

SALT LAKE CITY COUNCIL STAFF REPORT
BUDGET ANALYSIS – FISCAL YEAR 2010-11

DATE: June 4, 2010
SUBJECT: UNRESOLVED & FOLLOW-UP BUDGET ISSUES (2010-11)
FROM: Jennifer Bruno, Karen Halladay, Lehua Weaver, Sylvia Richards
cc: David Everitt, Gordon Hoskins, Gina Chamness, Kay Christensen, Randy Hillier

After applying the Council’s changes from May 25 and June 1, there is \$337,871 remaining in available revenue for the Council to use on the other pending expense items. This is largely due to the estimated additional \$1 million in revenue from enhanced Collections efforts.

The charts provide a summary of the current changes made to the budget based on straw polls by the Council, plus any items that are still to be determined.

Additional information has been provided beginning on Page 3 for the items listed as “To be Determined” or “More Info below”.

Revenue Items		Amount in Mayor's Budget	Council Change	Straw Poll
	Item Description			
1	Emergency Services: Double Taxation on Property Tax (County)	1,011,185		Keep
2	Public Facility Parking Taxes (County - Salt Palace)	400,000	(280,000)	Reduce to \$120,000
3	Add item: Fire False Alarms charging, begin mid-year (confirm amount)		50,000	Add
4	Add item: Reimbursement for Airport Fire services? (\$225,587)		225,587	Add
5	Add item: Snow Removal Fines?		10,000	Add
6	Add item: Permits for fences, accessory structures, etc.?		10,000	Add
7	Add item: Additional Collection efforts?		1,000,000	Add
Total General Fund Revenue Items:		186,785,704	187,801,291	

See next page for the chart of expenses.

Expense Items		Amount in Mayor's Budget	Council Change	Straw Poll
	Item Description			
8	(Citywide) Restore 1.5% Salary Suspension (total General Fund)	1,500,000		Keep
9	(Citywide) Restore Merits for non-topped out union employees (total G F)	1,100,000		Keep
10	(CED) Permit Counter Related Items:			
11	a. MRB: Eliminate Fire Protection Engineer position (Vacant)	(84,168)	84,168	Restore; more info below
12	b. Add item: Permit Counter service improvement tools			
13	i. Building Permit Audit?			No support
14	ii. Public Utilities engineer & documentation (General Fund neutral)			Add
15	iii. Documentation & Templates Funding (\$58,000 one-time)		62,000	Add at \$62,000
16	(CED) New item: Reconfigure Capital Asset Management			
17	a. Eliminate CAM Director and Sr. Admin Analyst positions (- \$240,452)		(240,452)	Eliminate positions
18	b. Add a Deputy Director position in HAND (\$102,000)		102,000	Add position
19	c. Restore Real Property Agent position (\$74,572)			More Info - see below
20	(CED) Add Item: Increase funding for Neighborhood Business Grant Program (or earmark Revolving Loan funds)			More Info - see below
21	(Finance Dept) Collections staffing		350,000	More Info - see below
22	(HR) Transfer Civilian Review Board staff person from Admin Services (\$98,052 sal; 29,736 ben; supplies 6,900)	132,440		More Info - see below
23	(Public Srv) Flower Related Items:			More Info - see below
24	a. MRB: Close Jordan & Liberty Park Greenhouses (2 FTEs)	(129,943)		
25	b. MRB: Reduced watering for parks (part for flowers)	(187,122)		
26	c. MRB: Reduce Parks Maintenance (including seasonals) (part for flowers)	(141,584)		
27	d. Add item: restore funding for water costs?			
28	e. Add item: restore funding for seasonal employees?			
29	f. Add item: restore funding for Spring 2011 flowers?			
30	g. Add item: Option B - maintenance / purchase Spring 2011 flowers			
31	h. Add item: Option C - maintenance / purchase Spring 2011 flowers			
32	(Public Srv) Eliminate Streets Response Team positions (3) (offsetting transfers?)	(233,840)	157,596	Restore Critical hours
33	(Public Srv) Eliminate speed board deployment (\$20,000 to restore)	(40,000)		To be determined
34	(Public Srv) Global Artways Related Items:			Straw poll taken, but further discussion requested : To be Determined
35	a. MRB: Discontinue Global Artways program positions (3) (2 Lay-offs)	(363,786)		
	b. Add item: Global Artways - options:			
36	i. Provide partial year funding for transition (thru summer, fall, ??)		27,474	(Straw poll: Add partial year \$, increase grant amount, fund position & supplies)
37	ii. Increase budget for Arts Council Grant (MRB = \$75,000)	75,000	75,000	
38	iii. Fund a position for transition assistance, grant writing, etc. (part-time?)		59,930	
39	(Non-Dept) New Sales Tax Rebate (Komatsu)	30,000		To be determined
40	(Non-Dept) Funding for Northwest Quadrant Follow-up	100,000		
41	(Non-Dept) Reduce funding for Sugar House Park Authority	(18,000)		To be determined
42	(Non-Dept) Add Item: Parley's Historic Nature Park Mgmt Plan implementation?			To be determined
43	(Non-Dept) Add Item: Begin shift to an automated payroll system? (\$15,000)			To be determined
44	(Non-Dept) Add Item: Begin other updates to Financial System (\$35,000)			To be determined
Total General Fund Expense Items:		186,785,704	187,463,420	

(Item numbers correspond to chart line item.)

10. (Items 10 – 15) CED Permit Counter Related Items

- a. **Straw Poll: restore the Fire Protection Engineer position (Fire Plans Review): \$84,168.** New Information: During the June 1st Unresolved Issues budget discussion, the Council expressed interest in restoring the funding for the vacant Fire Protection Engineer position at the one-stop counter. The Administration indicates that the fully-loaded cost to fund this position is \$86,168 (not the previously straw polled \$84,168; an increase of \$2,000), and that this amount should be sufficient to attract a qualified candidate in the current job market.
- b. Add various funding for service improvements
 - i. Building Permit Audit – no support indicated
 - ii. Public Utilities Engineer position AND documentation **Straw Poll: add funding in the Public Utilities budget.** New Information: According to the Department staff, the Engineer position would be: \$112,000 (\$73,632 salary, \$33,134 benefits, and \$5,000 in computer and supplies). This would be split between the three funds: 50% to water, 25% sewer, and 25% storm water. For the documentation effort, the Department staff propose \$30,000 for an outside consultant to perform the work. Unless the council has changes from the straw poll, staff will include these items as changes to the utility funds.

16. (Items 16 - 19) Reconfiguration of Capital Asset Management

- c. Restore the eliminated Real Property Agent Position: \$74,572. The Council requested more information, and that should be provided by the June 8 briefing.

20. Increase funding for the Neighborhood Business Grant Program. Staff will provide additional information regarding the option of using the Revolving Loan Funds toward an increase.

21. Collections Staffing – The Council took a straw poll to add \$350,000 in funding toward a revenue goal of \$1 million for Collections efforts, per the Administration’s revised budget recommendation. In response to questions from the City Council during the Collections briefing, the Administration has drafted job descriptions for the collections manager position and the collections officer position. The job descriptions are attached to the staff report and include typical duties as well as job qualifications for both positions (See Attachment A). The Administration has provided the following proposed budget for the new positions:

<i>Position</i>	<i>Classification</i>	<i>Proposed Salary</i>	<i>Salary & Benefits</i>
<i>Collections Supervisor</i>	610	1.0 FTE @ \$67,000	\$94,000
<i>Collections Officer</i>	308	7.0 FTEs @ \$38,000	(\$54,000 X 7) 378,000
Total Salary & Benefits			\$472,000
Less current collections positions in Justice Court		(\$54,487)	
		(\$57,316)	
		(\$41,340)	(\$153,143)
Net Personal Services Increase			\$318,857
Plus supplies, phones, computers and training			31,143
Total Expenses			\$350,000

22. Civilian Review Board position - duties. The Council requested that the Administration provide a plan to ensure that this person has additional duties.

23. (Items 23 - 31) Flowers / Greenhouses / Watering related items. The Council requested additional information regarding the costs specific to garden sites – namely, the International Peace Gardens, Washington Park (at the City & County Building), the Sugar House monument, and the Central Business District. Based on further discussions with the Administration, it is not possible to estimate this with accuracy. As an alternative, at least two Council Members have suggested another funding scenario: restore \$100,000 for seasonal services, \$88,000 to purchase flowers for Spring 2011 planting, and \$60,000 to the water budget. The Council may wish to straw poll options.
33. Speed Board Deployment – the Council indicated some interest in restoring \$20,000 in funding to support the deployment of Speed Boards. *The Council may wish to straw poll this item.*
34. (Items 34 - 39) Global Artways related items: After exploring options, the Council took a *Straw Poll on the Mayor's revised recommendation, which was to increase the funding for a grant through the Arts Council from \$75,000 to \$150,000; restore funding for the existing program through August for \$27,474 (one-time expense); and fund an FTE in the Arts Council for Imagination Celebration and Arts Programming Coordination, grant work, and some operating expenses in the amount of \$55,000 salary and \$4,930 supplies. For a total of \$162,404 in additional funding, plus \$75,000 as proposed originally in the Mayor's Budget.*

New Information:

- a. Council Members Simonsen and Garrott are requesting that the Council further discuss the Youth Artways budget question. The Mayor's recommended addition of \$75,000 toward grant funding for a total of \$150,000 has spurred new discussion in the community. Attached is a recommendation that was provided to the Council Office by a group of interested parties. Council Members Simonsen and Garrott are recommending that the Council reconsider the grant approach given that the proposed expenditure difference is not significant between retaining the program and taking the grant approach.
- b. Participation update:
 - i. Youth Artways staff has an updated participation map. There were some missing address details in their original list and so all participants were not accounted for. (Copies of the map will be delivered to the Council Office and added to packets if possible or provided to Council Members in advance of the Work Session discussion.)
 - ii. It should be noted that there are Youth Artways programs that are provided with some partner groups and those participation numbers are NOT reflected on the map. The teachers for some of those programs are paid through grants but all of the administration is done by Youth Artways staff, although total time spent on other programs is not specifically tracked.
- c. Council staff will provide updated option information for Tuesday based upon information provided by Youth Artways staff and by interested individuals in the community. Very basic information on the community proposal is included below in this document as item d.
 - i. The main difference in the estimates we will provide for you Tuesday from those provided last week is that the per participant subsidy is less than originally estimated, because we will reflect in Tuesday's numbers the assumption that the Director position is eliminated.
 1. Front line Artways staff indicates that the program can function without the Director.

2. The interested individuals from the community indicate that it is important to have the director position in the future: “We strongly encourage the hiring of a Director so the program has strong leadership. However, we understand that budgets are tight and the program has been able to operate without a director for the past several months. What we propose is that the Advisory Task Force does some fundraising to build an incentive for the program to have the funds necessary to replace the Director. Until the program has the budget to fill the position, the advisory task force would help provide leadership and direction so the program can meet the needs of the City. Again, we feel it is necessary to fill that position as soon as funding is available but until that time the task force can provide leadership to staff.”
3. The Council may wish to clarify whether the intent of the volunteer group is to raise all funds necessary to re-establish the director position, due to the phrase “What we propose is that the Advisory Task Force does some fundraising to build an incentive for the program to have the funds necessary to replace the Director.” The Council may also wish to clarify if the task force will raise funds each year for this purpose.
 - ii. The out-of-City number was calculated by Council staff based upon the map information and the participation numbers provided by Administrative staff. It will be revised based upon additional information. Administrative staff indicates that the out of city participation rate is down to six percent this year.
 - iii. It is very difficult to make an apples-to-apples analysis of the costs that should be allocated to the various programs within Youth Artways. Artways staff indicates they spend 55 percent of their time on the public classes. Allocating only 55 percent of the time to the classes serves to reduce the estimated general fund subsidy per student for the public program portion of Artways. It should be noted, however, that the general fund pays for staffing for the full program, and it is offset by some partnership programs. Due to limited resources, the Administration doesn’t have specific tracking that would allow staff to calculate the costs and subsidies without significant assumptions. We will provide our best estimate to you on Tuesday after we verify our estimates again with the Administration.
- d. The proposal from interested community parties (per the memo in Attachment B and information from a follow-up e-mail) is summarized as follows:

Proposal From Community Members		
Funding Sources		<i>Notes</i>
General Fund Proposed Grant Funds	\$ 150,000	
Funds proposed for FTE at Arts Council	\$ 55,000	
Operating Expenses for FTE at Arts Council	\$ 4,930	
One-time funds proposed for 2 months operations	\$ 27,474	
Revenue Estimate	TBD	
Total Available Funding	\$ 237,404	<i>* Available funding could be higher once revenue is determined</i>
Uses		
Salaries for two staff members	\$ 120,402	<i>Assumes elimination of director (vacant) and office assistant.</i>
Teacher Salaries	\$ 91,800	<i>Assumes 10% reduction in current number of classes</i>
Operations	\$ 28,490	<i>Assumes 10% reduction in operations expenses</i>
Total Expenses	\$ 240,692	
Net	\$ (3,288)	Community Members indicate they will pursue grants to fill gap. In addition, they recommend eventually filling the Director position. Community Members indicate grants will also be pursued to fill this position. Note: If sliding scale revenue is implemented, total revenues could offset this gap and the overall program could have additional funds available.

The following excerpts are from the attached memo and follow-up e-mail:

“The funds for this year would be used to continue the programming currently in place (with at a slight reduction in classes if needed), to keep two full-time employees and to cover operating costs. Basically, this budget amount is what we feel the program needs to continue functioning as it has for the past several months. We heard clearly in the last work session that the amount the administration is proposing is close to the amount the program needs to continue. We encourage the council to review the budget information provided to council staff for details.”

e. The proposal supported in the Council straw poll (5-2 vote) was:

Council Straw Poll (based on Mayor's revised proposal) for FY 2011 Budget		
	Amount	notes:
General Fund Grant Funds	\$ 150,000	to be Administered by Arts Council - criteria TBD
Funds proposed for FTE at Arts Council	\$ 55,000	to Administer Grant Funds and Imagination Celebration
Operating Expenses for FTE at Arts Council	\$ 4,930	
One-time funds proposed for 2 months operations	\$ 27,474	to cover program as currently operating until September
Total General Fund support of Youth Art Programs	\$ 237,404	

40. New Sales Tax Rebate proposal (\$30,000) - Since this tool had not previously been vetted with the Council, the Council may wish to ask the Administration to identify funds in the existing on-going budget to address the request (budget cut option).

➤ *In addition, the Council may also wish to consider a legislative intent requesting the Administration come back to the Council with a defined proposal for this economic development tool. The Council may wish to request that the Administration identify criteria to define businesses are eligible (to avoid jurisdiction shopping), any potential cap of a specific offer, and the definition of the offer as an upfront or ongoing payment.*

41. Funding for Northwest Quadrant follow-up (\$100,000) The Administration has not yet identified a specific scope for the funding, and as such, is not able to break out into more detail which component of the project will be addressed with which funds.

➤ *The Council may wish to consider a legislative intent asking the Administration to review the scope with the full Council prior to issuing any RFPs associated with the funding. (A stronger tool would be for the Council to make this a conditional appropriation.)*

➤ *The Council may also wish to take a straw poll on the amount of the appropriation.*

42. Sugar House Park Authority - the Mayor’s recommended budget reduces the funding to the Sugar House Park Authority by \$18,000. Some Council Members have indicated an interest in restoring this funding, possibly with a condition that the Park Authority match it with fundraising efforts or sponsorships during park events.

➤ *The Council may wish to consider a legislative intent or conditional appropriation to this effect.*

43. Consider adding funding to implement recommendations from the Parley’s Historic Nature Park Management Plan

44. Consider adding funding to begin shifting toward an automated payroll system (staff estimate: \$15,000)
45. Consider adding funding for other updates to the City's Financial System (staff estimate: \$35,000)

OTHER FUNDS Unresolved Items:

46. *Refuse Fund* – Several questions have been raised from Council Members and constituents, regarding the rate structure (one combined rate) and the mandatory yard waste program. The Council may wish to provide further direction to staff and the Administration regarding support for the Refuse Fund budget as proposed, or requests for changes, if any. The primary questions are:
 - a. Is the Council supportive of the Administration's proposal to implement accelerated diversion, including full rollout of yard waste program.
 - b. How to structure the rate for the services. Some items the Council may wish to consider:
 - i. A combined rate is consistent with the message that the City is providing a package of waste management services, rather than a "pay per" system.
 - ii. Diverting waste from the landfill benefits all residents (even if they don't personally use each service), because of delaying the closure of the landfill. (All residents will share the cost of closing and relocating the landfill.)
 - iii. The current rates are a step toward full cost recovery. The current rates are subsidized by the Fund's cash reserves, which artificially keeps rates low.
 - iv. The start-up and capital costs to expanding services has been funded by the Fund's cash reserves, which means that their Fund Balance is less than 30% of ongoing operating expenses. The standard for other enterprise funds has been to maintain a cash balance equal to operating expenses for 3-months.
47. *Watershed Land and Water Rights acquisition fund* – (Public Utilities) The Council had discussed the possibility of not appropriating the full \$1 million in the Department's annual budget, but possibly processing requests through the periodic budget amendment process.
 - *The Council may wish to discuss this further and provide staff with additional direction.*

Follow-up Information including Pending Items:

48. *Charging for Parking to encourage transit* – (Non-Departmental) Some Council Members expressed an interest in charging employees for parking at City facilities (currently parking is free). The Administration had done some preliminary analysis, identified City facilities and number of employees based on UTA service level, and conducted an employee survey to estimate current transit ridership. Council Staff has not had sufficient time to completely review and verify this analysis, but preliminary numbers and analysis indicate the following:
 - a. Approximately 900 employees work at City facilities located in UTA service Level A (defined by UTA as - at least 65 transit vehicle trips within ¼ mile walking distance of business location during the morning weekday peak period). *These facilities are the Library/City & County Building, Plaza 349, Justice Court, 6th South Facilities, and Public Safety Building. Civilians (sworn officers and Fire were not included due to issues with the existing MOU and the SLCPD take-home vehicle program).*
 - b. Approximately 1066 employees work at City facilities located in UTA service Level D (defined by UTA as - at least one, but less than 25, transit vehicle trips passing within one-quarter (1/4) mile walking distance of Sponsor's Business Location during the

- morning weekday peak period). No employees work in Service level B, and 20 work in Service level C.
- c. *Note: City employees who work at locations in UTA Service Level A may not live in locations that are also service level A. Further analysis would be needed to match employee residences with work locations.*
 - d. Based on a voluntary city survey conducted by the City's Sustainability Division, approximately 25% of employees working at locations in UTA Service Level A do not drive a vehicle to work (survey did not include Library Employees).
 - e. Based on this information, if the City were to charge the remaining 75% (employees who did drive a vehicle to work) of employees working in Service level A \$5 per paycheck (\$130 per year; \$10.83 per month), as well as charge the approximate 150 Library employees for parking, the City could generate approximately \$100,000 in revenue. The Council may wish to consider the implications of charging employees for parking when transit is not readily available (especially at locations where employees work during off-peak hours).
 - f. The total cost of the Eco-pass program is approximately \$355,000.
 - *The Council may wish to consider a legislative intent asking the Administration to further investigate this issue on the policy basis that charging for parking would encourage employees to use the transit pass. The Administration could consider employee equity issues (equity among locations), employee residential locations, as well as how to charge employees who may use transit and only on occasion drive a vehicle.*

49. *Gang Prevention Program - (Non-Departmental)* Based on the Council's request during the May18 Non-Departmental briefing, the Administration has provided the following information about the implementation of the Gang Prevention program and how the funding has been used:
From Michael Stott:

Colors of Success was the sole offerer in the RFP process but was found qualified by the selection committee. The contract start date was 2/2/2010 but the services did not begin until the end of February when the Outreach Workers were hired. The budget allocation of \$70k annually provided for 1.5 FTE's. Ideally, the amount would cover at least 2 FTE's.

The Outreach Workers are filling their case loads and are currently providing gang intervention services to 7 program participants and they are reaching out to an additional 18 program candidates. I see them twice per month at the regular Gang Intervention Team meetings. In addition to their core intervention work, they are conducting door-to-door interviews of residents to gauge perceptions of the gang problem in various neighborhoods. They are also reaching out to various groups such as schools, community councils, and various youth-serving organizations. In my opinion, these two individuals are qualified and highly motivated for this type of work.

Some of the funding that would not be used this year for Outreach Work has been applied to gang outreach tools including parents' guide flyers, laptops for the Outreach workers, and a local gang conference. Despite those expenditures, which were handled through the Mayor's Office, roughly half of the \$70k funding for FY10 will be unused since the Outreach Work did not begin until month 8 of the fiscal year.

The Outreach Work is the foundation of our Gang Reduction Program. Without them, the program will likely fail.

50. *Costs for services provided to Business Districts* – (Public Services & CED) Several questions have been raised to understand the true cost of the services provided by the City within the Central Business District and Sugar House Business District. Per information previously provided by the Administration, services include: snow removal, sidewalk and planter repairs, graffiti removal, clean-up, trash removal, electrical, and sprinkler repairs. The Administration is providing a more detailed accounting of the costs associated with each of these services.
51. *Ground Transportation Fees* – There were several comments made regarding the proposed taxi fee increases during the June 1st budget public hearing. In response to those comments, Council staff has provided the following information:
- a. **Taxi stands:** Council staff has confirmed there are currently 23 taxicab stands in Salt Lake City. (They have not been reduced to nine.) A complete list of taxi stand locations is attached to the staff report. (See Attachment C)
 - b. **Annual “badge” background checks:** In 2007, the City Council adopted Section 5.71.320 and 410 of Salt Lake City Code requiring annual renewal of ground transportation operator certificates. As part of that annual renewal process, the criminal history background checks are required by ordinance. In addition, the Transportation Security Agency requires annual threat assessments of everyone involved in airport operations.
 - c. **Vehicle inspections:** Under proposed amendments to ground transportation ordinances, when a ground transportation company brings a new car on-line to operate, the City will inspect it. After that, the City will conduct random on-site inspections at the airport. Taxicabs will continue to be inspected every six months because their taximeters have to be inspected every six months.

Note: For the Council’s reference, staff has estimated (for discussion purposes only), what the property tax impact would be for a variety of general property tax increase scenarios:

Estimation of Property Tax Increase Impact by Property Type		
City Property Tax Increase	Annual Increase	
	\$250,000 House	\$1 Million Commercial Property
\$1,000,000	\$8.53	\$62.00
\$5,000,000	\$42.64	\$310.10
\$10,000,000	\$85.26	\$620.10

Remaining Budget Schedule:

JUNE 8 Council Meeting

AGENDA ITEMS:

- Unresolved Issues (all)
- Legislative Intentions / Interim Studies – status on previously adopted and discuss new items.
- Property tax numbers MAY be final by this point (June 8th is date required by state)
- Briefing on Tax Anticipation Notes
- Adopt Annual budget if possible

JUNE 15 Council Meeting

AGENDA ITEMS:

- Unresolved Issues (all)
- CIP Follow-up (JB)
- Action on Tax Anticipation Notes
- Adopt Annual budget if not possible to adopt on June 8

JUNE 22 Council Meeting (not a regularly-scheduled meeting)

AGENDA ITEMS:

- Last day possible to adopt budget

Job Title: Collections Officer			
Job Code Number:	FLSA: Non-Exempt	EEO CODE:	Salary Range: Approx. \$17.31 - \$21.64

JOB SUMMARY:

Reporting to and under the general direction of the City Finance Director, performs administrative work in developing, analyzing, and coordinating the fines collection program and activities for the city collections section, Ensures compliance with State Statutes and City Codes and is responsible for maximizing the collection, tracking, and reporting of associated revenues. Duties are performed with considerable independence within established policies and procedures and require the exercise of judgment in resolving known and potential problems. A minimum of 50% of the time in this position involves public contact performing difficult collections work for which tact; patience, understanding and skill in handling volatile situations are required. This position may require a shift which extends beyond normal working hours.

TYPICAL DUTIES:

1. Reviews reports of outstanding accounts, and initiates collection proceedings. Utilizes various research sources including site visits to Department of Motor Vehicles for computer records, Polk Directory, Credit agencies, skip/trace information, etc., to locate violators and their employer’s or banking institutions accordingly.
2. Responds to and resolves defendants concerns about collection activities, billing disputes, and payment options. Collects defendant’s information on social security number, bank account, employment, address, phone, and verifies all information. Negotiates with defendants to resolve debts in the manner most beneficial to the City.
3. Makes collection calls, issues Notices for Failure to Pay, and issues Orders to Show Cause to defendants that are delinquent on their payment arrangements. Renegotiates pay orders with defendants unable to meet terms established in previous pay agreement; Follows up on delinquent payment plans, taking necessary action to ensure payment; phone calls, letters, wage garnishments, writs of execution and garnishment of income tax refunds.
4. Processes payments received on bad debt accounts and prepare them for posting by calculating principal, interest, and fees, and breaking down funds between accounts. Records transactions and inputs data, journal entries, and other adjustments into computerized system.
5. Works with programmer on a daily basis facilitating the updating of computer programs and interfaces with outside collection agencies, credit reporting agencies, and updating of new address information.
6. Establishes and maintains a good working relationship with hearing officers, court clerks, accounting department, judges, and other court related personnel.
7. Authorizes the impoundment or immobilization of vehicles for the Parking Enforcement Office.
8. Ensures compliance with applicable laws governing collections. Interprets city codes, state statutes and explains court procedures to the public.

9. Coordinates with Accounting Division to verify revenue and associated reports are in place and accurate.

MINIMUM QUALIFICATIONS:

1. Graduation from an accredited two-year college with an Associate Degree in Accounting and two years' closely related work experience. Education and work experience may be substituted one for the other on a year-for-year basis.
2. Current certification in or the ability to obtain the Utah Bureau of Criminal Investigation DLD/MVD system certification within 3 months of hire and hold or obtain Notary certification within 6 months of hire.
3. Demonstrated proficiency with computer hardware and software and the ability to communicate to programmers the required updates and changes needed to maximize the collection of revenue and the processing of associated reports.
4. Ability to deliver world class customer service to the general public, supervisors and co-workers, often under adverse circumstances.

DESIRED QUALIFICATIONS:

1. Knowledge of Salt Lake City traffic and parking rules and regulations.
2. Progressive experience in skip tracing and collections: preferable in a court setting
3. Bi-Lingual in Spanish

WORKING CONDITIONS:

1. Great mental effort is required due to daily pressure resulting from adverse interactions with the public on a regular basis.
2. May be required to work non-traditional hours.

NOTE: All applicants are subject to a police records check.

NOTE: The above statements are intended to describe the general nature and level of work being performed by persons assigned to this job. They are not intended to be an exhaustive list of all duties, responsibilities and skills required of personnel so classified. All requirements are subject to possible modification to reasonably accommodate individuals with disabilities.

A TEN-YEAR PERSONAL, CRIMINAL, CREDIT AND EMPLOYMENT BACKGROUND CHECK IS REQUIRED FOR THIS POSITION.

Approved by:		Date:	
Title:		Department:	
HR Approval:	Revised Job: <input type="checkbox"/>	New Job: <input checked="" type="checkbox"/>	Replaces:

Job Title: Collections Manager			
Job Code Number:	FLSA: Exempt	EEO CODE: 2	Pay Level: Approx. \$27.10 - \$35.24

JOB SUMMARY:

Under the direction of the Finance Director, manages the City collection of fines, fees, penalties, surcharges, including restitution originating from the City Justice Courts. This is a professional position requiring independent judgment, a thorough knowledge of the City Codes and State Statutes. Incumbent must have a broad understanding of municipal violations, fee/fine structures, collections, dispute resolution programs, and associated legal protocols.

TYPICAL DUTIES:

1. Monitors City collections. Sets guidelines on payment plans. Ensures collections are received in a timely manner and manages the collection process.
2. Determines policy and procedures on collections. Notifies and instructs appropriate City personnel of changes and conducts training as needed.
3. Sets goals and establishes procedures for other departments as it pertains to the collection process. Sets and meets measurable goals for collections. Prepares reports and information for the City as requested.
4. May arrange for outsourcing collection agencies as needed.
5. Hires, trains, motivates, evaluates, and supervises the performance of the collection officers. . Assigns projects and promotes a productive work environment. Administers disciplinary action in accordance with City policy and procedures.
6. Monitors expenditures to ensure compliance with budget allocations; reviews handling of fines, fees and forfeitures to ensure correct reporting and disbursement; prepares periodic revenue and expenditure reports and other related accounting and financial activities.
7. Will prepare, follow, and initiate legislative action as needed for City collections.
8. Other duties as assigned.

MINIMUM QUALIFICATIONS:

1. Graduation from an accredited college or university with Bachelor's degree in Public Administration, Business Administration or a closely related field and six years' experience in collections including four years' minimum in a supervisory capacity. Education and related experience may be substituted on a year-for-year basis.
2. Current certification in or the ability to obtain the Utah Bureau of Criminal Investigation DLD/MVD system certification within 3 months of hire and hold or obtain Notary certification within 6 months of hire.
3. General knowledge and understanding of governing statutes and regulations, related to procedures, protocols and practices of collections.

4. Ability to analyze administrative and financial problems and make appropriate decisions, conduct cost-benefit studies and evaluate alternative administrative and fiscal approaches. Ability to perform research, prepare and deliver presentations and answer questions regarding findings and recommendations.
5. Ability to work with the public, employees, and City personnel at all organizational levels, often under adverse circumstances. Ability to prioritize tasks, work well under pressure and impending deadlines.
6. Ability to communicate effectively, both orally and in writing.

WORKING CONDITIONS:

1. Comfortable working conditions. Light physical effort. Intermittent sitting, standing, and walking.
2. Considerable exposure to stress as a result of human behavior, time constraints, deadlines, and multiple priorities.

NOTE: All applicants are subject to a police records check.

NOTE: The above statements are intended to describe the general nature and level of work being performed by persons assigned to this job. They are not intended to be an exhaustive list of all duties, responsibilities and skills required of personnel so classified. All requirements are subject to possible modification to reasonably accommodate individuals with disabilities.

**A TEN-YEAR PERSONAL, CRIMINAL, CREDIT AND EMPLOYMENT
BACKGROUND CHECK IS REQUIRED FOR THIS POSITION.**

Approved by:	Date:
Title:	Department:
HR Approval: JW	New Job:

MEMO

To: Salt Lake City Council
From: Ray Grant (Arts Management Consultant and Dir. of 2002 Olympic Winter Games Arts Festival), Elaine Harding (founding Dir. Global Artways/YCA), Dani Johnson (parent/program advocate), Turia Pope (parent/program advocate), Brad Slaugh (local artist), Janet Wolf (former Dir. for Youth & Family Programs)
Date: June 3, 2010
Re: Option for consideration to continue YouthCity Artways funding

Thank you for the time and consideration you have put into looking at options to continue funding YouthCity Artways (YCA). Below is an alternative proposal to the options the council is currently reviewing.

We strongly urge the Salt Lake City Council to:

1. Give the YCA program one more year of funding at \$237,474 (the same amount the administration recently recommended in their proposal). This amount will allow the program to operate current programming with two fulltime staff members and a slight reduction in classes.
2. Establish a Blue Ribbon YouthCity Artways Advisory Task Force. A volunteer task force could possibly include: Ray Grant (Arts Management Consultant and Dir. of 2002 Olympic Winter Games Arts Festival), Elaine Harding (founder of Global Artways, now YouthCity Artways), Mayor's Office Appointee, City Council Appointee, Business Community Appointee and a member representing parents of the program. The task force could be charged with evaluating the program and providing direction in the following areas:
 - Ensure the program is vibrant and relevant to City goals, participating youth and their families.
 - Provide direction in grant and fundraising opportunities to help with future funding of the program with the goal of lowering next year's budget allocation to \$210,000 (the same amount the administration proposed in ongoing money to the SLC Arts Council for grants). Also, help the program identify community volunteers to help with grant writing opportunities when needed.
 - Raise funds in order to provide incentive to fill Director's position.
 - Oversee the implementation of a sliding fee scale (with increased fees in the public classes and adding fees to formerly free Library classes). A system is already in place with YouthCity programs that could be used as a model.
 - Establish a system to track participants by district and gather information on income levels to help future evaluation of the program's reach.
 - Evaluate marketing of program and look at methods to reach residents on the west side.
 - Provide input and direction on the Imagination Celebration.
3. Continue to house the program in Public Services which prevents fragmentation between similar city-sponsored programs. YCA regularly collaborates with YouthCity after-school, summer, employment, and government programs. Arts education is woven through every aspect of YouthCity programs as it teaches young people to be creative problem solvers and good citizens. The program also has long-standing partners such as the public library system, the Salt Lake City School District, Salt Lake County, and numerous others.

Along with its mission as an arts education program, YCA builds community and fosters resiliency in young people by developing on-going teacher-student relationships. Because the program has classes in close proximity to neighborhoods, children and their families have greater access to arts education. Examples of YCA's community building projects include: murals along the TRAX line, on Rio Grande Ave. and at the Weigand Center; art work in and around the Sorenson Center; the tile mural at YouthCity offices; Shakespeare in the Park; and the downtown bike rack project.

4. We would additionally urge that if there is a strong will to adopt the current proposal from the administration (which we do not support) that the Council seek input from the task force to establish criteria (based on youth arts education) by which the grants will be administered.

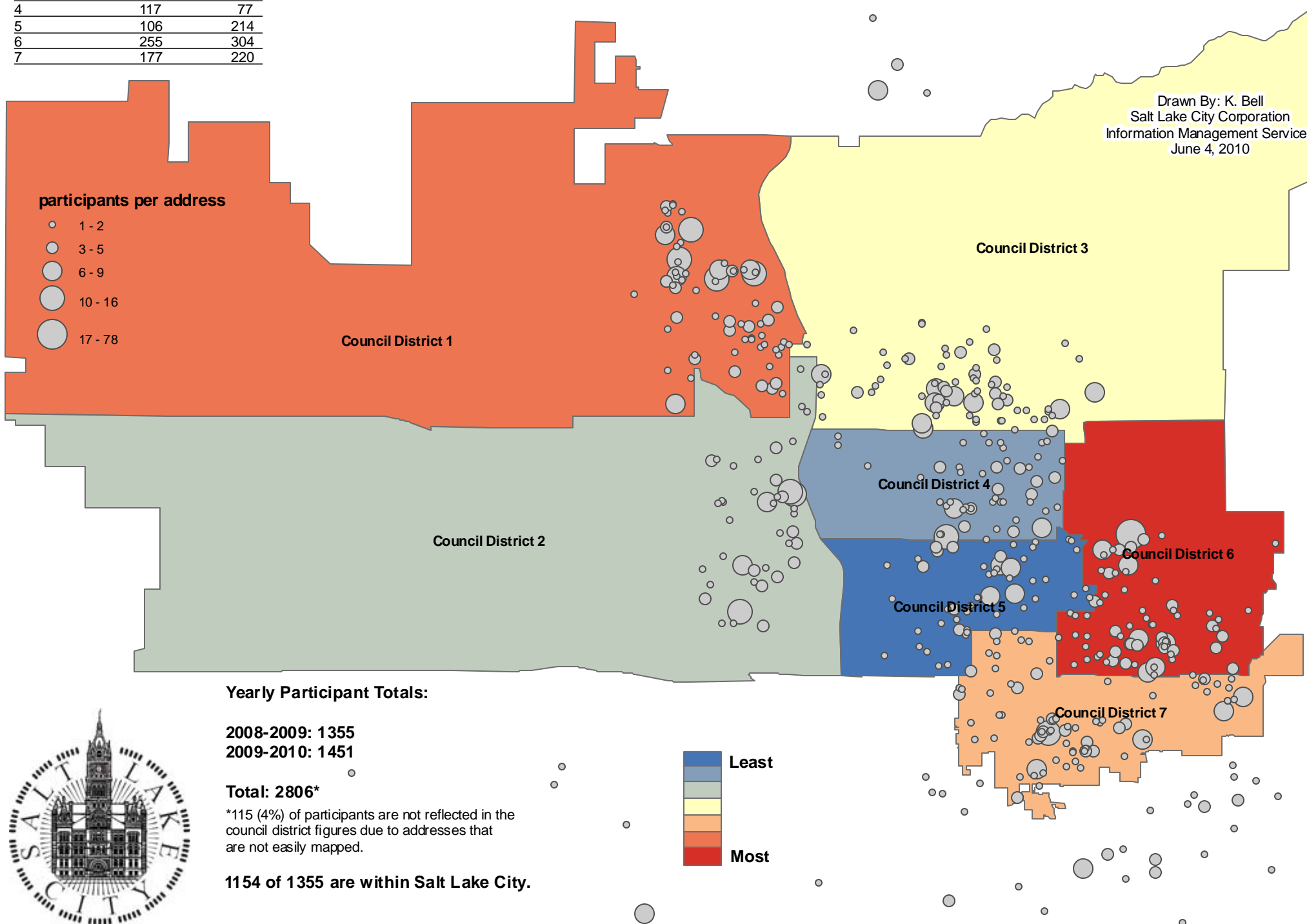
List of Taxi Stand Approximate Locations

1. 40 E. South Temple
2. 55 W. South Temple
3. 215 W. South Temple
4. 80 W. 100 South
5. 440 W. 100 South
6. 260 E. 200 South
7. 80 E. 200 South
8. 260 W. 200 South
9. 125 E. 300 South
10. 120 W. 300 South
11. 285 W. 400 South
12. 150 W. 500 South
13. 65 S. Main
14. 520 S. Main
15. 995 S. Main
16. 60 N. West Temple
17. 90 S. West Temple
18. 110 S. West Temple
19. 180 S. West Temple
20. 255 S. West Temple
21. 375 S. West Temple
22. 60 S. 300 West
23. 260 S. 600 West

1	174	187
2	193	66
3	132	162
4	117	77
5	106	214
6	255	304
7	177	220

Salt Lake City YouthCity Artways Participant Totals Per City Council District in FY 2008-2009

Drawn By: K. Bell
Salt Lake City Corporation
Information Management Services
June 4, 2010



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2	193	66
3	132	162
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Salt Lake City YouthCity Artways Participant Totals Per City Council District in FY 2009-2010

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