300)				
Consulting / Administrative Support Services	29,350	27,633	27,000	
Total Professional and Technical Services	29,350	27,633	27,000	
Other Purchased Services (500)				
Contracted Printing			10,000	Economic Development Banners
Total Other Purchased Services			10,000	
General Expenses and Supplies (600)				
Subscriptions and Memberships			10,000	EDCU dues
Total General Expenses and Supplies			10,000	
TOTAL OPERATING EXPENSES	29,350	27,633	47,000	
TOTAL EXPENDITURES	29,350	27,633	47,000	
Other Uses				
Total Other Uses				
TOTAL OTHER USES				
TOTAL EXPENDITURES AND OTHER USES	$ 29,350	$ 27,633	$ 47,000	

GILSON
ENGINEERING, INC.



SUNRISE
ENGINEERING

City Engineering

FUND:		General Fund		**COST CENTER NUMBER**		11-4609
DEPARTMENT:		Community & Economic Development		**FULL TIME EQUIVALENT**		0.00
SUB DEPARTMENT		Planning-Economic Development		**BUDGET: FY2013 Adopted** **FY2013 Amended** **FY2014 Budget**		400,000.00 400,000.00 435,000.00
DIVISION		Economic Development		**DIRECTOR: Brian Berndt-CED Director**		

AUTHORITY: COTTONWOOD HEIGHTS CODE OF ORDINANCES 2.60.020: Engineering is a division of the Department of Community and Economic Development. It includes the programs of the City Engineer and the City Building Official.

PURPOSE

The purpose of the Engineering Division is to.

Performs and/or supervise the performance of all engineering services in connection with building and other real property development, public works, and capital improvements and for building services in connection with building and other real property development.

PURPOSE STATEMENTS

The City contracts with the engineering firm of Gilson Engineering, Inc. to provide engineering services in connection with building and other real property development, public works, and capital improvements.

Specifically, the scope of services includes development review, bond calculations and inspection, site inspection, geology, administrative services (correspondence and record keeping for excavating permits, bonding, bond administration, site inspection dispatch, issuance of road cut permits, and other miscellaneous city activities as assigned by the city), transportation, roadway planning and design, drainage planning and design, storm water quality management, and emergencies (cooperate with city's efforts to issue on an expedited basis emergency permits occasioned by disasters such as earthquakes and fires), barricade, material testing, surveying, addressing, reporting, advice and consultation, and public meetings.

The City contracts with the engineering firm of Sunrise Engineering, Inc. to provide building services in connection with building and other real property development.

Specifically, the scope of services includes plan examination, building inspection, building services coordination, issuance of compliance and stop work orders, fire, health department and local utilities coordination, resource to city and its boards and committees with respect to building services, public meetings, and miscellaneous building services as requested to review business license applications for verification that the use is appropriate to the type

FIVE YEAR BUSINESS PLAN GOALS

	Measures	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Budget	FY2014-2015 Target	FY2015-2016 Target
Continue development of programs to maximize the beneficial impact of capital improvements and open space, parks, trails, and beautification projects. *(City Goal 2011-3)*	2. Prioritize completion of Union Park landscape median and beautification project	*N.A.*		Complete by 6/30/2014	N/A	N/A
Implement programs designed to enhance customer loyalty and satisfaction. *(City Goal 2011-1)*	1. Application and Plan review	*N.A.*	Complete 100% of plan reviews as follows: 1st building plan review within 10 working days (first review) 90% of the time& subsequent reviews within 10 working days	1st building plan review Will be completed within 10 working days 90% of the time	1st building plan review Will be completed within 10 working days 90% of the time	1st building plan review Will be completed within 10 working days 90% of the time
		N.A.	N.A.	Building inspections will be conducted within 24 hours of being scheduled 90% of the time	Building inspections will be conducted within 24 hours of being scheduled 90% of the time	Building inspections will be conducted within 24 hours of being scheduled 90% of the time
		N.A.	N.A.	Engineering plan review Will be completed within 10 working days of the time of submittal 90% of the time	Engineering plan review Will be completed within 10 working days of the time of submittal 90% of the time	Engineering plan review Will be completed within 10 working days of the time of submittal 90% of the time

	Measures	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Budget	FY2014-2015 Target	FY2015-2016 Target
Development of programs and plans to maximize the beneficial impact of planning. (cont'd) *(2012 - 2014 Citywide Goal 5)*	4. Implement requirements of the Federal Clean Water act.	Perform standard tests and map storm water catch systems and document utilizing visual contact with camera. ----- *Standard tests performed and storm water catch systems mapped and documented utilizing visual contact with camera & Feasibility study completed to determine possible funding scenarios to become compliant with Federal regulations*	Revise storm water study for compliance plan to National Pollution Discharge Elimination System (NPDES)	Under the guidance of the city engineer develop by December 31, 2013 objectives and goals to comply with the requirements of the act and to identify methods to fund said objectives and goals	N.A	N.A
Implement programs designed to enhance customer loyalty and satisfaction. (cont'd) *(City Goal 2011-1)*	1. Application and Plan review (cont'd)	*N.A.*	N.A.	Engineering inspections will be completed within 2 working days 90% of the time	Engineering inspections will be completed within 2 working days 90% of the time	Engineering inspections will be completed within 2 working days 90% of the time

WORKLOAD INDICATORS/STATISTICAL ACCOMPLISHMENTS

Workload Indicators	FY2011-2012 Actual	FY2012-2013 Estimate	FY2013-2014 Budget	FY2014-2015 Estimate	FY2015-2016 Estimate
Number of Road Cut Permits Issued and Inspected	**428**	**400**	**450**	**450**	**450**
Residential Permits Issued	**288**	**307**	**305**	**300**	**300**
Commercial Permits Issued	**94**	**101**	**90**	**85**	**85**
Total number of Inspections	**1149**	**1102**	**1200**	**1200**	**1200**

SUMMARY OF KEY CHANGES

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
Engineering		400,000.00		
Miscellaneous annualized adjustments / categorization			35,000.00	
				435,000.00
Total Engineering		**400,000.00**	**35,000.00**	**435,000.00**

EXPENDITURE DETAIL BY MAJOR CATEGORY

ENGINEERING BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
Professional and Technical Services (300)				
Engineering inspection and permitting		150,000	150,000	
Engineering Services-contracted		250,000	285,000	Estimated increase
Total Professional and Technical Services		400,000	435,000	
TOTAL OPERATING EXPENSES		400,000	435,000	
TOTAL EXPENDITURES		400,000	435,000	
TOTAL EXPENDITURES AND OTHER USES	$ -	$400,000	$435,000	

DEBT SERVICE, LEASE EXPENSE, OTHER AND TRANSFERS

Contractual Lease / Repurchase Agreement

Transfers to Support Capital Improvements

DEBT SERVICE / LEASE EXPENSE / TRANSFERS & OTHER USES

SUMMARY OF KEY CHANGES
DEBT SERVICES

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
LEASE EXPENSE	**0.00**			
Interest and Principal				
Debt Service Principal Payments		1,453,068.38		
Debt service			-11,568.38	
Police vehicle lease			-1,131,130.00	
				310,370.00
TOTAL INTEREST AND PRINCIPAL	**0.00**	**1,453,068.38**	**-1,142,698.38**	**310,370.00**
TOTAL LEASE EXPENSE		**1,453,068.38**	**-1,142,698.38**	**310,370.00**

EXPENDITURE DETAIL BY MAJOR CATEGORY
DEBT SERVICES

DEBT SERVICE BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
OPERATING EXPENSES				
TOTAL OPERATING EXPENSES				
TOTAL EXPENDITURES				
OTHER USES				
Debt Services (800)				
Debt Serivce Principal Payments	226,586	326,922	282,159	
Debt Service Interest Payments	18,197	-4,932	28,211	
Total Other Uses	244,783	321,990	310,370	
TOTAL OTHER USES	244,783	321,990	310,370	
TOTAL EXPENDITURES AND OTHER USES	$ 244,783	$ 321,990	$ 310,370	

EXPENDITURE DETAIL BY MAJOR CATEGORY
DEBT SERVICES

LEASES BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
OPERATING EXPENSES				
TOTAL OPERATING EXPENSES				
TOTAL EXPENDITURES				
OTHER USES				
Leases (700)				
Police Vehicle Lease		1,131,078		No lease proceeds
Total Other Uses		1,131,078		
TOTAL OTHER USES		1,131,078		
TOTAL EXPENDITURES AND OTHER USES		$1,131,078	$ -	

SUMMARY OF KEY CHANGES
TRANSFERS AND OTHER USES

Description	FTE	FY2013 Estimate	FY2014 Adjustments	FY2014 BUDGET
INTERGOVERNMENTAL EXPENDITURES	0.00			
Transfers				
Transfers to Capital Improvements Fund		859,989.00		
Class C fund balance transfer			-112,353.00	
General fund transfer			147,364.00	
				895,000.00
TOTAL TRANSFERS TO CAPITAL IMPROVMENTS FUND	**0.00**	**859,989.00**	**35,011.00**	**895,000.00**
Total Transfers to Capital Improvements Fund	**0.00**	**859,989.00**	**35,011.00**	**895,000.00**

EXPENDITURE DETAIL BY MAJOR CATEGORY
TRANSFERS AND OTHER USES

TRANSFERS AND OTHER USES BUDGET ACCOUNT CATEGORY / DESCRIPTION	FY2011-12 Actual	FY2012-13 Estimate	FY2013-14 Budget	Explanation of Change
OPERATING EXPENSES				
TOTAL OPERATING EXPENSES				
TOTAL EXPENDITURES				
OTHER USES				
Transfers and Other Uses (900)				
General Fund Transfer to Capital Improvement Fund	1,652,392	702,636	850,000	
Class C Roads Transfers to Cap. Improvement Fund	78,355	112,353		
Impact Fees Transfer to Capital Improvement Fund		45,000	45,000	
Total Other Uses	1,730,747	859,989	895,000	
TOTAL OTHER USES	1,730,747	859,989	895,000	
TOTAL EXPENDITURES AND OTHER USES	1,730,747.00	859,989.00	895,000.00	

CAPITAL IMPROVMENT PROJECTS FUND

COTTONWOOD HEIGHTS
Capital Projects Fund

Description	2010-11 Year Actual	2011-12 Year Actual	2012-13 Year Adopted	2012-13 Year Estimated Actual	2013-14 Year Budget	2013 Estimate to 2014 Budget % Change
REVENUES						
State Government Grants	0	0	0	200,000	0	-100.00%
Federal Government Grants	145,800	0	0	0	0	0.00%
Impact Fees	0	25,185	0	0	0	0.00%
Interest Revenues	34,473	28,092	35,000	35,000	35,000	0.00%
TOTAL REVENUES	**180,273**	**53,277**	**35,000**	**235,000**	**35,000**	**-85.11%**
OTHER FINANCING SOURCES						
Transfers from General Fund						
Class C Road	0	78,355	0	112,353	0	-100.00%
Impact Fees - Storm Water	0	0	0	25,000	25,000	0.00%
Impact Fees - Transportation	0	0	0	20,000	20,000	0.00%
General Fund Other	669,459	1,652,392	802,392	1,328,070	850,000	-36.00%
In-Kind Capital Contribution	0	0	0	0	0	0.00%
Resticted Fund Balance:						
Federal Grants	0	0	0	0	0	0.00%
Unreserved Fund Balance:						
City Center/Parks	5,461,568	2,294,711	2,294,711	3,071,688	1,796,767	33.86%
Other Unreserved Fund Balance	1,777,214	3,504,797	980,310	840,284	1,857,055	-14.28%
TOTAL OTHER SOURCES AVAILABLE	**7,908,241**	**7,530,255**	**4,077,413**	**5,397,395**	**4,548,822**	**32.37%**
TOTAL REVENUE/OTHER SOURCES	**8,088,514**	**7,583,532**	**4,112,413**	**5,632,395**	**4,583,822**	**36.96%**
EXPENDITURES						
Pavement Maintenance	461,971	481,536	300,000	339,856	434,000	27.70%
ADA Ramps	35,162	42,023	67,348	38,500	65,000	68.83%
FT Union Level Course	362,509	0	0	0	0	0.00%
Intersection Improvements	32,933	46,481	28,193	37,656	0	-100.00%
Infrastructure Mapping	0	0	0	0	0	0.00%
Bus Bench Installation	0	0	0	0	0	0.00%
Traffic Calming	16,969	10,449	97,256	0	54,000	100.00%
Timberline Trailhead	400	0	0	0	0	0.00%
Storm Drain Improvements	49,567	0	0	25,000	25,000	0.00%
Caballero Storm Drain	0	0	0	0	0	0.00%
Reindeer Storm Drain	1,800	0	0	0	0	0.00%
Cross Gutter Replacement	32,683	39,268	38,000	38,299	42,000	9.66%
Big Cottonwood Canyon Trail	120,293	75,224	386,831	386,831	196,000	-49.33%
Parks, Trail and Open Space	0	0	0	0	0	0.00%
Traffic Signal Upgrades	21,280	22,669	30,000	0	0	0.00%
Street Lighting Program	24,894	3,876	161,345	0	0	0.00%
Bridge Rehabilitation	0	0	0	0	0	0.00%
Danish Road Project	4,124	14,623	146,571	49,204	0	-100.00%
Transportation Plan Update	0	0	0	0	0	0.00%
Storm Water Plan Update	20,215	0	0	0	0	0.00%
FT Union Timing Study	0	0	0	0	0	0.00%
Storm Drain Cleaning & Maintenance	0	0	0	0	0	0.00%
Park Improvements	0	0	0	0	0	0.00%
Sidewalk Replacement	47,817	58,536	50,000	50,000	50,000	0.00%
3000 East Reconstruction	0	0	0	0	0	0.00%
EECBG Milne Dr/Danville/Deer Cr/Timberline Lighting	3,577	4,200	0	0	0	0.00%
Clean Vehicle Fuel	0	0	0	0	0	0.00%
Street Sign Upgrades	(126)	0	0	0	0	0.00%
Union Park Gateway Study	0	0	0	5,075	0	-100.00%
Highland Drive Landscaping	48,415	38	0	0	0	0.00%
Old Mill Pond Wall (Fence)	49,155	0	0	0	0	0.00%
Public Works Site	337,157	13,039	30,000	0	877,605	100.00%

COTTONWOOD HEIGHTS
Capital Projects Fund

Description	2010-11 Year Actual	2011-12 Year Actual	2012-13 Year Adopted	2012-13 Year Estimated Actual	2013-14 Year Budget	2013 Estimate to 2014 Budget % Change
Safe Routes to School	7,640	0	34,393	0	0	0.00%
Prospector Trailhead	29,951	347	0	0	0	0.00%
Brighton Way Storm Drain	1,725	0	0	0	0	0.00%
Deville Dr. Storm Drain	13,408	0	0	0	0	0.00%
Butler Hills Storm Drain	27,606	0	0	0	0	0.00%
East Jordan Canal	15,030	61	0	0	0	0.00%
Traffic Calming-Rolling Knolls Area	20,224	4,388	0	24,575	0	-100.00%
7200 S. Sidewalk	1,313	0	66,000	40,000	0	-100.00%
Hazard Mitigation	0	0	0	75,000	0	-100.00%
2300 E. Storm Drain	710	187,925	0	390	0	-100.00%
EECBG Bouchelle Lighting	12,323	0	0	0	0	0.00%
EECBG Staker Way Lighting	0	0	0	0	0	0.00%
EECBG Park Centre Dr Lighting	137,895	42,295	0	0	0	0.00%
EECBG 1300 E. Lighting	4,053	21,234	0	0	0	0.00%
Water Vista/Little Cottonwood St Drain	0	20,829	0	0	0	0.00%
Miscellaneous Small Projects	20,135	80,293	189,022	44,235	85,000	92.16%
Mountview Park	5,925	2,479,939	0	102,104	0	-100.00%
2325 E. Traffice Calming	0	0	0	20,148	0	-100.00%
1700 E.Reconstruction	0	0	0	180,500	0	-100.00%
Union Park Landscaping/Access Mgmt	0	0	0	200,000	135,400	-32.30%
Pine Knot Dr. Storm Drain	0	0	0	69,000	0	-100.00%
Heughs Canyon Storm Drain	0	0	0	11,400	0	-100.00%
Butler Middle School Auditorium	0	0	0	138,500	500,000	261.01%
Traffic Adaptive Control	0	0	0	0	139,050	100.00%
Pippen Drive Storm Drain Improvements	0	0	0	0	184,000	100.00%
Special Neigborhood Issues Project	0	18,097	142,743	0	0	0.00%
Comprehesive CIP Sustainability Plan	0	0	50,000	0	0	0.00%
City Center and Parks Development	320,276	4,191	2,294,711	4,500	1,796,767	39828.16%
TOTAL EXPENDITURES	**2,289,006**	**3,671,561**	**4,112,413**	**1,880,773**	**4,583,822**	**143.72%**
Excess of Revenue and Other Funding Sources over/(under) Expenditures and Other Uses	**5,799,509**	**3,911,972**	**0**	**3,751,622**	**0**	

COTTONWOOD HEIGHTS CAPITAL IMPROVEMENTS PROGRAM
Project Descriptions and Operating Fund Impact
Fiscal Year 2012-13

	Project	Project Description	FY12-13 Budget (in dollars)	Operating Budget Impact
1	Pavement Management	This ongoing program will construct major overlay or new construction on city owned roadways and includes the associated engineering costs.	$ 434,000	Projects will be completed with existing resources (SL County Contract) and will not impact the operating budget.
2	ADA Ramps	This ongoing program will construct American with Disabilities Act (ADA) pedestrian ramps throughout the city and includes the associated engineering costs.	65,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets. Because the projects completed will repair possible trip and fall hazards, the expenditure of funds could possible save future litigation or personal injury medical costs reimbursement. It is not possible to measure this potential cost.
3	Traffic Calming	This ongoing program will complete various traffic calming devices and methods at various locations throughout the city and includes the associated engineering costs.	54,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
4	Storm Drains	This ongoing program will complete added capacity to the city's storm water distribution system that is in compliance with the impact fee program of funding.	25,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
5	Cross Gutter Replacement	This ongoing program will complete various new and upgraded or replaced gutter improvements across roadways and includes the associated engineering costs.	42,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
6	Big Cottonwood Trail East Pedestrian Ramp	This project will complete a pedestrian ramp that extends east of where the trail terminates under Wasatch Blvd.	196,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.

COTTONWOOD HEIGHTS CAPITAL IMPROVEMENTS PROGRAM
Project Descriptions and Operating Fund Impact
Fiscal Year 2012-13
(Continued)

	Project	Project Description	FY12-13 Budget (in dollars)	Operating Budget Impact
7	Sidewalk Replacement Program	This ongoing program will repair sidewalks, and drive approaches of residents throughout the city. Residents pay for 50% of the total cost of their project.	50,000	This project will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets. Because the projects completed will repair possible trip and fall hazards, the expenditure of funds could possible save future litigation or personal injury medical costs reimbursement. It is not possible to measure this potential cost.
8	City Center and Parks	This ongoing program will fund part of the construction of a city hall and will develop city owned parks.	1,796,767	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets. Future utility costs should approximate the costs currently paid through the city hall lease agreement.
9	Public Works Site	This project will complete purchase land and develop a site for public works related storage of vehicles, salt, and equipment.	877,605	Projects will be completed using contracted labor. There is lighting and power requirements which increase this line item budget. It is not currently known what the dollar impact is of this future cost.
10	Butler Middle School Auditorium	This project will pay the balance due for additional costs associated with a negotiated agreement with Canyon's School District to enlarge the size of the Butler Middle School Auditorium that can be used for public meetings and events.	500,000	Projects will be completed using contracted labor. The only future cost will be janitorial costs associated with clean-up of an event or after a public meeting.

COTTONWOOD HEIGHTS CAPITAL IMPROVEMENTS PROGRAM
Project Descriptions and Operating Fund Impact
Fiscal Year 2012-13
(Continued)

	Project	Project Description	FY12-13 Budget (in dollars)	Operating Budget Impact
11	Ft. Union at Union Park & Ft. Union at Highland Drive Intersection Improvements	This project will widen/add turning lanes and will make other general improvements to these intersections. This is partial funding for the project.	135,400	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
12	Traffic Adaptive Controls	As part of the statewide program to implement an advanced, state of the art traffic adaptive control system, the city will perform a hardware needs analysis and determine the amount of infrastructure that is needed to support the Union Park area that serves regional traffic for Salt Lake County.	$ 139,050	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
13	Storm Drain-Pippen Drive	This project will construct storm drain improvements in an area that currently does not have any sidewalks in the project area.	184,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
14	Miscellaneous Small Project Program	This program will construct small scale projects that buy definition, are capital improvement projects.	85,000	Projects will be completed using contracted labor. There is no measurable future maintenance costs associated nor will completion of these projects save operating maintenance budgets.
	TOTAL CAPITAL IMPROVEMENT PROJECTS BUDGET		$ 4,583,822	

EMPLOYEE BENEFIT FUND

COTTONWOOD HEIGHTS
Employee Benefits Fund (an Internal Service Fund)

Description	2010-11 Year Actual	2011-12 Year Actual	2012-13 Year Adopted	2012-13 Year Estimated Actual	2013-14 Year Budget	2013 Estimate to 2014 Budget % Change
REVENUE AND OTHER SOURCES						
Charges for Employee Benefits	59,112	16,472	104,371	104,371	104,371	0.00%
Interest Revenue	912	1,625	900	900	900	0.00%
Total Revenue	60,024	18,097	105,271	105,271	105,271	0.00%
Beginning Balance to Appropriate	171,215	231,239	231,239	249,335	249,335	0.00%
TOTAL REVENUE & OTHER SOURCES	**231,239**	**249,336**	**336,510**	**354,606**	**354,606**	0.00%
EXPENSES AND OTHER USES						
Employee Benefits	60,024	18,097	105,271	105,271	105,271	0.00%
Total Expense	60,024	18,097	105,271	105,271	105,271	0.00%
PTO Accrual-Future Liab. Carryover	171,215	231,239	231,239	249,335	249,335	0.00%
TOTAL EXPENSES & OTHER USES	**231,239**	**249,336**	**336,510**	**354,606**	**354,606**	0.00%
NET ASSETS						
Net Assets Beginning	**171,215**	**231,239**	**249,335**	**354,606**	**459,877**	29.69%
Net Assets Ending	**231,239**	**249,336**	**354,606**	**459,877**	**565,148**	22.89%
Expected Current Year-end Liability Balance	231,239	249,336	354,606	459,877	565,148	22.89%

STAFFING DOCUMENT

POSITIONS BY DEPARTMENT AND EXPLANATION OF CHANGES

Position Titles	2009-10	2010-11	2011-12	2012-13	2013-14	Changes from FY 2012-13 to FY 2013-14
GENERAL GOVERNMENT DEPARTMENT						
Mayor and City Council 4111						
Mayor	1.00	1.00	1.00	1.00	1.00	
City Council Member	4.00	4.00	4.00	4.00	4.00	
Mayor and City Council Total	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**	
City Manager 4131						
City Manager	1.00	1.00	1.00	1.00	1.00	
Deputy City Manager	1.00	0.00	0.00	0.00	0.00	
Public Relations Specialist	0.00	.75	1.00	1.00	0.00	1.00 position moved to Administrative Services
Information Systems Technician II	0.00	0.50	.75	1.00	1.00	
Emergency Mgmt. Admin. Assistant	0.00	0.00	.50	.50	.50	
Admin Assistant for Public Relations	.50	0.00	0.00	0.00	0.00	
Reception/Customer Service Rep.	0.00	0.00	0.00	0.00	0.00	
Volunteer Service Coordinator	0.00	0.00	0.00	0.00	0.00	
City Manager Total	**2.50**	**2.25**	**3.25**	**3.50**	**2.50**	
Finance 4141						
Finance Director and Budget Officer	1.00	1.00	1.00	1.00	1.00	
Treasury and Financial Reporting Manager	0.00	1.00	1.00	1.00	1.00	
Accounting Manager	0.00	1.00	1.00	1.00	1.00	
Accountant	.50	0.00	0.00	0.00	0.00	
Accounting Technician	.75	0.00	0.00	0.00	0.00	
Customer Service Rep	0.00	0.00	0.00	0.00	0.00	
Treasurer's Assistant	0.00	0.00	0.00	0.00	0.00	
Information Systems Specialist	0.00	0.00	0.00	0.00	0.00	
Finance Total	**2.25**	**3.00**	**3.00**	**3.00**	**3.00**	
City Treasurer 4143						
City Treasurer/Budget Officer	.63	0.00	0.00	0.00	0.00	
City Treasurer Total	**.63**	**0.00**	**0.00**	**0.00**	**0.00**	
Administrative Services 4144						
Deputy City Manager/Director of Administrative Services					1.00	1.00 position moved from Director of Administrative Services/City Recorder
Admin Services Director/City Recorder	1.00	1.00	1.00	1.00	0.00	1.00 position moved to Deputy City Manager/Director of Administrative Services
City Recorder	0.00	0.00	0.00	0.00	1.00	1.00 position moved from Deputy City Recorder and Business License Coordinator
Public Relations Specialist	0.00	0.00	0.00	0.00	1.00	1.00 position moved from City Manager
Deputy City Recorder and Business License Coordinator	0.00	1.00	1.00	1.00	0.00	1.00 position moved to City Recorder
Reception/Customer Service Rep.	1.14	0.00	0.00	0.00	0.00	
Human Resource Generalist	1.00	0.00	0.00	0.00	0.00	
Benefits Coordinator	0.00	.50	.50	.63	.50	.13 decrease-less hours
Office Assistant II	0.00	.50	.50	.63	0.00	.63 position moved to CED
Office Assistant I	0.00	1.00	1.00	1.00	1.00	
Web Technician	.50	0.00	0.00	0.00	0.00	
Events Coordinator	.50	.48	.48	.50	.50	

Position Titles	2009-10	2010-11	2011-12	2012-13	2012-13	Changes from FY 2011-12 to FY 2012-13
Administrative Services 4144 (cont'd)						
Office Technician	0.00	.38	.38	.38	.38	
Administrative Services Total	**4.14**	**4.86**	**4.86**	**5.14**	**5.38**	
Business Licensing 4615						
Business Licensing Coordinator	1.00	0.00	0.00	0.00	0.00	
Business Licensing Total	**1.00**	**0.00**	**0.00**	**0.00**	**0.00**	
TOTAL GENERAL GOVERNMENT DEPT	**15.52**	**15.11**	**16.11**	**16.64**	**15.88**	
COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT						
Planning and Zoning 4611						
Director of Community & Economic Development and Planning Director	1.00	1.00	1.00	1.00	1.00	
Associate Planner	1.00	1.00	1.00	1.00	1.00	
GIS Specialist	1.00	1.00	1.00	1.00	1.00	
Office Assistant II (Business License)	0.00	0.00	0.00	0.00	.63	.63 position moved from Administrative Services
Planning Intern	.15	0.00	0.44	0.44	0.44	
Planning Technician	0.00	1.00	1.00	1.00	1.00	
GIS Intern	0.00	0.00	.10	.10	.10	
Planning and Zoning Total	**3.15**	**4.00**	**4.54**	**4.54**	**5.17**	
TOTAL COMMUNITY & ECON DEV DEPT	**3.15**	**4.00**	**4.54**	**4.54**	**5.17**	
PUBLIC WORKS DEPARTMENT						
Public Works 4410						
Public Works Director	0.00	1.00	1.00	1.00	1.00	
PW Operations Manager	1.00	0.00	0.00	0.00	0.00	
PW Operations Specialist II	1.00	1.00	1.00	1.00	1.00	
PW Operations Specialist I	0.00	1.00	1.00	1.00	1.00	
PW Inspector	0.00	1.00	1.00	1.00	1.00	
PW Intern	0.00	.20	0.00	0.00	0.00	
PW Seasonal Laborer	0.00	0.00	0.00	0.65	0.65	
Public Works Total	**2.00**	**4.20**	**4.00**	**4.65**	**4.65**	
TOTAL PUBLIC WORKS DEPARTMENT	**2.00**	**4.20**	**4.00**	**4.65**	**4.65**	
PUBLIC SAFETY DEPARTMENT						
Police 4211						
Police Chief	1.00	1.00	1.00	1.00	1.00	
Assistant Police Chief	1.00	1.00	1.00	1.00	1.00	
Sergeant	5.00	7.00	7.00	8.00	8.00	
Corporal	4.00	1.00	1.00	0.00	0.00	
Police Officer/Detective	6.00	6.25	5.25	5.25	5.25	
Police Officer	17.50	19.00	21.00	21.25	21.25	
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	
Support Specialist	2.00	3.00	3.00	3.00	3.00	
Crime Technician	1.00	1.00	1.00	1.00	1.00	
Victims Assistance Coordinator (1)	0.00	0.00	0.00	1.00	1.00	
Victims Advocate	1.00	1.00	1.00	.48	.48	
Police Records Clerk	0.00	0.00	0.00	0.00	.48	.48 part time position added
School Crossing Guards	3.75	4.00	4.20	4.48	4.48	
Police Total	**43.25**	**45.25**	**46.45**	**47.46**	**47.94**	

Position Titles	2009-10	2010-11	2011-12	2012-13	2012-13	Changes from FY 2011-12 to FY 2012-13
Ordinance Enforcement 4256						
Ordinance Enforcement Supervisor	1.00	0.00	0.00	0.00	0.00	
Ordinance Enforcement Officer	1.00	2.00	2.00	2.00	2.00	
Ordinance Enforcement Total	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	
TOTAL PUBLIC SAFETY DEPARTMENT	**45.25**	**47.25**	**48.45**	**49.46**	**49.94**	
City Total	**65.92**	**70.56**	**73.10**	**75.29**	**75.64**	

Footnotes:
(1) Partially funded by VOCA Grant

FY 2012-13 BUDGET AMENDMENTS SUMMARY

FY2012-13 Budget Adjustments
GENERAL FUND

Beginning Gen Fund Revenue Budget			14,484,288.00
Revenue Amendments:			
11-3870-000	July, 2012	contributions/donations for arts council play	1,900.00
11-3691-001		event revenue from arts council play	12,400.25
11-3691-000		sales of concessions - subject to sales taxes	1,917.49
11-3640-000		donation toward victims advocate program	2,000.00
11-3310-003		adjust cdbg carryover budget	-24,800.00
11-3312-000	Aug, 2012	justice assistance grant (jag)	273.00
11-3341-000	Sep, 2012	dui overtime grant	10.00
11-3342-000		juvenile alcohal enforcement grant (e.a.s.y)	620.43
11-3690-000	Oct, 2012	Proceeds from sale of surplus property	7,500.00
11-3341-000		dui overtime grant	1,981.09
11-3341-000		dui overtime grant	2,824.65
11-3342-000		juvenile alcohal enforcement grant (e.a.s.y)	263.02
11-3342-000		juvenile alcohal enforcement grant (e.a.s.y)	1,083.32
11-3370-002		empg grant	4,033.76
11-3342-000	Dec, 2012	juvenile alcohal enforcement grant (e.a.s.y)	506.70
11-3340-003		click it or ticket grant	2,250.26
11-3341-000	Jan, 2013	dui overtime grant	5,058.78
11-3342-000		juvenile alcohal enforcement grant (e.a.s.y)	235.74
11-3372-000		zap grant	3,674.00
11-3372-000	Feb, 2013	ycc comptetion grant	10,000.00
11-3340-002		asset forfeiture safg grant	7,452.00
11-3370-002		empg grant	337.74
11-3341-000		dui overtime grant	4,188.44
	Mar, 2013		
11-3111-000	Apr, 2013	adjust real property revenue estimate	69,320.00
11-3112-000		adjust personal property revenue estimate	32,705.00
11-3121-000		adjust delinquent property taxes revenue estimate	17,000.00
11-3130-000		adjust general sales taxes revenue estimate	450,000.00
11-3131-000		adjust emergency services telephone charges revenue estimate	20,000.00
11-3170-000		adjust motor vehicle fee-in-lieu revenue estimate	-5,000.00
11-3182-000		adjust franchise taxes revenue estimate	31,000.00
11-3191-000		adjust penaly & interest on delinquent real property taxes revenue est.	8,000.00
11-3221-010		adjust building structures & equipment revenue estimate	30,000.00
11-3226-000		adjust road cut permits & fees revenue estimate	-30,000.00
11-3225-000		adjust animal licensing revenue estimate	1,500.00
11-3356-415		adjust class c road revenue estimate	-65,000.00
11-3358-000		adjust restricted ues beer taxes revenue estimate	-1,405.00
11-3413-000		adjust zoning & subdivision services revenue estimate	-10,000.00
11-3414-000		adjust plan check fees revenue estimate	110,000.00
11-3415-000		adjust maps & publication revenue estimate	-490.00
11-3424-000		adjust bond release inspeciton fee revenue estimate	100.00
11-3475-001		adjust park pavillion use fee revenue estimate	5,424.00
11-3490-000		adjust miscellaneous services revenue estimate	1,000.00
11-3511-000		adjust court fines revenue estimate	61,603.00
11-3611-000		adjust interest revenue estimate	3,000.00
11-3640-000		adjust contributions & donations revenue estimate	95.00
11-3641-000		adjust pd report fees revenue estimate	3,000.00
11-3641-001		adjust pd finger printing fee revenue estimate	7,000.00

	Apr, 2013 (cont'd)		
11-3690-000		adjust sundry revenue estimate	-7,097.00
11-3691-001		adjust event revenue - no sales taxe estimate	155.00
11-3700-000		adjust capital asset disposal revenue estimate	10,500.00
11-3870-000		local arts grant	1,900.00
11-3342-000		juvenile alcohal enforcement grant (e.a.s.y)	906.00
11-3370-002		empg grant	2,744.00
	May, 2013		
	Jun, 2013		
		Ending Gen Fund Revenue Budget	15,277,958.67

Beginning Gen Fund Other Sources of Funds Budget			802,392.00
Other Sources Adjustments:			
11-3356-415	July, 2011	fund balance - class c carryover	112,353.00
11-3937-000		capital lease proceeds - police vehicle lease 2013	1,142,554.70
11-3890-000		fund balance - zap grant carryover	3,691.00
11-3890-000		fund balance - sorenson grant carryover	1,200.00
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
11-3890-000	Mar, 2012	fund balance - seasonal employee for storm water mapping	12,000.00
11-3890-000		fund balance - outside legal fees	30,000.00
11-3890-000		fund balance - replace bucket truck	45,000.00
	Apr, 2012		
	May, 2012		
	Jun, 2012		
		Ending Gen Fund Other Sources of Funds Budget	2,149,190.70
		Total Gen Fund Revenue and Other Sources of Funds Budget	17,427,149.37

Beginning Gen Fund Expenditure Budget 14,484,288.00

Expenditure Amendments:

11-4112-548	July, 2011	arts council - appropriate donations and contributions	1,900.00
11-4112-548		arts council - appropriate funds from ticket sales	12,400.25
11-4112-548		arts council - appropriate funds from concession sales	1,917.49
11-4131-423		maintenance of buildings - prep public works site location	5,750.00
11-4211-543		funds for victim advocate program	2,000.00
11-4111-309		adjust cdbg budget for carryover amount	-24,800.00
11-4414-700		move impact fee budget to cip project - storm water	-20,000.00
11-4414-733		move impact fee budget to cip project - transportation	-25,000.00
11-4111-321		financial advisor fee - police vehicle lease 2013 - from proceeds	11,425.03
11-4112-312		zap grant carryover amount for arts council	3,691.00
11-4112-340		sorenson grant carryover for arts council	1,200.00
11-4211-533	Aug, 2011	justice assistance grant (jag)	273.00
11-4211-131	Sep, 2011	dui overtime grant	10.00
11-4211-131		juvenile alcohal enforcement grant (e.a.s.y)	620.43
11-4211-742	Oct, 2011	police light duty vehicle	7,500.00
11-4211-131		dui overtime grant	1,981.09
11-4211-131		dui overtime grant	2,824.65
11-4211-131		juvenile alcohal enforcement grant (e.a.s.y)	263.02
11-4211-131		juvenile alcohal enforcement grant (e.a.s.y)	1,083.32
11-4134-699	Nov, 2011	empg grant	4,033.76
11-4211-131	Dec, 2011	juvenile alcohal enforcement grant (e.a.s.y)	506.70
11-4211-131		click it or ticket grant	2,250.26
11-4211-131	Jan, 2012	dui overtime grant	5,058.78
11-4211-131		juvenile alcohal enforcement grant (e.a.s.y)	235.74
11-4112-312		zap grant	3,674.00
11-4112-580	Feb, 2012	ycc comptetion grant	10,000.00
11-4211-533		asset forfeiture safg grant	7,452.00
11-4134-699		empg grant	337.74
11-4211-131		dui overtime grant	4,188.44
11-4410-120	Mar, 2012	seasonal employee for storm water mapping	12,000.00
11-4142-330		outside legal fees	30,000.00
11-4410-741		replace bucket truck	45,000.00
11-4211-131	Apr, 2012	juvenile alcohal enforcement grant (e.a.s.y)	906.00
11-4121-360		court expenses	110,000.00
11-4711-810		debt service principal	44,763.00
11-4711-820		debt service interest	-33,143.00
	May, 2012		
	Jun, 2012		

Ending Gen Fund Expenditure Budget 14,716,590.70

Beginning Gen Fund Other Uses of Funds Budget			802,392.00
Other Uses Adjustments:			
11-4831-920	July, 2011	general fund transfer to cip - move for prep for pw site	-5,750.00
11-4831-414		general fund transfer to cip - appropriate impact fees - storm water	20,000.00
11-4831-414		general fund transfer to cip - appropriate impact fees - transportation	25,000.00
11-4831-415		general fund transfer to cip - approprate class c carryover	112,353.00
11-4840-762		police vehicle lease 2013	1,131,129.67
	Aug, 2011		
11-4410-477	Sep, 2011	reduce non cap storm drains, etc. budget and move to asphalt rejuvenator	-97,000.00
11-4410-478		create new budget for asphalt rejuvenator	97,000.00
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
11-4831-920	Mar, 2012	transfer to cip - reverse to cover snow overtime	0.00
11-4831-921	Apr, 2012	transfer to cip - city center	625,434.00
	May, 2012		
	Jun, 2012		
		Ending Gen Fund Other Uses of Funds Budget	2,710,558.67
		Total Gen Fund Expenditure and Other Uses of Funds Budget	17,427,149.37

FY2012-13 Budget Adjustments
CIP FUND

Beginning CIP Fund Revenue Budget			35,000.00
Revenue Amendments:			
	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
	Nov, 2011		
45-3340-000	Dec, 2011	udot grant-	200,000.00
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	Apr, 2012		
	May, 2012		
	Jun, 2012		
		Ending CIP Fund Revenue Budget	235,000.00

Beginning CIP Fund Other Sources of Funds Budget			4,077,413.00
Other Sources of Funds Adjustments:			
45-3833-000	July, 2011	transfers/contribution from general fund - move cap funds to maint pwsite	-5,750.00
45-3833-415		transfer of class c fund balance	112,353.00
45-3890-000		capital projects reconilication of year end balances	642,918.00
45-3833-350		transfer of impact fees from general fund - storm water projects	20,000.00
45-3833-351		transfer of impact fees from general fund - transportation projects	25,000.00
	Aug, 2011		
45-3890-000	Sep, 2011	correct for adjustment in year end fund balance	-5,967.00
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
45-3833-000	Mar, 2012	transfer of gf for pine knot drive storm drain	69,000.00
45-3833-000		reverse transfer of gf for snow removal ot costs	-163,006.00
45-3833-000	Apr, 2012	transfer of gf	625,434.00
	May, 2012		
	Jun, 2012		
		Ending CIP Fund Other Sources of Funds Budget	5,397,395.00
		Total CIP Fund Revenue and Other Sources of Funds Budget	5,632,395.00

Beginning CIP Fund Expenditure Budget			4,112,413.00
Expenditure Adjustments:			
45-7037-710	July, 2011	pw site - move non cap funding for preparation of site to move from house	-5,750.00
45-7001-415		pavement management - class c funds carryover	112,353.00
45-7035-720		city center/parks development - from year end reconciliation	642,918.00
45-7001-733		pavement management - impact fees	25,000.00
45-7009-733		storm water cap improvement - impact fees	20,000.00
	Aug, 2011		
45-7035-720	Sep, 2011	correct for adjustment in year end fund balance	-5,967.00
	Oct, 2011		
	Nov, 2011		
45-7053-731	Dec, 2011	ft. union/union park landscape - udot grant	200,000.00
	Jan, 2012		
	Feb, 2012		
45-7054-733/791	Mar, 2012	pine knot drive storm drain	69,000.00
various		reductions to cover snow removal ot costs	-163,006.00
45-7035-720	Apr, 2012	city center/parks development - from year end reconciliation	625,434.00
	May, 2012		
	Jun, 2012		
		Ending CIP Fund Expenditure Budget	5,632,395.00

Beginning CIP Fund Other Uses of Funds Budget	0.00
Other Uses of Funds Adjustments:	
July, 2011	
Aug, 2011	
Sep, 2011	
Oct, 2011	
Nov, 2011	
Dec, 2011	
Jan, 2012	
Feb, 2012	
Mar, 2012	
Apr, 2012	
May, 2012	
Jun, 2012	
Ending CIP Fund Other Uses of Funds Budget	0.00
Total CIP Fund Expenditure and Other Uses of Funds Budget	5,632,395.00

FY2011-12 Budget Adjustments
EMPLOYEE BENEFITS FUND

Beginning Emp Ben Fund Revenue Budget			105,271.00
Revenue Amendments:			
	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	Apr, 2012		
	May, 2012		
	Jun, 2012		
		Ending Emp Ben Fund Revenue Budget	105,271.00
Beginning Emp Ben Fund Other Sources of Funds Budget			231,239.00
Other Sources Adjustments:			
	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
65-3910-000	Nov, 2011	yr end adjustment of fund balance	18,096.00
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	Apr, 2012		
	May, 2012		
	Jun, 2012		
		Ending Emp Ben Fund Other Sources of Funds Budget	249,335.00
		Total Emp Ben Fund Revenue and Other Sources of Funds Budget	354,606.00

Beginning Emp Ben Fund Expenditure Budget			105,271.00
Expenditure Amendments:			
	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Oct, 2011		
65-4161-143	Nov, 2011	yr end adjustment of fund balance	18,096.00
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	May, 2012		
	Jun, 2012		
		Ending Emp Ben Fund Expenditure Budget	123,367.00

Beginning Emp Ben Fund Other Uses of Funds Budget			231,239.00
Other Uses Adjustments:			
	July, 2011		
	Aug, 2011		
	Sep, 2011		
	Nov, 2011		
	Dec, 2011		
	Jan, 2012		
	Feb, 2012		
	Mar, 2012		
	Apr, 2012		
	Jun, 2012		
		Ending Emp Ben Fund Other Uses of Funds Budget	231,239.00
		Total Emp Ben Fund Expenditure and Other Uses of Funds Budget	354,606.00

GLOSSARY

GLOSSARY OF TERMS

The annual budget of the city contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the budget document in understanding these terms, a budget glossary has been included in the document.

Accrual Basis of Accounting Method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Appropriated Budget (Appropriations) Expenditure authority created by budget ordinances approved by the city council. The appropriated budget would include all reserves, transfers, allocations, and other legally authorized legislative and executive changes.

Assigned Fund Balance Fund Balance Component that has limitations resulting from intended use. For example: 1) the intended use is established by the highest level of decision making, 2) the intended use is established by the body designated for that purpose, 3) the intended use is established by an official designated for that purpose.

Balanced Budget A state of balance exists in governmental fund budgets when available expendable revenue equals budget appropriations for expenditures and other financial uses.

Capital Projects Fund Fund type used to account for financial resources to be used for the acquisition, renewal or construction of major capital facilities (other than those financed by proprietary funds and trust funds). Also known as Capital Improvements Fund or CIP Fund.

CDBG Community Development Block Grant. Federal Grant program through Housing and Urban Development. Funding comes through Salt Lake County

CHPRSA Cottonwood Heights Parks and Recreation Service Area. A separate legal taxing entity with boundaries approximately but not completely contiguous with the City of Cottonwood Heights. The City partners with the CHPRSA (the Rec. Center) for many events as well as parks and recreation.

City Audit Committee A committee made up of two members of the City Council (currently the Mayor and one other member of the City Council) who meets with the external Auditor annually or as necessary to receive the annual financial report and to discuss the financial standing of the City.

Committed Fund Balance Fund Balance Component where self-imposed limitations are set in place prior to the end of the period. For example, limitations are imposed at the highest level of decision making that requires formal action at the same level to remove.

Cost Effectiveness The comparison of the relative inputs and outcomes, being cost effective means providing a maximum result at the minimum expense.

Depreciation Is the systematic and rational allocation of the cost of a capital asset over its estimated useful life. Since Governmental Funds budget the balance, source and use of available expendable resources, depreciation is not included in Governmental Fund Budgets.

Effectiveness Term used to describe the degree to which an entity, program, or procedure is successful at achieving its goals and objectives.

Efficiency Term used to describe the degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources.

Employees Benefit Fund An Internal Service Fund used to account for the accrual of Paid Time Off (PTO).

Expenditures Decreases in net financial resources not properly classified as other financing uses.

Final (Amended) Budget Original budget adjusted by all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes applicable to the fiscal year.

Financial Resources Resources that are or will become available for spending. Financial resources include cash and resources ordinarily expected to be converted to cash (e.g., receivables, investments). Financial resources also may include inventories and prepaid expenditures (because they obviate the need to expend current available financial resources).

FTE Full Time Equivalent. 1.00 FTE is an employee working eight hours per day, or 2080 hours in one year.

Function Group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund A fiscal and accounting entity with a self-balancing set of accounts. The fund records cash and other financial resources, together with all related liabilities and residual equities or balances. This cash and other financial resources are segregated for general use or specific use.

Fund Balance Difference between assets and liabilities reported in a governmental fund. Typically, a financial reporting unit (e.g., business, proprietary fund, fiduciary fund) reports *all* related assets and *all* related liabilities. The difference between the two is labeled ***NET ASSETS*** and might be described as a measure of net worth. Because governmental funds report only a subset of related assets (i.e., financial assets) and liabilities (i.e., those normally expected to be liquidated with current financial resources), the difference between the two is more of a measure of liquidity than of net worth. Accountants underscore this distinction by using the term *fund balance* in governmental funds, rather than the term *net assets* employed elsewhere. As an approximate measure of liquidity, fund balance is similar to *working capital* of a private-sector business. Financial statements for governmental funds report up to five components of fund balance: *Nonspendable Fund Balance; Restricted Fund Balance; Committed Fund Balance; Assigned Fund Balance; Unassigned Fund Balance.* Because circumstances differ among governments, not every government or every governmental fund will present all of these components. ***(From "The New Fund Balance" by Stephen J. Gauthier, p11-12)***

Fund Classifications One of the three categories (governmental, proprietary and fiduciary) used to classify fund types.

Fund Type One of eleven classifications into which all individual funds can be categorized**.** Governmental fund types include the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds. Proprietary fund types include enterprise funds and internal service funds. Fiduciary fund types include pension (and other employee benefit trust funds), investment trust funds, private purpose trust funds, and agency funds.

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 projects funds, and permanent funds.

General Fund The general fund is the chief operation fund of a state or local government, Generally Accepted Accounting Principals (GAAP) prescribe that the general fund be used "to account for all financial resources except those required to be accounted for in another fund" That is, it is presumed that all of a government's activities are reported in the general fund unless there is a compelling reason to report an activity in some other fund type. A governmental entity will only have one general fund.

Impact Fees Fees charged to developers to cover, in whole or in part, the anticipated cost of public improvements that will be necessary as a result of the development (e.g., parks, sidewalks).

Infrastructure Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

Internal Service Fund Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

Measure A specific quantitative or qualitative assessment of results obtained through a program or activity. In performance measurement, measures fall into one of the following categories: input, output, outcome, efficiency and cost-effectiveness.

Mission An enduring statement of purpose: The organization's reason for existence. The mission describes what the organization does, and how and for whom its actions are carried out.

Nonspendable Fund Balance Fund Balance Component that inherently is Nonspendable. For example: 1)a portion of net resources that cannot be spent because of their form, 2.) a portion of net resources that cannot be spent because they must be maintained intact.

Other Financing Source Increase in current financial resources that are reported separately from revenues to avoid distorting revenue trends. The use of the other financing sources category is limited to items so classified by Generally Accepted Accounting Principals (GAAP).

Other Financing Use Decrease in current financial resources that are reported separately from expenditures to avoid distorting expenditure trends. The "other financing uses" category is limited to items so classified by Generally Accepted Accounting Principals (GAAP).

PTO Paid Time Off. The system used to provide, accrue and use leave time for such things as vacation, illnesses, emergencies, bereavement, etc.

Proprietary Funds These are funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Restricted Fund Balance Fund Balance Component that has externally enforceable limitations on its use. For example: 1) limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments, and 2) limitations imposed by law through constitutional provisions or enabling legislation.

Taxable Value Valuation set upon real estate or other property by the county assessor or state tax commission as a basis for levying taxes.

Transfers Amounts distributed between funds to finance activities in another fund. Shown as expenditure in the originating fund and revenue in the receiving fund.

Unassigned Fund Balance Fund Balance Component that represents residual net resources For example: 1) the total fund balance in the general fund in excess of *nonspendable*, *restricted*, *committed*, and *assigned* fund balance (i.e., surplus), 2) excess of *nonspendable*, *restricted*, and *committed* fund balance over total fund balance (i.e., deficit)

ACRONYMS USED

BVD Butlerville Days
CAFR Comprehensive Annual Financial Report
CDA Community Development Agency
CDBG Community Development Block Grant
CERT Community Emergency Response Team
CIP Capital Improvements Program
COG Council of Governments
COLA Cost of Living Allowance
CPI Consumer Price Index
CWHPRSA Cottonwood Heights Parks and Recreation Service Area
DARE Drug Abuse Resistance Education
DB System Defined Benefit System
DC System Defined Contribution System
DOT Department of Transportation
DUI Driving Under the Influence
EECBG Energy Efficiency Community Block Grant
EEO Equal Employment Opportunity
EOC Emergency Operations Center
ESF Emergency Support Function
FAQ Frequently Asked Question
FEMA Federal Emergency Management Agency
FTE Full time equivalent
GAAP Generally Accepted Accounting Principles
GFOA Government Finance Officers Association
GRAMA Government Records and Management Act
ICOM Incident Command
ICS Incident Command System
IT Information Technology
N/A Not Applicable
NIMS National Incident Management System
OSHO Occupational Safety and Health Officer
PCI Pavement Condition Index
PTO Paid time off
SAN Storage Area Network
TRCC Tourism, Recreation, Culture, and Convention
UCAN Utah Communication Agency Networks
UCOPA Utah Chiefs of Police Association
UFA Unified Fire Authority
VECC Valley Emergency Communications Center
YCC Youth City Council

APPENDIX

FY2012-16 TECHNOLOGY PLAN

The 5-year IT Plan encompasses five main areas:
- Data storage
- Servers
- Desktops/Laptops
- Software licensing
- Valley Emergency Communications Center (VECC) co-location/disaster recover

Data Storage

We currently have approximately 400GB of storage on each of our 4 servers, about 1.5TB total. We have approximately 1TB of data on those drives, or about 67% usage. The data is comprised mainly of Police Department files (currently not including any data from the server-using *Spillman* technology), Geographic Information Systems (GIS) files and user files. The server has approximately another 100GB of user files on it.

Looking forward, we need to upgrade our storage system.

There are three main types of storage that apply to our situation.
- DAS
- NAS
- SAN

DAS = Direct-Attached Storage

Storage (usually multiple hard drives) is attached directly to a server, usually internal. Desktops and laptops are examples of DAS. If we outgrow space on one drive, we have to start utilizing other drives in other servers. This becomes more difficult to manage. We use DAS internal to each of our four main servers.

The biggest limitation to DAS is physical. Our current servers have 6 drive bays, and they are all in use. To upgrade the storage on the servers would require purchasing new hard drives, making a backup of the system, putting the new drives in, and then restoring the system backup. While this would help, it is still somewhat inefficient. The cost would be under $4,000 per server. That would double the storage capacity on one server, so there might not be a need to upgrade more than one.

NAS = Network-Attached Storage

Storage is connected to a system that shares files via network protocols. Our desktops and laptops see our servers as NAS (P, W, X and Z drives).

SAN = Storage Area Network

Considered a hybrid between DAS and NAS because the storage is connected to servers via network, but uses drive access protocols (iSCSI) rather than network protocols. Although a network connection, that cable could be seen as an "extension cord" to bring the hard drives out of the server's physical cabinet.

This connection allows storage to do block-level transfers (just like an internal hard drive) rather than file-level transfers. This equates to better efficiency, and can help us realize the "VECC redundancy project" easier. With 2 SAN's, any changes made to files on one side would be replicated to the other side, automatically creating redundancy.

Both NAS and SAN usually employ banks of hard drives, usually starting at 8. These systems used to be $100,000. But more third-party manufacturers now offer products, and hard drive prices have

dropped considerably. The base system without drives is estimated to cost $8,000. For an additional $5,000 in hard drives, we can have a system with 4TB of storage.

A comparable system from a manufacturer such as Dell or IBM is still relatively affordable at under $50,000. One entity we know of purchased a 2TB SAN system for about $23,000 in the last year.

We understand that the IBM AIX (the version of UNIX that operates our police records management system) is supported on the Dell SAN. That means that it could be used for storage for all City IT platforms.

Servers

We have 4 main servers – SQL1, SQL2, Mail1 and Term1. They are running on IBM xSeries 3650 servers. Mail1 has 9GB of memory, and the others have 4GB. They all have a single dual-core processor, running at 2.66GHz.

SQL1 and SQL2 run Microsoft SQL Server 2005. That is a database server. The databases on the two (*Caselle*, *LaserFiche*, and *Great Plains/Dynamics*) can be consolidated to one server. The Great Plains database is primarily for archival data now, except for use to prepare some financial reports, otherwise only one or two people access data, rather infrequently. *LaserFiche* is the scanning software that we use, and usually only has one or two people using it. *Caselle* is currently licensed for 15 users, so it is the heaviest used. But its use is still considered light.

Mail1 is our mail server, running Microsoft Exchange Server 2007. We have approximately 70 active mailboxes.

Term1 runs NetMotion software that allows our Police Department to connect to our network while in their cars.

The new IBM servers were purchased with the intent of "mirroring" the servers that we currently have. It is quite difficult to take a live server and duplicate it for use in disaster recovery. The 4 new servers were purchased with approximately the same hardware specifications as the current servers. The new servers are the latest generation of the 3650, with the M2 suffix. They currently have single quad-core processors (2.66GHz), with 4GB of memory in three of them, and 9GB in one.

Recommendation

The City should upgrade the new servers with another processor each, and at least 48GB of memory. The processors are approximately $1,000 each, and the memory is approximately $1,800 for 48GB.

These upgrades would lead to our next step, which is server virtualization.

Virtualization

We believe that our current 4 main servers can be consolidated down to 3, and then "virtualized". Virtualization is not new. It has been around for at least 10 years. We know of users that have been running virtualized servers for over 7 years.

An Operating System (OS) is basically a resource scheduler. Windows (XP, Vista, 7, Server 2003 and 2008) is an Operating System. Mac OSX and Linux are other examples. Their main function is to manage the hardware resources (memory, storage, mouse and keyboard inputs, etc) so that multiple applications can utilize those resources concurrently. If one application crashes, the OS makes sure that other applications aren't affected.

Virtualization software becomes another layer between the hardware and an OS. It now manages the resources so that *multiple OS's* can now run independent of each other. If one OS has problems, it won't affect the others.

Years ago, there was a mantra, "one server, one service". Basically, we do not want to mix certain applications. We do not want a database server running on the same instance of Windows as a mail server. We don't want a Domain Controller running on a mail or database server. That started "server sprawl". If we needed a couple of database servers and a couple of mail servers, we had to have 4 physical servers. That meant that most of the time, our servers were running with less than 10% utilization. This was pretty inefficient.

Virtualization came along, and started to change that. We could now have a physical server with multiple Virtual Machines (VM) on it. Each VM could be running a separate instance of Windows and whatever applications you wanted. In the above example, 4 physical servers running at under 10% utilization now becomes 4 VMs running on one physical server with about 50% utilization. We spend less on hardware and use less power to run that hardware.

A few years ago, that changed even more. Dual- and quad-core processors became available. Servers have long used multiple processors. But now the ability to have 4 and even 8 processor cores running at full speed gave possibilities that hadn't existed before. If we then couple that with inexpensive memory prices we can have an 8-core server with 48GB of RAM for under $10,000.

Upgrading the new servers will allow us to run our current servers as virtual servers. The virtualization software also has "High Availability" functions built in. What that means is that as long as they have shared storage (NAS or SAN), multiple virtualization host servers can exist in a cluster. If one fails, the other can take over the VM, with minimal downtime (usually minutes).

There are two main providers in the virtualization area. VMWare has been around for years and Microsoft is also into the arena. One very positive aspect is that the basics of virtualization are zero cost.

VMWare allows IT to download and use the VMWare Server product at no cost, in perpetuity. Windows Server 2008 comes with Hyper-V, Microsoft's virtualization software. Once we install either one of them, we can run any number of VM's we wish, as long as we have the hardware for it and have the licensing (see Software Licensing below).

Both companies also have management software that should be purchased if we purchase several VM's to manage.

Desktops/laptops

Hardware upgrades

If we decide to stay with the current model of using regular desktops (as opposed to desktop virtualization below), it is recommended we replace them on a 4- or 5-year cycle. That mean for us at least 20% are replaced each year. Currently, that would be about 5 desktops and 3 laptops a year. It is recommended that we contract with a manufacturer and replace all systems within one year. Staying with one manufacturer (and preferably one model) would make any repairs or replacements much easier to manage.

Virtualize/thin client?

The "next big thing" in the IT world is desktop virtualization. The premise isn't new – move the computing to the server, and just give the user the output. Mainframes and dumb terminals are the earliest example that we know of. Microsoft has been using Terminal Services for years. That allows us

to connect up to a server via Remote Desktop. All of the work is done on the server. The user just sends the mouse and keyboard signals, and gets back the screen output.

Desktop virtualization now takes that one step further. Instead of physical computers that usually use less than 20% of their resources, the user has a "thin client" that connects to a virtual machine on a server. Some thin clients have no moving parts to wear out, and use less than 20 Watts of power. The costs are usually under $300 each. We still have to pay for the Windows license that the VM uses (about $200).

If the thin client needs to be replaced, it is a matter of minutes before the user is up and running again. They log back into the VM, and see their desktop the same way they did before. Currently replacing a failed machine may take a few hours to rebuild and the user may lose any files that were stored on the hard drive.

Laptop users can also benefit from virtualization. The system can "check out" the virtual machine image to run while it is out of the office, and then re-sync when the laptop is brought back inside. The checked-out image can also be set to expire after a certain time, in case a laptop is lost or stolen. This ensures that an unauthorized person can't access the system after the time has expired.

However, with desktop virtualization comes the necessity of the management software. A few servers can be managed separately. But 60 or more desktop images would need the management software to fully be effective.

Software licensing

New licenses for servers

There are three editions of Microsoft Windows Server – Standard, Enterprise and Datacenter. The differences between them vary. Some of the differences are as basic as the amount of memory that each can access and the number of processors that can be installed, all the way to different management tools that are included and features that are enabled. Standard is usually used when we have a couple of servers and 10-50 users. Enterprise is usually for dozens of servers and up to a few hundred users. Datacenter is usually used above that.

Standard and Enterprise are usually licensed per server (about $800 and $1,800, respectively), while Datacenter is licensed by processor (about $1,800).

Microsoft is fairly priced with licensing if you utilize virtualization. If we purchase the Standard edition, we need to purchase licenses on a 1:1 ratio. If we have 5 virtual servers, we buy 5 licenses (about $4,000). If the physical server runs other things besides the virtualization software we pay for those licenses as well, another $800.

If we purchase the Enterprise edition, that is licensed on a 1:4 ratio. One license allows us to run 4 total instances of Windows Server on that physical server. If we have the same 5 virtual servers, we would need to purchase two licenses of Enterprise. That would allow us to run up to 8 installations of Windows on that same physical server. It could be 8 virtual machines; or 7 virtual machines if we have other services besides virtualization running on the physical installation.

Datacenter is even more generous. They allow us to run unlimited virtual machines on that server as long as we have the hardware resources to handle it. If we ran 12 virtual servers on a physical machine, it would only cost us 2 processor licenses of Datacenter, or about $3,600. Compare that to $5,400 for 3 licenses of Enterprise or over $9,000 for 12 licenses of Standard.

Windows 7
We are currently running Windows XP on our desktops and laptops. Windows XP is almost 10 years old. Microsoft has put extensions on its life-cycle a couple of times. They will end its support about August 2014. We need to plan on upgrading our systems to Windows 7, hopefully well before that date.

Office 2010
We are currently running Office 2003. Office 2010 has been released, and Office 2007 has been out for about four years. Office 2003 will be end-of-life about August 2014 as well.

Exchange 2010
We are currently running Exchange Server 2007. Exchange Server 2010 has been released, and has some features included that we are currently utilizing via third party software. The features mainly are used for the GRAMA searches.

VECC Co-location/Disaster recovery
We are planning on utilizing some space at the Valley Emergency Communication Center (VECC) to house a "duplication" of our network for disaster recovery purposes. The original plan was to somehow "mirror" our current servers at that location. We have 4 new servers to implement this plan. We would use the new servers here, and utilize the old servers at VECC.

Unfortunately, it is more complicated than that. To keep a copy of a server and have that copy constantly updated by the "master server" is not an easy task, at least not without special software. It is estimated to cost at least $10,000 or more to implement, as well as many hours of time. It is believed that virtualization is the better way to implement. We can have multiple copies of a Virtual Machine (VM), and start them up whenever we wish. The virtualization software also has functionality built in that will fail over to another physical host computer, as long as the VM is stored on shared storage.

For example, if we had a SAN here, and two physical servers, they could be configured in a virtualization cluster. If one fails, the other can automatically take over, bringing the VM back up within minutes. If we then extend that to VECC and duplicate the setup (2 physical machines with a SAN for storage) the SANs can automatically replicate the VMs between each other. If our side of the network is somehow lost (fire, flood, etc) the VECC side can take over again within minutes.