2021 Budget Goals

• Stay fiscally conservative
  – Analyze structural balance
  – Budgeted General Fund balance at or above $65M

• Prepare for uncertainty amidst COVID 19

• Make data-driven budget decisions

• Continue to focus on county employees

• Build fund balance to handle public health emergency expenditures
2021 Budget Direction

- Stress tests at 5% of County Funding
- New requests considered
- Relief from COVID contra accounts considered new requests
Council, Committees and Boards

• Board of Health
• Total Rewards Advisory Committee
• TRCC Advisory Board
• Technology Advisory Board
• Capital Projects Prioritization Committee
• Revenue Committee
• And Others
Economic Outlook

• Slight growth projected County-wide

• Salt Lake County unemployment at 5.9%; national average at 7.9\%(1)

• Construction remains strong but expected to level

• Certain economic segments expected to continue to struggle –travel/entertainment/restaurants

• In conference call with JP Morgan – stunned at relative health of Salt Lake County!

(1) Source: Bureau of Labor Statistics and Utah Department of Workforce Services, 2020 October 16th and 19th reports
COVID-19 Budgeting

• Continue monthly revenue/expense updates

• Expect year-end adjustment in December
  – 2021 Estimated Budget $36 million
  – County to use “presumption” to clear path for 100% of revenue to cover 2021 COVID budget
  – Funds not cleared to County to be delivered to other community partners

(1) Source: Bureau of Labor Statistics, October 21, 2019
Still in the Woods

• No end in sight for COVID-19
  – Vaccine expected by March, but delivery may be in small quantities
  – Brake lights still on for economy

• CARES and federal stimulus in limbo
  – Revenue projections tried to account for this
  – Still may have an unpredictable impact on taxes

(1) Source: Bureau of Labor Statistics, October 21, 2019
Structural Analysis
Unassigned Fund Balance
General Fund

* Fund balance as a % of total expenditures, including fund transfers out to other funds. Includes only Fund 110.
Unassigned Fund Balance
County-wide Tax Funds

in millions $

2015 73.8
2016 77.1
2017 81.8
2018 77.7
2019 85.1
2020 Projection 108.3
2021 Budget 90.7

Revenue & Expense Trend

* 2020 and 2021 are projections based on historical variances to budget. Includes countywide tax rate funds other than the Bond Debt Service Fund.
2020 and 2021 are projections based on historical variances to budget. Includes countywide tax rate funds other than the Bond Debt Service Fund.
2021 Proposed Budget
COVID Contra Accounts

• June Ops/Pers. contra cuts taken $33M

• Proposed budget relief $6.4M
  – $3.8M 2020 ongoing type expense cuts restored
    plus $3M in associated revenue
  – $2.7M cuts were only one-time in 2020

• Continue to monitor and adjust in June
## 2021 Tax Revenue Growth

Key Funds—Compared to 2020 Adjusted Budget

<table>
<thead>
<tr>
<th>Fund ($M)</th>
<th>Property Tax New Growth</th>
<th>Sales Tax</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>3.6</td>
<td>7.5</td>
<td>11.1</td>
</tr>
<tr>
<td>Flood Control</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
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<tr>
<td>Health</td>
<td>0.4</td>
<td>0.4</td>
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<tr>
<td>Planetarium</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
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<tr>
<td>Capital Improvements</td>
<td>0.2</td>
<td>0.2</td>
<td>0.2</td>
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<tr>
<td>Tax Administration</td>
<td>0.6</td>
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<td><strong>Subtotal</strong></td>
<td><strong>5.0</strong></td>
<td><strong>7.5</strong></td>
<td><strong>12.5</strong></td>
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<td>TRCC</td>
<td></td>
<td>10.7</td>
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<tr>
<td>Visitor Promotion</td>
<td></td>
<td>1.2</td>
<td>1.2</td>
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<td>ZAP</td>
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<td><strong>Total</strong></td>
<td><strong>5.9</strong></td>
<td><strong>20.3</strong></td>
<td><strong>26.2</strong></td>
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*Excludes Debt Service Fund and other funds.*
## Material Fund Transfer Changes

<table>
<thead>
<tr>
<th>From Fund</th>
<th>To Fund</th>
<th>For</th>
<th>$M</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>UPACA/Eccles Theater</td>
<td>Operations subsidy</td>
<td>$1.7</td>
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<tr>
<td></td>
<td>Arts &amp; Culture</td>
<td>Cultural Core - restore annual transfer</td>
<td>0.25</td>
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<tr>
<td>Visitor Promotion</td>
<td>General</td>
<td>Recreation operations subsidy eliminated (-$6.5 vs. 2020, -$2.0M vs. 2019)</td>
<td>(2.0)</td>
</tr>
<tr>
<td></td>
<td>Rampton Salt Palace Conv Ctr</td>
<td>Operations subsidy (+$2.5M vs. 2020, +0.3M vs. 2019)</td>
<td>2.5</td>
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<tr>
<td>Mountain America Expo Center</td>
<td>Rampton Salt Palace Conv Ctr</td>
<td>Reallocate fund balance for capital projects</td>
<td>1.4</td>
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<tr>
<td>TRCC</td>
<td>Rampton Salt Palace Conv Ctr</td>
<td>Operations subsidy</td>
<td>2.5</td>
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<tr>
<td></td>
<td>General</td>
<td>Parks &amp; Recreation subsidy reduction (+$0.4 vs. 2020, -$4.2 vs. 2019)</td>
<td>(4.2)</td>
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<tr>
<td></td>
<td>Arts &amp; Culture</td>
<td>Operations Subsidy (+$0.5 vs. 2020, +$2.7M vs. 2019)</td>
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<tr>
<td></td>
<td>Salt Palace, Mtn America Expo C., Arts &amp; Culture, Equestrian Park</td>
<td>Partial restoration - Life and Safety Capital Improvements and Equipment Replacement</td>
<td>1.1</td>
</tr>
</tbody>
</table>
Proposed 2021 Budget
Compensation & Benefits Package

• 1.5% salary/structure increase for General
• 2.0% salary/structure increase for Trades
  – Longevity for Red-Lined Employees – up to 1%
• No health insurance increase to employees
• Additional Sheriff's Office Compensation
  – Sworn
  – Jail – Civilian Environmental Differential Pay
• Living Wage Permanent Employees – $12 / hr
Proposed 2021 Budget
Sheriff

- Sheriff additional compensation $2.6M
  - Jail Sworn Compensation
  - PSB Sworn Compensation
  - Civilian Environmental Pay

- Program shift to county from UPD ($392K)
- Jail bed contracting and grant revenue adjustments $513K
- Elimination of TL CCC Chief Position ($211K)
- Reduction of Corrections Specialist FTE due to reclass ($59K)
- Jail facility maintenance $123K
- UPD request canyon graffiti $25K
Proposed 2021 Budget
District Attorney

- Relief from COVID Contra $1.12M
  - Enable planned phased hiring of prosecutors
  - Continuation of Year End request

- Salary annualization $48K

- Other Justice Courts and technical $33K
Proposed 2021 Budget
Assessor

- In grade/grade advancements $104K
- Commercial Division market competitiveness $94K
- Increase in Fleet vehicle replacement cost $3K
Proposed 2021 Budget
Clerk – Proposed As Requested

- GIS licenses for reapportionment $23K
- Personnel cost increase $47K
- Revenue loss due to COVID-19 $770K
- Rent Increase $5K
Proposed 2021 Budget
Recorder

- Propose 8 FTEs $ 566K
  - Workload in office up 44%
  - Revenue up $3.3 million over 2019
- Proposed phased hiring of FTEs to gauge need and account for possible demand change
- Restore COVID cut to replace server $20K
Proposed 2021 Budget
Elected Offices – Proposed As Requested

- Council – personnel annualization adjustments $17K
- Surveyor – restoration of COVID cuts, technical, and inflationary costs. Offset by new revenue ($2K)
- Justice Courts – courtroom remodel, capital purchases $561K
- Auditor No requests
- Treasurer No requests
Proposed 2021 Budget

New Operations

• Parks and Recreation
  – Magna Park
  – Wheeler Farm
  – MSD White City Trail

• Arts & Culture
  – Mid-Valley Performing Arts Center

• Library
  – Granite branch
  – Daybreak branch
Proposed 2021 Budget
Community Services Department

- County-wide roll-up for Community Services shows decreased county funding of ($1.6M)
  - Combination of expense reductions and rev increases
  - Some new requests include:
    - 1 FTE for Magna park $140K
    - Wheeler Farm opening $68K
    - Draper Rec Ctr ops $98K
    - Restore Arts operations $121K
    - Cultural Core reinstated $250K
    - Payroll allocations $63K
Proposed 2021 Budget
Community Services Department

• Eccles Theater planned opening Sept 1
  – Operating loss expected of $1.7 M
  – Transfer from General Fund to cover

• Golf – revs up, fund is healthy!

• Library
  – Granite and Daybreak Libraries Opening
  – 28 FTEs $547K
  – Operations $105K
Proposed 2021 Budget
Human Services Department

• 1 FTE HR Generalist transferred from HR
• Fee Reduction to CJS Clients
  – Fees cut in half
  – Policy call – fees pose a significant burden on clients
• Health Revenue Loss $1M
  – Environmental health
  – Travel clinic
Proposed 2021 Budget
Criminal Justice Advisory Council

- Expungement Program Grant funded FTE
- Restoration of COVID cut FTE
  (Policy & Project Coordinator)  $110K
Proposed 2021 Budget
Administrative Services Department

- IT software contractual increases $119K
- Torus tax system 311K
- Mainframe virtual library 100K
- Application monitoring tool 100K
- MS licenses right-sizing 116K
- Forklift repair Records and Archives 7K
- GRAMA Workflow System 69K
- Fiscal Coord. 1 FTE - IT 82K
- Misc. COVID restorations 82K
- Revenue reduction 105K
- Salary adjustments 7K
Proposed 2021 Budget
Regional Development

- Restore Econ Development FTE $ 87K
- Regional projects carryover 190K
- New regional projects 960K
  - Kem Gardner Policy Institute 100K
  - Community Service Navigator Program annual license 40K
  - Transportation and Land Use Connection (TLC) 300K
  - Urban Footprint Modeling Software 15K
  - Astronomy and Art Utah Sky 40K
  - Data and Budget Analyst 1-yr Time Limited FTE 127K
  - Finance and Real Estate Analyst 3-yr Time Ltd. FTE 157K
  - West Bench General Plan 46K
  - HB411 Community Renewable Energy Act 40K
  - eBus Air Monitoring 20K
  - RPT Consulting Support for MSD transition 50K
  - Water Quality Research 25K
Proposed 2021 Budget
Public Works County-wide Funding

- Restore COVID cut Heavy Equip FTE $ 68K
- Restore MISC COVID cuts $171K
- Animal Services County-wide patrol 3 FTEs $400K
- Proprietary Funds
  - Solid Waste
  - Fleet Management
  - Public Works
- All matched expenditures with revenues
  - Reduced 17 vacant positions
Proposed 2021 Budget
Admin Organizations

• Mayor’s Administration
  – AmeriCorps grant transfer from ORD 1FTE (neutral) $ 0K
  – Granicus subscription $ 26K
  – Misc. COVID restoration $125K
  – ODI reorg/reclass $ 15K
  – Intern program upgrade $ 20K

• Mayor’s Finance
  – Restore misc. COVID cuts $ 77K
  – Employee Communication software $ 29K
Proposed 2021 Budget

Human Resources

- Personnel base adj./COVID restore  $ 241K
- Transfer FTE to CJS (1 FTE)
- Compensation Mgt System  $ 28K
- Applicant Tracking System  $290K
Energy Management
2020 Estimated Savings

• Rate adjustments and/or efficiencies from 2017 baseline:
  - Electricity $1,718K
  - Natural Gas $ 526K

• 2020 savings heavily impacted by COVID shutdowns
  - Savings not fully repeatable in post-COVID shutdown years
Energy Management
2021 Projects

- Advanced Rooftop Controls $100K
- LED & Motion Sensors $500K
- HVAC Upgrades $500K

High IRR, Positive NPV, and Rocky Mtn. Power Incentives
Poor & Poor-Fair HVAC equip. past end of useful life

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
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<tbody>
<tr>
<td>2021</td>
<td>$7,124,249</td>
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<tr>
<td>2022</td>
<td>$796,302</td>
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<tr>
<td>2023</td>
<td>$1,088,343</td>
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<td>2024</td>
<td>$10,253,782</td>
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<td>2025</td>
<td>$4,831,436</td>
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<td>2026</td>
<td>$18,438,695</td>
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<tr>
<td>2027</td>
<td>$1,289,757</td>
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<td>2028</td>
<td>$27,048,334</td>
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<tr>
<td>2029</td>
<td>$7,358,791</td>
</tr>
<tr>
<td>2030</td>
<td>$2,230,927</td>
</tr>
</tbody>
</table>

HVAC Asset Report (2017) - End of Useful Life

- Poor $6.5M
- Poor-Fair $23.2M
- Fair $48.5M
- Fair-Good $11.5M
- Good $47.1K
TRCC Proposal

• Mayor’s Proposed Budget aligns with Advisory Board recommendations

• Recommendation includes
  – 37% of TRCC revenues to Parks and Rec ops
  – $1.8M of county funding to capital maintenance
  – Partially restored the equipment replacement program
  – Proposed ending fund balance $3.1M
TRCC Operations & New Requests

- Operations
  - Arts & Culture $6.6M
  - Parks & Rec 13.9M
  - Equestrian Park 1.4M
  - C. Rampton Salt Palace Convention Center 2.5M
  - Capital Improvement Transfers 0.7M
  - Equipment Replacement Transfers 0.7M
  - Debt Service Transfers 1.7M
- Interlocal Agreements 1.1M
- Government Contributions 0.7M
- Outside Organization Contributions 0.1M
- Cultural Facilities Support Program (CFSP) 0.1M
- Salt Lake County Capital Projects 4.4M
- Salt Lake County Equipment Replacement 0.7M
- Revenue Offsets
  - Miller Family 2.0M
  - Transportation Fund 0.9M
## TRCC Proposed New Requests

### City/Government Requests
- **Sandy Amphitheater**: $456.5
- **Sugarhouse Park**: $220
- **Visit Salt Lake**: $450
- **Taylorsville City Open Space at Taylorsville Plaza**: $700
- **Murray City Pool Lifeguard**: $20

### Outside Organization Requests
- **Friends of Tracy Aviary – Jordan River Nature Center**: $100

### Cultural Facilities Support Program Requests
- **CFSP – Murray Theatre Renovation**: $121
## TRCC Proposed New Capital Project Requests

<table>
<thead>
<tr>
<th>Capital Projects ($3.097M net from TRCC funds)</th>
<th>Expense</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valley Regional – Softball Complex Ph 1</td>
<td>$3,505</td>
<td>$2,000</td>
</tr>
<tr>
<td>Rose &amp; Yellowfork Canyon Trails</td>
<td>405</td>
<td>405</td>
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<tr>
<td>Jordan River Area Ph 1</td>
<td>245</td>
<td>245</td>
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<tr>
<td>Jordan River Trail Stabilization</td>
<td>150</td>
<td>150</td>
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<tr>
<td>Cardiff By-Pass Trail</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Bonneville Shoreline Trail - Westside Segment</td>
<td>20</td>
<td>20</td>
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<tr>
<td>JRT Water Hazards</td>
<td>500</td>
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<tr>
<td>ADA Transition Plan – Tranche 2</td>
<td>48</td>
<td>-</td>
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<tr>
<td>JL Sorenson RC Pool Deck Repair</td>
<td>47</td>
<td>-</td>
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<tr>
<td>Wheeler Farm Regrade/Gravel Path Surface</td>
<td>53</td>
<td>-</td>
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<tr>
<td>Gene Fullmer RC Replace Chiller</td>
<td>160</td>
<td>-</td>
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<tr>
<td>Indirect Costs</td>
<td>158</td>
<td>-</td>
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<tr>
<td>Parks Equipment Replacement</td>
<td>187</td>
<td>-</td>
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<tr>
<td>Recreation Equipment Replacement</td>
<td>439</td>
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<tr>
<td><strong>Total:</strong></td>
<td><strong>$6,017</strong></td>
<td><strong>$2,920</strong></td>
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</table>
Parks and Recreation

Funding Sources ($M)

<table>
<thead>
<tr>
<th>Source</th>
<th>2018 Actual</th>
<th>2019 Actual</th>
<th>2020 Budget</th>
<th>2020 Adjusted Budget</th>
<th>2021 Budget</th>
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<tbody>
<tr>
<td>Operating Revenue</td>
<td>23.6</td>
<td>24.1</td>
<td>26.0</td>
<td>7.5</td>
<td>17.8</td>
</tr>
<tr>
<td>Other Parks &amp; Recreation (Land Sale)</td>
<td>4.4</td>
<td>4.4</td>
<td>4.4</td>
<td>4.4</td>
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<tr>
<td>Parks &amp; Recreation Restricted General Fund Sales Taxes</td>
<td>7.5</td>
<td>7.9</td>
<td>8.0</td>
<td>7.3</td>
<td>7.7</td>
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<tr>
<td>TRCC Transfer to the General Fund (1)</td>
<td>16.4</td>
<td>17.7</td>
<td>18.3</td>
<td>13.1</td>
<td>13.5</td>
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<tr>
<td>TRCC Transfer to the General Fund for Open Space Maintenance and Other</td>
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<td>0.5</td>
<td>0.4</td>
<td>0.4</td>
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<tr>
<td>Visitor Promotion transfer to General Fund for Recreation Operations (2)</td>
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<td>2.0</td>
<td>2.0</td>
<td>6.5</td>
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<tr>
<td>Reliance on General Fund</td>
<td>0.9</td>
<td>0.6</td>
<td>3.0</td>
<td>5.5</td>
<td>15.0</td>
</tr>
</tbody>
</table>

(1) TRCC fund transfers to Parks & Recreation operations, currently at the maximum recommended by the TRCC Advisory Board.
(2) Visitor Promotion fund transfer to the General Fund for Recreation operations subsidy.
County Population Growth Trend

% Growth Over Prior Year

Population


1,000,000 1,020,000 1,040,000 1,060,000 1,080,000 1,100,000 1,120,000 1,140,000 1,160,000 1,180,000 1,200,000

1.4% 1.6% 1.5% 1.0% 1.1% 1.6% 1.5% 1.3% 1.2% 1.2%

13.7% Cumulative Population Growth from 2010 to 2020
## 2021 Selected New Capital Maintenance or Construction Projects

*in millions*

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calvin Rampton Salt Palace Convention Center</td>
<td>$1.4</td>
</tr>
<tr>
<td>TRCC - Capital Projects</td>
<td>$6.0</td>
</tr>
<tr>
<td>Capital Improvements Fund</td>
<td>$6.4</td>
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<tr>
<td>Mountain America Expo Center</td>
<td>$0.5</td>
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<tr>
<td>Flood Control</td>
<td>$2.4</td>
</tr>
<tr>
<td>Clark Planetarium</td>
<td>$0.2</td>
</tr>
</tbody>
</table>
# 2021 New Capital Project Request Highlights

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost (in millions $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salt Palace Parking System</td>
<td>$0.7</td>
</tr>
<tr>
<td>Salt Palace Fire and Security Panel</td>
<td>$0.5</td>
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<tr>
<td>Millcreek Overflow JSL Canal</td>
<td>$0.5</td>
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<tr>
<td>Surplus Canal – Storm Drain Countywide</td>
<td>$1.0</td>
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<tr>
<td>CGC Parks &amp; Recreation Remodel</td>
<td>$0.8</td>
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<tr>
<td>ADC Water Heat Exchanger</td>
<td>$0.7</td>
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<tr>
<td>ADC Roof Repair</td>
<td>$0.7</td>
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<tr>
<td>Metro Jail Lobby Security Upgrade</td>
<td>$0.6</td>
</tr>
<tr>
<td>Shooting Range Sand Trap and Timber Replacement</td>
<td>$0.6</td>
</tr>
<tr>
<td>Replace Roof on Christmas Box House</td>
<td>$0.5</td>
</tr>
<tr>
<td>Justice Courts Remodel Additional</td>
<td>$0.5</td>
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</tbody>
</table>
## 2021 FTE Changes

<table>
<thead>
<tr>
<th>Organization</th>
<th>New</th>
<th>New Time Limited</th>
<th>Time Limited Ended</th>
<th>Time Limited to Non-TL</th>
<th>Vacant Reductions</th>
<th>Transfers In</th>
<th>Transfers Out</th>
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<tr>
<td>Mayor Administration</td>
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<td>Criminal Justice Services</td>
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<td>Animal Services</td>
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<td>Public Works Operations</td>
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<td>Human Resources</td>
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<td>Facilities</td>
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<td>Government Center Operations</td>
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FTE Changes by Location

FTEs by Location

+/– FTE Change by Organization

Library
-5

Sheriff - Public Safety
78

Recorder
11

Recorder - Tax Admin
4

Animal Services
4

Regional Development
2

CJAC
2

Criminal Justice
3

Facility Services
1

Information Services
1

Mayor's Administration
1

Parks
1

Government Center Ops
1

Human Resources
1

Public Works Ops
1

Sheriff - Jail
-17

Sheriff - Jail
-4
### Fund Summary

**General Fund & Related**

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<th>Budget Year 2021</th>
<th>Projected Beginning Balance</th>
<th>Budgeted Ending Balance</th>
<th>Projected Ending Balance</th>
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General Fund
Structural Analysis

*Projected.

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<th>Budget Year</th>
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<th>Actual Ending Balance</th>
<th>Variance to Adopted Budget</th>
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<td>89.9*</td>
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*Projected.
2021 Financing Plans

• MBA Lease Revenue Bonds – Library Projects Tranche 2

• TRANS – June/July timeframe

• On the lookout for refundings
Salt Lake County – Triple-A Rated
Staying Among Financially “Elite”!

SL County included in top 1.4%

Counties Triple-A rated by all 3 rating agencies 1.4%

Other Counties 98.6%
2020 Budget Recap

All Funds

- All funds are balanced
- Opens new facilities for Library, Parks & Recreation, and Arts & Culture
- General fund strongly bolstered to be able to swiftly react to economic deterioration
- Net appropriations at $1.3 B
- Ongoing Monitoring
  - Restoration of COVID contra-accounts
  - COVID operating budgets with corresponding additional revenues
  - TRCC and other capital project restoration
  - Compensation and benefits
Mayor’s Proposed Budget Book, including this presentation, is available online:

http://slco.org/mayor-finance/budget/2021-budget-information/