



# 2017 BUDGET IN BRIEF

## TABLE OF CONTENTS

Table of Contents .....	1
Mayor’s Message to the Citizens of Salt Lake County.....	2
Elected Officials.....	3
Profile of Salt Lake County .....	4
Economic Outlook .....	6
County Financial Condition.....	7
Net Budget Calculation.....	9
Property Taxes.....	10
Budget Overview .....	12
Sources of Funds .....	12
Uses of Funds.....	13
Administrative Overhead/Indirect Costs .....	23
Full-Time Equivalent Employees (FTEs) .....	24
Capital Projects .....	26
County Debt.....	28
Statistical Indicators .....	30
Glossary .....	32
Want to Know More? .....	34



*George S. and Dolores Dore Eccles Theater*



## MAYOR'S MESSAGE TO THE CITIZENS OF SALT LAKE COUNTY



On behalf of Salt Lake County, I am pleased to present this Budget in Brief for 2017. This summary provides important financial information that is intended to present a clear picture of our county's financial health, as well as highlight some of our top priorities and a look ahead to future challenges.

Salt Lake County is enjoying a strong economy. Our metro area is currently ranked number two for job creation among large metro areas. Many businesses see in Utah a high quality of life with a well-educated workforce, where residents find opportunity to move

up the economic ladder. As the crossroads of the west, our state is well-positioned to compete in the global economy.

Salt Lake County's financial position remains strong. We hold a triple A bond rating from all ratings agencies on general obligation bonds and we added a rarely-received upgrade on others. We balance our budget in bipartisan fashion and we look for continual improvement in efficient and effective service delivery.

In January, we hosted our third annual Innovation Summit with 600 national and regional leaders who came to learn about our cutting edge work on achieving outcomes and making a measurable difference in peoples' lives.

We have moved beyond turf battles to start a new computer-aided dispatch system valley wide, that will help avoid dropped 911 emergency calls and get first responders moving towards residents in distress without delay. By 2018, the new technology will be operating seamlessly across the county.

We're working on an action plan to protect public safety in the downtown area, as well as move homeless individuals and families out of crisis and towards stable living arrangements, with support for behavioral health needs, job counseling and education. We're partnering with the private and nonprofit sector on innovative programs that tackle some of our most entrenched challenges, such as recidivism and criminal justice reform. And we are measuring the effect of those programs to ensure that we are doing what actually works to assist those in need.

We are building on the strong foundation that our recovery from the last Great Recession has produced. Assess where we stand today and what we've accomplished in the last year and I think you'll agree our track record is impressive. As a thriving metropolitan area, Salt Lake County is leading the way forward on jobs and economic growth, public safety, fiscal discipline and accountable government.

Sincerely,

**Ben McAdams**

Salt Lake County Mayor

## ELECTED OFFICIALS

County Mayor.....	<b>Ben McAdams</b>
(Current Term: 2017-2020)	<a href="mailto:Ben@slco.org">Ben@slco.org</a>
County Council:	
At-Large A.....	<b>Jenny Wilson</b>
(Current Term: 2015-2020)	<a href="mailto:JWilson@slco.org">JWilson@slco.org</a>
At-Large B.....	<b>Richard Snelgrove</b>
(Current Term: 2017-2022)	<a href="mailto:RSnelgrove@slco.org">RSnelgrove@slco.org</a>
At-Large C.....	<b>Jim Bradley</b>
(Current Term: 2013-2018)	<a href="mailto:JBradley@slco.org">JBradley@slco.org</a>
District 1.....	<b>Arlyn Bradshaw</b>
(Current Term: 2015-2018)	<a href="mailto:ARBradshaw@slco.org">ARBradshaw@slco.org</a>
District 2.....	<b>Michael Jensen</b>
(Current Term: 2017-2020)	<a href="mailto:MHJensen@slco.org">MHJensen@slco.org</a>
District 3.....	<b>Aimee Winder Newton</b>
(Current Term: 2015-2018)	<a href="mailto:ANewton@slco.org">ANewton@slco.org</a>
District 4.....	<b>Sam Granato</b>
(Current Term: 2017-2020)	<a href="mailto:SGranato@slco.org">SGranato@slco.org</a>
District 5.....	<b>Steve DeBry (Chair)</b>
(Current Term: 2015-2018)	<a href="mailto:SLDeBry@slco.org">SLDeBry@slco.org</a>
District 6.....	<b>Max Burdick</b>
(Current Term: 2017-2020)	<a href="mailto:MBurdick@slco.org">MBurdick@slco.org</a>
County Assessor .....	<b>Kevin Jacobs</b>
(Current Term: 2015-2020*)	<a href="mailto:KJacobs@slco.org">KJacobs@slco.org</a>
County Auditor .....	<b>Scott Tingley</b>
(Current Term: 2015-2018)	<a href="mailto:STingley@slco.org">STingley@slco.org</a>
County Clerk .....	<b>Sherrie Swensen</b>
(Current Term: 2015-2018)	<a href="mailto:SSwensen@slco.org">SSwensen@slco.org</a>
District Attorney.....	<b>Sim Gill</b>
(Current Term: 2015-2018)	<a href="mailto:SGill@slco.org">SGill@slco.org</a>
County Recorder.....	<b>Gary Ott</b>
(Current Term: 2015-2020*)	<a href="mailto:GOtt@slco.org">GOtt@slco.org</a>
County Sheriff.....	<b>James M. Winder</b>
(Current Term: 2015-2018)	<a href="mailto:JWinder@slco.org">JWinder@slco.org</a>
County Surveyor .....	<b>Reid J. Demman</b>
(Current Term: 2015-2020*)	<a href="mailto:RDemman@slco.org">RDemman@slco.org</a>
County Treasurer.....	<b>K. Wayne Cushing</b>
(Current Term: 2015-2020*)	<a href="mailto:KWCushing@slco.org">KWCushing@slco.org</a>

\* In 2014, the County Assessor, Recorder, Surveyor, and Treasurer were each elected to a one-time, six-year term that expires in 2020, so that half of the County's elected officials will be elected in each of the subsequent even numbered County election years.

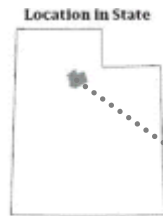
## PROFILE OF SALT LAKE COUNTY

Salt Lake County comprises an area of 742 square miles. It is bordered on the west by the Great Salt Lake (one of the largest inland bodies of water in the United States) and the Oquirrh Mountains, and on the east by the Wasatch Mountains.

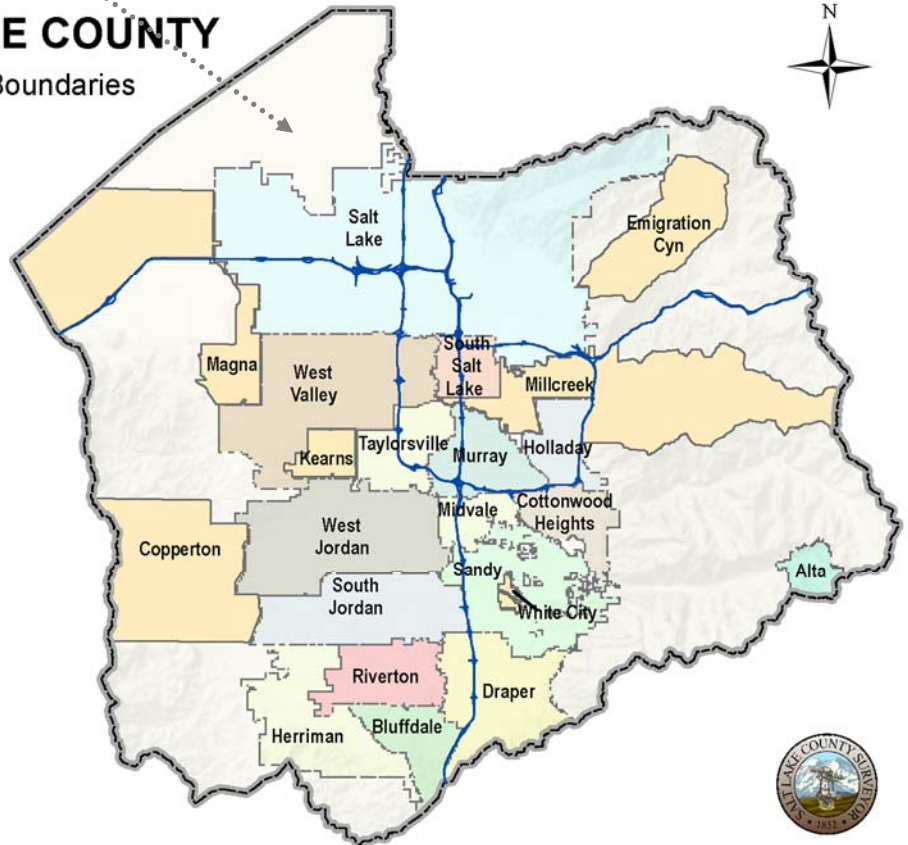
Salt Lake County is the most populous county in the state of Utah, with a population of 1.092 million, which represents approximately 37% of the total State population. The City and County area, often referred to as "the Crossroads of the West", is one of the largest metropolitan areas between Phoenix and the Canadian border, north to south, and between Denver and California, east to west. Over the past several years the growth and change in population, business, and industry have brought a national and international reputation to the Salt Lake valley. The Salt Lake area received further worldwide attention in February 2002 as host of the Olympic Winter Games.

Salt Lake County is home to 17 incorporated cities, 5 metro townships, and one town, ranging in size from approximately 191,000 citizens to about 400 citizens.\* The first city was incorporated more than 150 years ago, while the most recent voted in November 2015 to incorporate. City governments provide municipal services such as garbage collection and disposal, snow plowing, street and sidewalk improvements, animal control services, and planning and zoning services to their residents, and Salt Lake County provides those same services to residents in the unincorporated areas and components of those services to cities on a contract basis.

*\* Effective January 1, 2017, Millcreek township was incorporated as Millcreek City, and the five remaining townships were incorporated as metro townships.*



### SALT LAKE COUNTY Municipal Boundaries



Salt Lake County - Municipal Boundaries & Unincorporated County.

## PROFILE OF SALT LAKE COUNTY (CONT.)

The County's government is structured as a Council—Executive form, where the executive is elected and is referred to as Mayor. There are nine part-time council members, three voted at-large to staggered six-year terms, and six are elected by district with staggered four-year terms. The County Mayor's term is four years. There are eight other elected officials who have independent authority defined by statute: the Assessor, Auditor, Clerk, District Attorney, Recorder, Sheriff, Surveyor and Treasurer.

The County provides a diversified range of regional countywide services, as well as certain municipal services. County services include:

- ❖ Human Services — public health services, behavioral health, aging & adult services (senior centers, meals on wheels, etc.), and youth services.
- ❖ Community Services — parks and recreation, centers for the arts (Abravanel Hall, Capitol Theater, Rose Wagner Performing Arts Center, Eccles Theater), golf courses, Clark Planetarium., and the library system (except for Murray City and Salt Lake City, which each maintain their own library systems)
- ❖ Public Safety — felony and misdemeanor prosecution by the District Attorney's Office; incarceration (jail), protective services, and law enforcement services provided by the Sheriff's Office; pretrial and probation services provided by Criminal Justice Services; and Justice Courts.
- ❖ Municipal Services — business licenses, street lighting, traffic engineering, highways, animal services, planning and zoning, and development services.
- ❖ Other — Property tax assessing and collecting, surveying, flood control, solid waste management, recording, elections, marriage licenses, passports, visitor promotion and convention services (Calvin L. Rampton Salt Palace Convention Center, South Towne Exposition Center), and ordinance enactment and enforcement.



*Plaza at Salt Lake County Government Center*



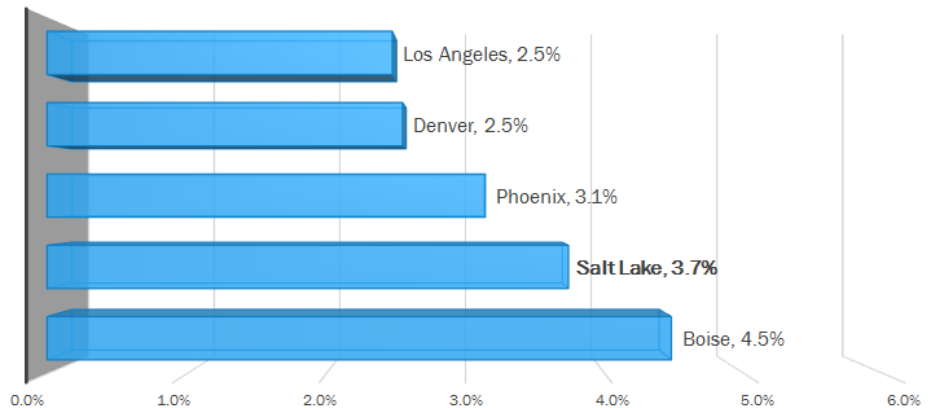
## ECONOMIC OUTLOOK



As 2016 came to a close, Salt Lake County's economy continued to expand into its sixth consecutive year, boosted by lower but sustained growth in the U.S. economy, which is expected to expand about 2.4% in 2017. Leading indicators in the County are all positive, including low interest rates, surging construction, and high consumer sentiment, but some, like low interest rates and low unemployment claims appear to be bottoming out.

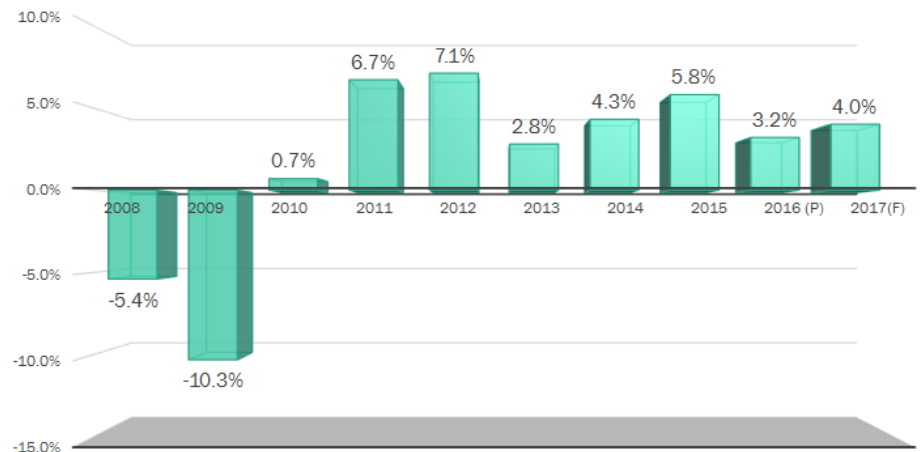
Salt Lake County employment is growing rapidly enough to reduce the unemployment rate, currently at 2.9% (down from a peak of 8.4% in 2010). Job growth of 3.7% in the Salt Lake Metro Area is competitive with selected nearby metropolitan areas – Los Angeles, Denver, Phoenix, and Boise.

**2016 Employment Growth  
in Selected Western Metropolitan Areas  
Percent Change from Prior Year**



Salt Lake County taxable sales during 2016 were up 3.2%, and should increase approximately 4% in 2017.

**Salt Lake County Taxable Sales  
Percent Change from Prior Year**



## COUNTY FINANCIAL CONDITION: PRESENT & FUTURE

### Current Financial Condition

The fiscal health of Salt Lake County remains as strong as ever. The County's bond rating remains one of the strongest in the world, with all three major rating agencies giving Salt Lake County the highest possible rating of AAA on its underlying General Obligation debt. Salt Lake County is currently one of only 41 out of 3,142 counties and county-equivalent government entities to have Aaa/AAA/AAA ratings from all three major credit rating agencies, effectively placing it in the top 1.3% of all counties in terms of creditworthiness.

Salt Lake County expects to maintain Fund Balance reserves that are at or above policy required minimums. The projected ending fund balances for selected funds are summarized in the table below:

FUND	PROJECTED 2017 ENDING FUND BALANCE (MILLIONS)	MINIMUM RESERVE (MILLIONS)
General Fund	\$42.6	\$31.3
Flood Control Fund	2.5	0.5
Health Fund	5.3	2.2
Library Fund	4.0	2.4
State Tax Admin Levy Fund	2.4	1.5
TRCC Fund	2.4	0.7

The 2017 Adopted Salt Lake County budget is fiscally responsible, ensuring that adopted expenditures match available sources of funds, and preserving essential services for citizens.

### Major Initiatives & Other Significant Budget Matters

The 2017 Adopted Budget includes the following major initiatives and other significant budget items:

- ❖ **Criminal Justice Reinvestment** - The 2017 Budget includes five new attorneys to focus on criminal prosecution, including new additions to the homicide and sexual assault teams, and a paralegal and an investigator to assist with increases in workload. In addition, the medical unit in the jail will be the recipient of a \$1M shot in the arm designed to increase behavioral health services. Finally, the county made the second of four installments on the Pay for Success initiatives for recidivism and chronic homelessness.
- ❖ **Parks & Recreation** - Residents supported and approved a \$90M general obligation bond to build new parks, trails and recreation centers, as well as to renovate existing facilities. Highlights include major improvements to Welby Regional Park, Magna Regional Park and the new Draper City Recreation Center. Roughly one third of the funds will be dedicated to capital maintenance of existing facilities.



## COUNTY FINANCIAL CONDITION: PRESENT & FUTURE (CONT.)

### *Major Initiatives & Other Significant Budget Matters (cont.)*

- ❖ **Public Works & Metro Services Enterprise Fund** - The new Public Works & Metro Services Enterprise Fund is designed to drive toward efficiencies for the benefit of its customers, including long time customers such as Salt Lake City for Animal Services and Taylorsville for road work, as well as new customers including the Greater Salt Lake Municipal Services District, which will be ordering services on behalf of the newly incorporated metro townships and remaining unincorporated residents.
- ❖ **Information Technology Risk Mitigation** - Approximately \$2.1M was appropriated for critical priorities, including transitional staff necessary for the continued operation of the county's mainframe while facilitating the migration to state of the art technology. Funding was also made available for a metro services work order system, as well as substantial commitment to deferred software and hardware maintenance.
- ❖ **Employee Compensation** - The 2017 Budget includes a pay increase for eligible employees of 3.0%. Beginning in 2017, the County has eliminated its employer contributions to employees' 401(k) accounts.

### **Budget Challenges**

Salt Lake County faces several ongoing budget challenges that make it more difficult to achieve structural balance over the long term. Much of the County's expected annual budget challenges revolve around inflation and what is often referred to as the downward bias of property taxes. Currently, Utah's system of setting property tax rates does not allow the rates to offset the increased costs resulting from inflation. As a result, our property tax revenues grow more slowly than both population-driven increases in service demand and inflationary cost increases. Over time, the overall reduction in purchasing power of funds available may reduce the County's services to its citizens.

Other budget challenges the County faces include:

- ❖ **CDRAs** - Community Development and Renewal Agencies (CDRAs) divert increased County property tax revenue from project areas to provide incentives for development within the project area.
- ❖ **Sales Tax Volatility** - Sales tax revenues tend to grow during times of local economic expansion and decline during economic downturns, making it difficult to rely on sales tax revenues as a primary or new source of funding to cover inflationary cost increases for County programs or new requests.
- ❖ **Asset Maintenance & Renewal** - The County has an ongoing need to maintain, restore, and/or replace its physical assets to protect the County's initial investment in those assets and to ensure that safe and adequate County facilities are available for the benefit of the County's citizens.

## NET BUDGET CALCULATION

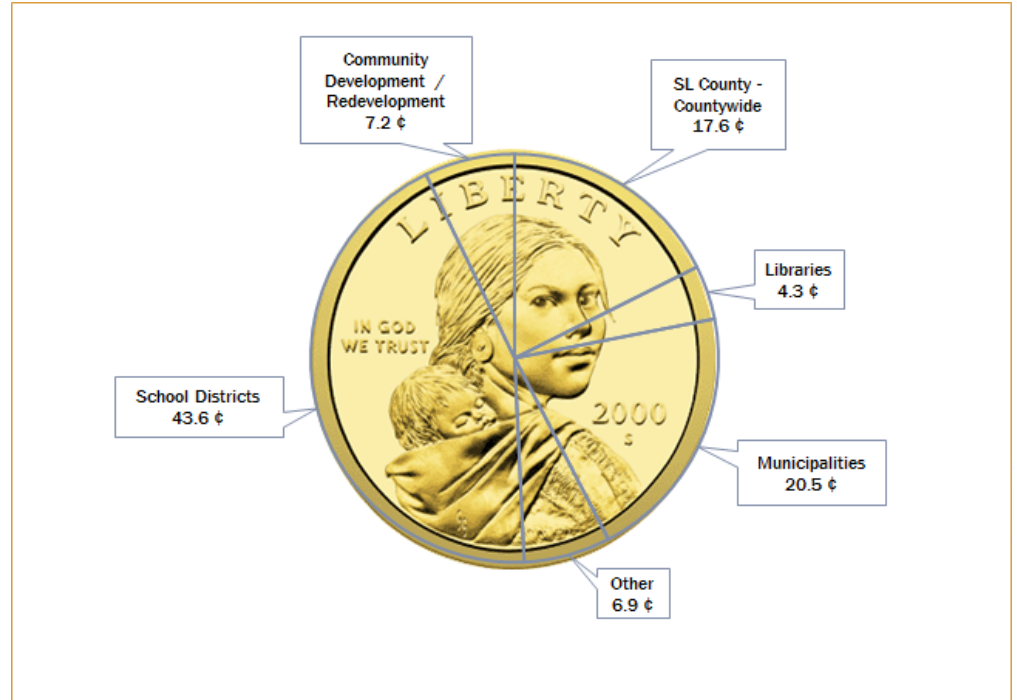
Salt Lake County's adopted budget for all funds is \$1.33 billion. Included in this amount are the budgets for the County's three internal service funds and various interfund charges. Since internal service funds are used to account for services provided by one County agency to other County agencies (rather than to the general public), the costs are essentially double-budgeted and should be adjusted to clarify the overall budget picture. Internal service and enterprise funds also only budget for operating expenses; consequently, capital purchases should be added back to the budget.

After adjusting the adopted budget for these internal service and interfund charges, and for the excluded capital purchases, the 2017 adopted net budget is \$1.16 billion.

2017 NET BUDGET CALCULATION FOR SALT LAKE COUNTY (MILLIONS)

FUND NAME	2017 ADOPTED BUDGET	ADD: BAL. SHEET PURCHASES	GROSS BUDGET TOTAL	LESS: INTERNAL CHARGES	2017 ADOPTED NET BUDGET
General Fund	\$312.5		\$312.5	(\$44.5)	\$268.0
Governmental Immunity Fund	3.3		3.3	(1.2)	2.2
Flood Control Fund	9.3		9.3	(1.0)	8.3
Health Fund	43.2		43.2	(0.1)	43.0
Planetarium Fund	7.0		7.0		7.0
Bond Debt Service Fund	30.5		30.5		30.5
Capital Improvements Fund	10.5		10.5		10.5
MSF Tort Judgement	0.4		0.4		0.4
Unincorp Municipal Services Fund	35.3		35.3	(33.8)	1.5
Library Fund	48.7		48.7	(0.2)	48.4
State Tax Administration Levy Fund	29.7		29.7	(0.1)	29.5
Grant Programs Fund	144.5		144.5	(2.2)	142.2
Economic Development Fund	21.0		21.0		21.0
Transportation Preservation Fund	209.5		209.5		209.5
Rampton Salt Palace Convention Center	20.2		20.2		20.2
TRCC: Tourism, Rec, Cultural & Convention	14.6		14.6		14.6
South Towne Exposition Center Fund	4.5		4.5		4.5
Fine Arts Fund	7.9		7.9		7.9
Equestrian Park Fund	2.1		2.1		2.1
Class B & Collector Road Fund	4.5		4.5		4.5
Open Space Fund	0.5		0.5		0.5
Visitor Promotion Fund	13.7		13.7		13.7
Zoos, Arts, & Parks Fund	19.7		19.7		19.7
Housing Programs Fund	1.8		1.8		1.8
Redevelopment Agency Of SLCo	0.7		0.7	(0.1)	0.5
Bond Debt Svc - Millcreek SID*	0.0		0.0	(0.0)	0.0
Bond Debt Svc - Munic Bldg Authority	7.2		7.2		7.2
Bond Debt Svc - State Transportation	8.0		8.0		8.0
Bond Debt Svc - Sales Tax Rev Bond	7.9		7.9		7.9
Excise Tax Road Rev Bond Projects	12.0		12.0		12.0
Park Bond Projects Fund	12.1		12.1		12.1
Dist Attorney Facility Construction	51.8		51.8		51.8
Peoplesoft Implementation Fund	0.2		0.2		0.2
Vue Works Work Order Project	0.3		0.3		0.3
Fleet Building Fund*	0.0		0.0		0.0
Public Health Center Fund	14.6		14.6		14.6
Capital Theatre Fund*	0.0		0.0		0.0
TRCC Bond Projects Fund	52.6		52.6	(0.1)	52.5
OPEB Trust Fund	6.0		6.0	(4.5)	1.5
Golf Courses Fund	8.3	0.3	8.6	(0.2)	8.4
Eccles Theater Fund	5.0		5.0		5.0
Solid Waste Management Fund	11.8	2.0	13.8	(1.7)	12.1
Public Works Enterprise Fund	46.1		46.1	(11.6)	34.5
Fleet Management Fund	19.8	7.6	27.4	(12.6)	14.8
Facilities Services Fund	21.2	0.1	21.3	(20.6)	0.7
Employee Service Reserve Fund	50.8		50.8	(48.5)	2.3
<b>Totals:</b>	<b>\$1,331.5</b>	<b>\$10.0</b>	<b>\$1,341.5</b>	<b>(\$183.3)</b>	<b>\$1,158.2</b>

## PROPERTY TAXES



### ALLOCATION OF PROPERTY TAXES COLLECTED BY SALT LAKE COUNTY

Salt Lake County's tax levy is only part of your total property tax bill. On average, the County keeps about 18 cents of each property tax dollar it collects, for countywide services, and about 4 cents for library services outside of Salt Lake City and Murray City. Municipalities (cities and towns) receive about 21 cents to pay for police, fire, road maintenance and other services. Community development and renewal agencies (also known as redevelopment agencies), which are controlled by municipalities, receive about 7 cents. School districts receive the largest share of the property tax at about 44 cents, and all of the other taxing entities such as special improvement, water and sewer, and mosquito abatement districts receive about 7 cents of each property tax dollar.

### PROPERTY TAX CALCULATION - EXAMPLE

Current Utah law gives homeowners a break on property tax by way of the residential exemption. Most other kinds of property are taxed at their full fair market value. This example is based on 2016 tax rates.

#### PRIMARY RESIDENTIAL PROPERTY

Appraised Market Value	-	45% Residential Exemption	=	Taxable Value	X	Countywide Tax Rate	=	Taxes Due
\$ 275,000	-	\$ 123,750	=	\$ 151,250	X	0.002639	=	\$ 399.15

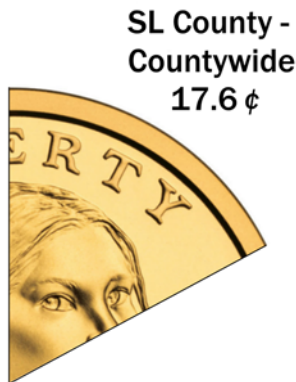
#### BUSINESS PROPERTY

Appraised Market Value	=	Taxable Value	X	Countywide Tax Rate	=	Taxes Due
\$ 275,000	=	\$ 275,000	X	0.002639	=	\$ 725.73



## PROPERTY TAXES (CONT.)

### HOW SALT LAKE COUNTY USES ITS SHARE OF YOUR PROPERTY TAXES



**General Public Services - 4.2 cents** - Elections, assessment and taxation, flood control, education, economic development, support functions, and those functions required by law.

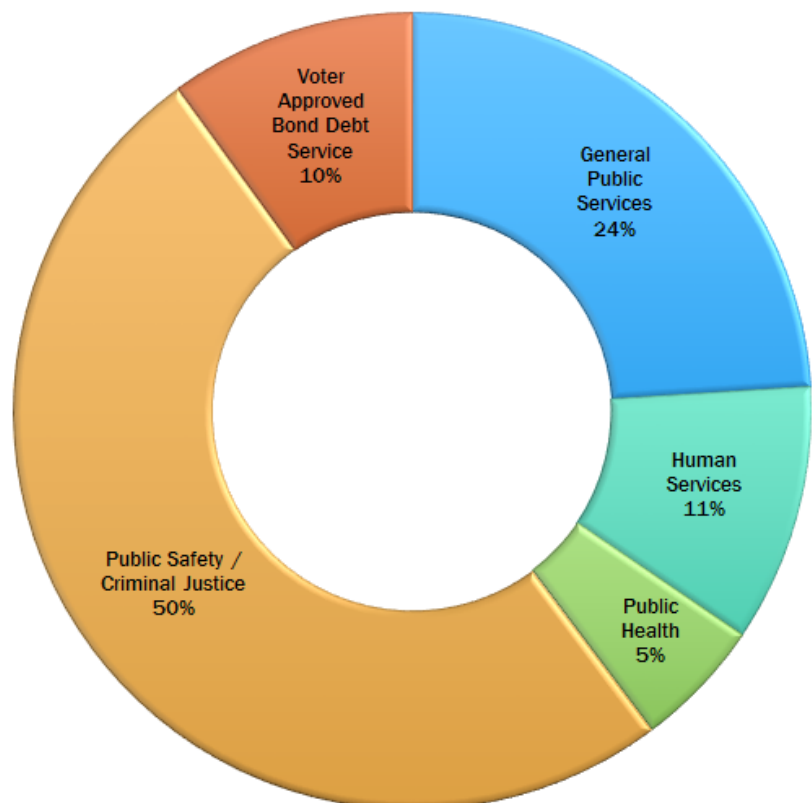
**Human Services - 1.9 cents** - Support services for abused and neglected children, treatment for substance abuse and mental illness, and services to help seniors live independently.

**Public Health - 0.9 cents** - Disease prevention, environmental protection, and family health support.

**Public Safety - 8.8 cents** - Jails, criminal prosecution, alternatives to incarceration, court security, and indigent legal expense.

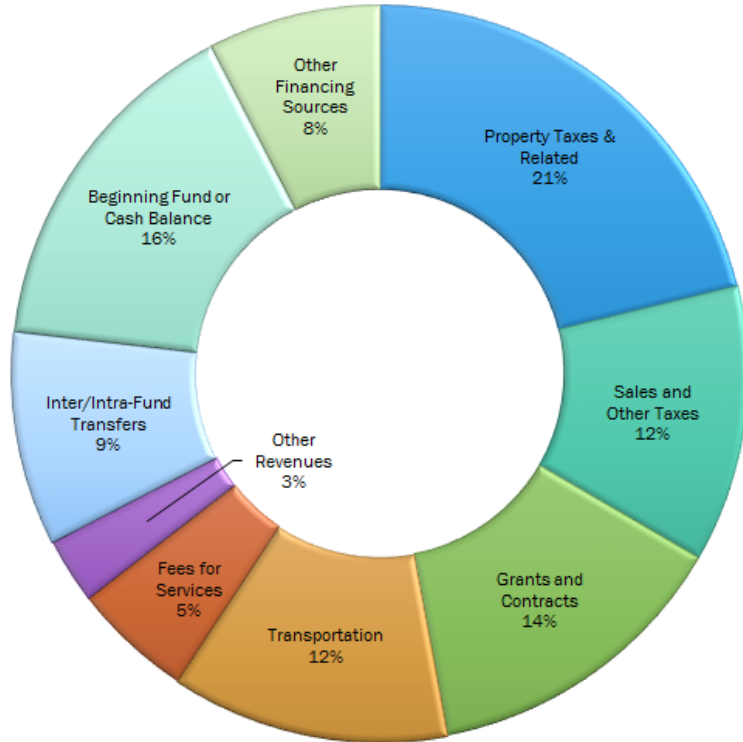
**Voter Approved Bond Debt Service - 1.8 cents** - Debt service for several bond projects that include major facilities like the county jail and nonprofit community projects like the Children's Museum of Utah, Hogle Zoo, Tracy Aviary, and Utah Museum of Natural History.

### SALT LAKE COUNTY PROPERTY TAX ALLOCATION



## BUDGET OVERVIEW: GOVERNMENT-WIDE SOURCES OF FUNDS

2017 ADOPTED BUDGET:  
GOVERNMENT-WIDE SOURCES OF FUNDS  
*\$1,433.6 MILLION*



REVENUES AND OTHER SOURCES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
Property Taxes & Related	\$294.0	\$300.2	\$303.9
Sales and Other Taxes	135.3	169.2	174.6
Grants and Contracts	143.7	157.6	196.0
Transportation	220.3	198.1	175.3
Fees for Services	72.8	76.5	75.4
Other Revenues	42.1	63.3	41.6
Inter/Intra-Fund Transfers	118.0	133.6	134.3
Beginning Fund or Cash Balance	-	260.6	223.5
<b>Revenues &amp; Fund Balance:</b>	<b>\$1,026.2</b>	<b>\$1,359.0</b>	<b>\$1,324.6</b>
Other Financing Sources	38.8	108.6	109.0
<b>Total Revenues &amp; Other Sources:</b>	<b>\$1,065.0</b>	<b>\$1,467.6</b>	<b>\$1,433.6</b>

In 2014, the Utah State Auditor's Office required the County to recognize taxes which are levied by the County on behalf of other government entities and then passed through to those entities with an equivalent expenditure. Examples include mass transit taxes collected by the State and forwarded directly to the UTA and UDOT, incremental property taxes forwarded to various RDAs within the County, and transient room tax diverted to the RDA of Sandy City for the purpose of servicing debt related to the soccer stadium project.

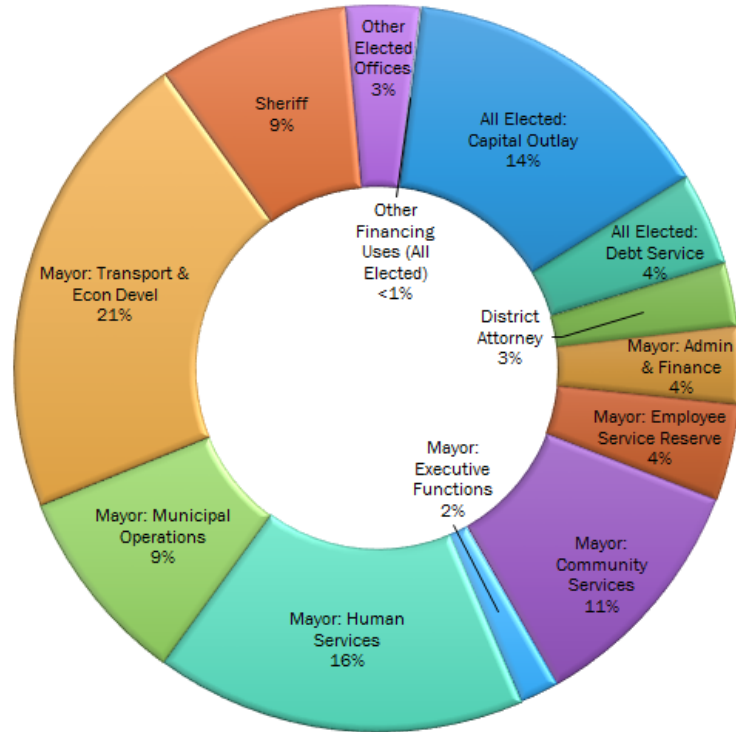
These charts and tables exclude sources and uses of funds for the Greater Salt Lake Municipal Services District, which contracts for services on behalf of the metro townships and unincorporated residents, and is no longer a component unit of Salt Lake County.

## BUDGET

## OVERVIEW:

### GOVERNMENT-WIDE USES OF FUNDS — BY ELECTED OFFICE

2017 ADOPTED BUDGET: GOVERNMENT-WIDE  
USES OF FUNDS - BY ELECTED OFFICE  
**\$1,332.7 MILLION**

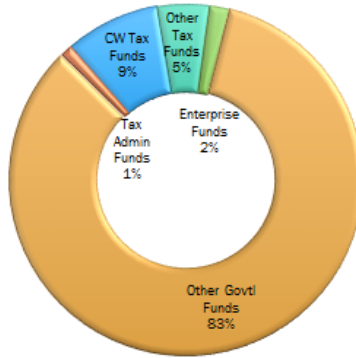


USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
All Elected: Capital Outlay	\$62.8	\$185.7	\$189.9
All Elected: Debt Service	51.6	49.4	55.1
Assessor	13.1	13.5	13.9
Auditor	4.4	5.5	5.7
Clerk	5.2	7.5	4.8
County Council	3.4	3.8	4.0
District Attorney	31.7	38.2	37.5
Justice Courts	1.4	1.6	1.6
Mayor: Admin & Finance	38.0	47.1	46.6
Mayor: Community Services	125.2	139.4	144.9
Mayor: Employee Service Reserve	46.1	56.1	56.8
Mayor: Executive Functions	15.6	21.0	23.2
Mayor: Human Services	198.4	220.6	219.7
Mayor: Municipal Operations	80.1	113.4	117.7
Mayor: Transport & Econ Devel	245.3	339.6	282.7
Recorder	5.9	6.3	6.3
Sheriff	101.2	110.4	113.7
Surveyor	2.9	3.1	3.1
Treasurer	3.9	4.0	4.1
<b>Expenditures:</b>	<b>\$1,036.3</b>	<b>\$1,366.3</b>	<b>\$1,331.5</b>
Other Financing Uses	15.5	35.4	1.2
<b>Total Expend. &amp; Other Uses:</b>	<b>\$1,051.8</b>	<b>\$1,401.6</b>	<b>\$1,332.7</b>

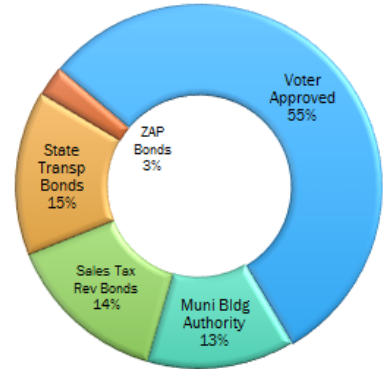


## BUDGET OVERVIEW: GOVERNMENT-WIDE USES OF FUNDS — BY ELECTED OFFICE (CONT.)

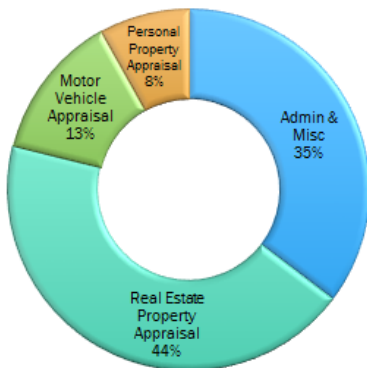
**ALL ELECTED: CAPITAL OUTLAY**  
**\$189.9 MILLION**



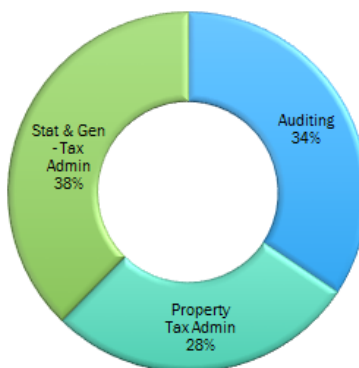
**ALL ELECTED: DEBT SERVICE**  
**\$55.1 MILLION**



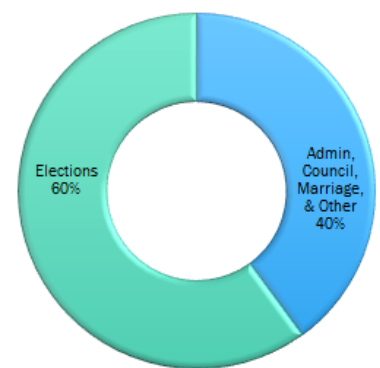
**ASSESSOR**  
**\$13.9 MILLION**



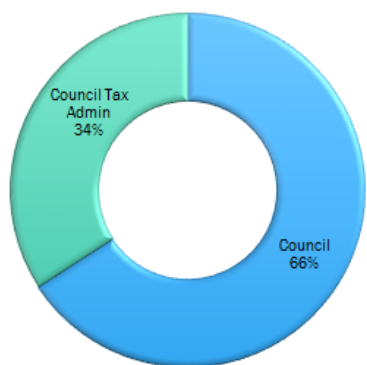
**AUDITOR**  
**\$5.7 MILLION**



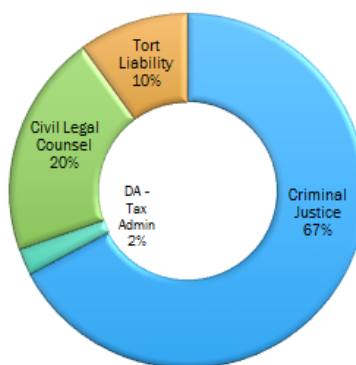
**CLERK**  
**\$4.8 MILLION**



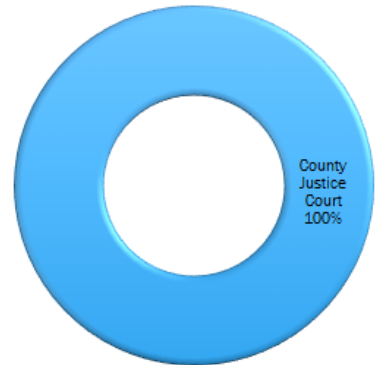
**COUNCIL**  
**\$4.0 MILLION**



**DISTRICT ATTORNEY**  
**\$37.5 MILLION**

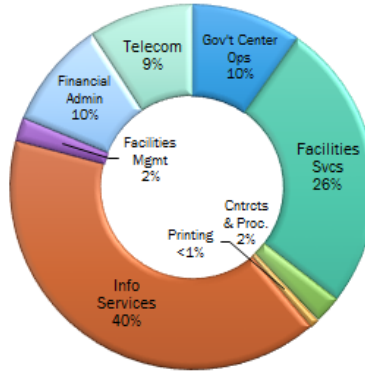


**JUSTICE COURT**  
**\$1.6 MILLION**

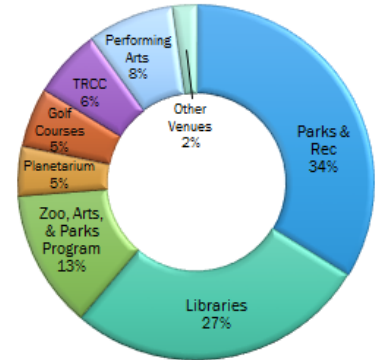


## BUDGET OVERVIEW: GOVERNMENT-WIDE USES OF FUNDS — BY ELECTED OFFICE (CONT.)

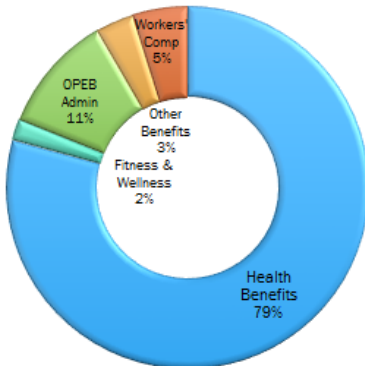
**MAYOR: ADMIN & FINANCE**  
**\$46.6 MILLION**



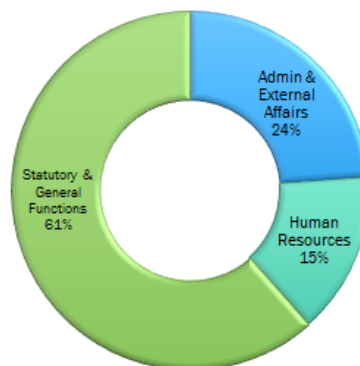
**MAYOR: COMMUNITY SERVICES**  
**\$144.9 MILLION**



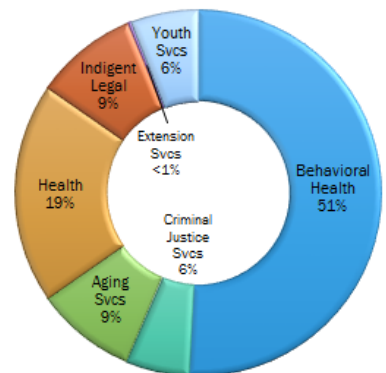
**MAYOR: EMPLOYEE SERVICE RESERVE**  
**\$56.8 MILLION**



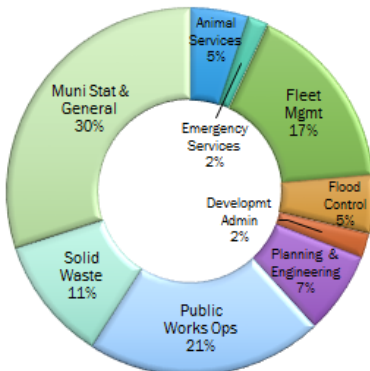
**MAYOR: EXECUTIVE FUNCTIONS**  
**\$23.2 MILLION**



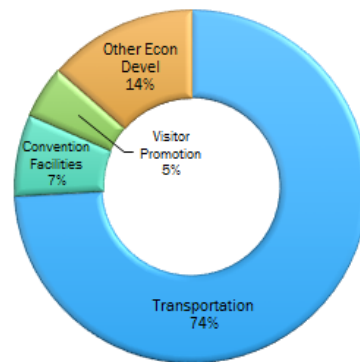
**MAYOR: HUMAN SERVICES**  
**\$219.7 MILLION**



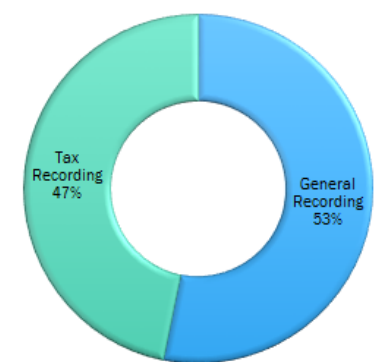
**MAYOR: MUNICIPAL OPERATIONS**  
**\$118.9 MILLION**



**MAYOR: TRANSPORTATION & ECONOMIC DEVELOPMENT**  
**\$282.7 MILLION**

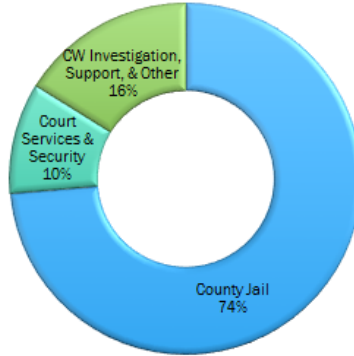


**RECORDER**  
**\$6.3 MILLION**

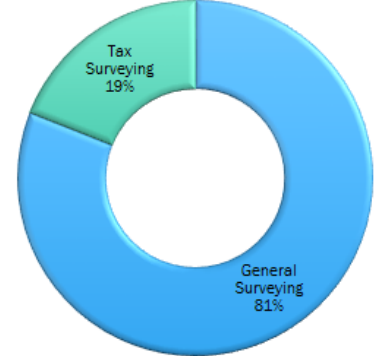


## BUDGET OVERVIEW: GOVERNMENT-WIDE USES OF FUNDS — BY ELECTED OFFICE (CONT.)

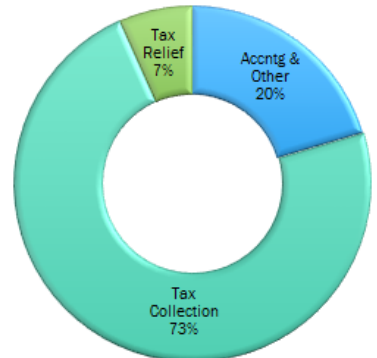
**SHERIFF**  
**\$113.7 MILLION**



**SURVEYOR**  
**\$3.1 MILLION**



**TREASURER**  
**\$4.1 MILLION**



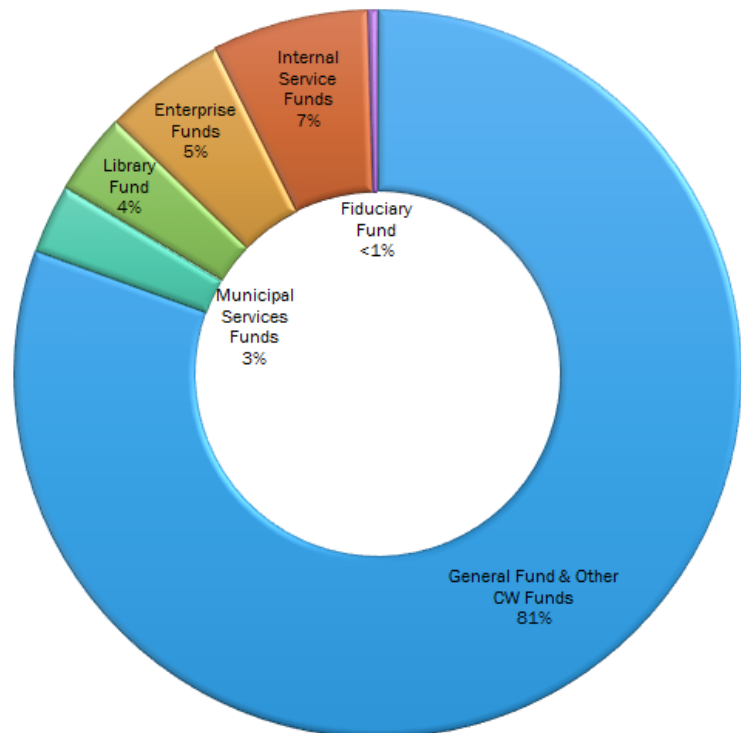
*Afterschool Program - Sorenson Multicultural Center*



## BUDGET OVERVIEW: GOVERNMENT-WIDE USES OF FUNDS — BY LEGALLY SEGREGATED BASIS

Salt Lake County government has one of the more complicated budgets to understand, largely stemming from the 56 separate funds managed by the County. Different funds are established in many cases as required by law, and in some cases to further management objectives. The funds established by law are required by state statute. This is usually due to revenues authorized by the state for a specific use, or alternatively because there are different taxpayers contributing to a particular service, necessitating a segregation of funds. Policymakers must understand when balancing budgets that the General Fund can't be used to solve budget problems in the Library or Municipal Services funds because they are not funded by the same taxpayers. Likewise, Library funds can't be transferred to the General Fund. Consequently, another way to view the government-wide budget is by segregated uses of revenues. The chart below illustrates the same total appropriations from page 13, but divided up according to use instead of by elected official. The graphs on pages 18-22 further illustrate the spending by type of service provided to citizens.

2017 ADOPTED BUDGET: GOVERNMENT-WIDE  
USES OF FUNDS - LEGALLY SEGREGATED BASIS  
*\$1,332.7 MILLION*

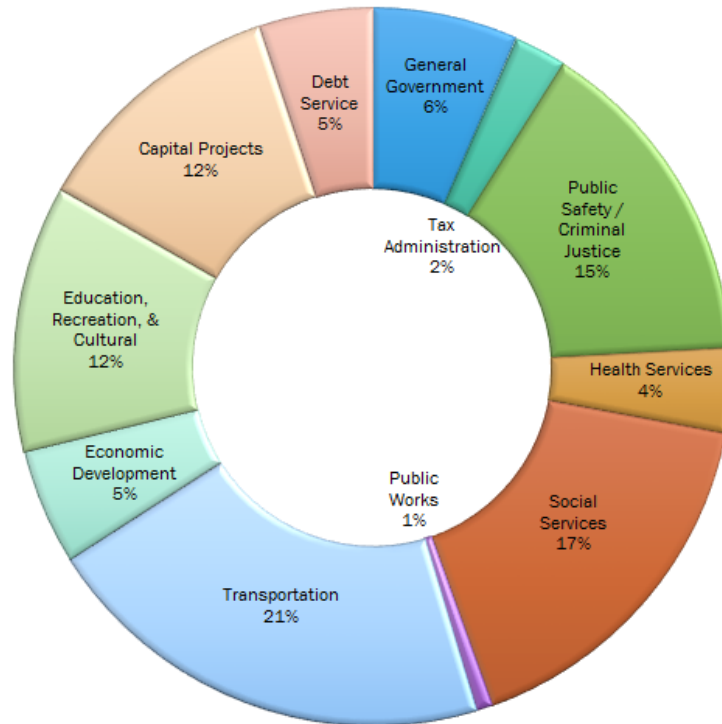


USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
General Fund & Other CW Funds	\$862.4	\$1,153.2	\$1,072.8
Municipal Services Funds	52.5	83.6	40.9
Library Fund	37.7	43.5	48.7
Enterprise Funds	17.7	22.8	72.5
Internal Service Funds	77.2	92.4	91.9
Fiduciary Fund	4.2	6.0	6.0
<b>Totals:</b>	<b>\$1,051.8</b>	<b>\$1,401.6</b>	<b>\$1,332.7</b>

## BUDGET OVERVIEW: GENERAL FUND & OTHER COUNTY- WIDE FUNDS USES OF FUNDS

The General Fund and other County-wide funds account for functions and services provided on a County-wide basis. Subdivisions within this category can often be linked with a different fund, but they share the common theme of providing services on a County-wide basis.

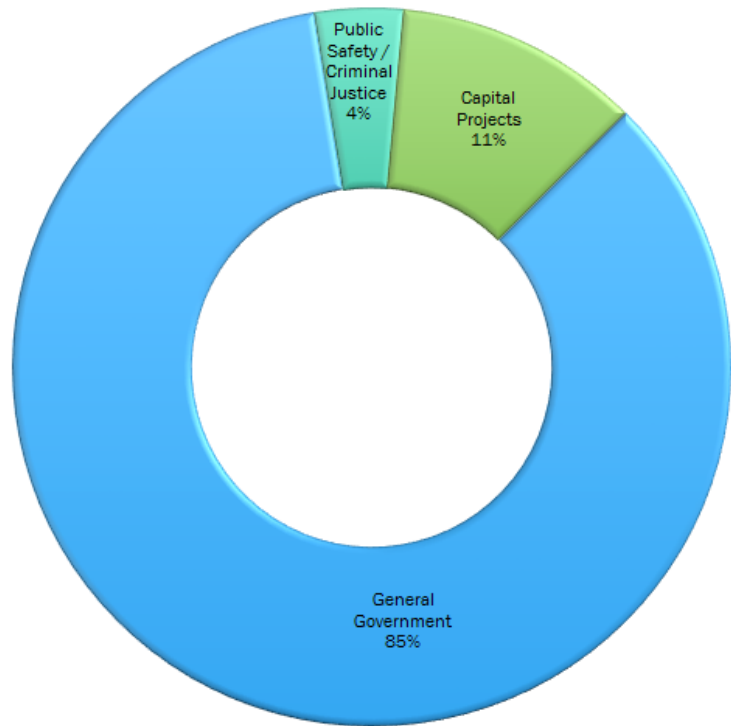
2017 ADOPTED BUDGET: GENERAL FUND & OTHER  
CW FUNDS - USES OF FUNDS  
*\$1,072.8 MILLION*



USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
General Government	\$59.3	\$71.9	\$70.3
Tax Administration	24.5	24.8	25.7
Public Safety / Criminal Justice	141.9	161.1	163.0
Health Services	35.0	40.5	40.9
Social Services	157.0	179.7	178.1
Public Works	6.5	8.2	8.2
Transportation	197.0	262.5	221.5
Economic Development	49.5	90.4	56.2
Education, Recreation, & Cultural	82.0	91.0	129.0
Capital Projects	42.7	139.1	124.7
Debt Service	51.6	49.4	55.1
<b>Totals:</b>	<b>\$846.9</b>	<b>\$1,118.5</b>	<b>\$1,072.8</b>

## BUDGET OVERVIEW: MUNICIPAL SERVICES FUNDS USES OF FUNDS

2017 ADOPTED BUDGET: MUNICIPAL SERVICES  
FUNDS - USES OF FUNDS  
*\$40.9 MILLION*



USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
General Government	\$7.8	\$31.7	\$34.7
Public Safety / Criminal Justice	1.5	1.7	1.6
Animal Services	5.5	5.9	0.0
Public Works	31.5	34.1	0.0
Capital Projects	6.2	10.3	4.5
<b>Totals:</b>	<b>\$52.5</b>	<b>\$83.6</b>	<b>\$40.9</b>

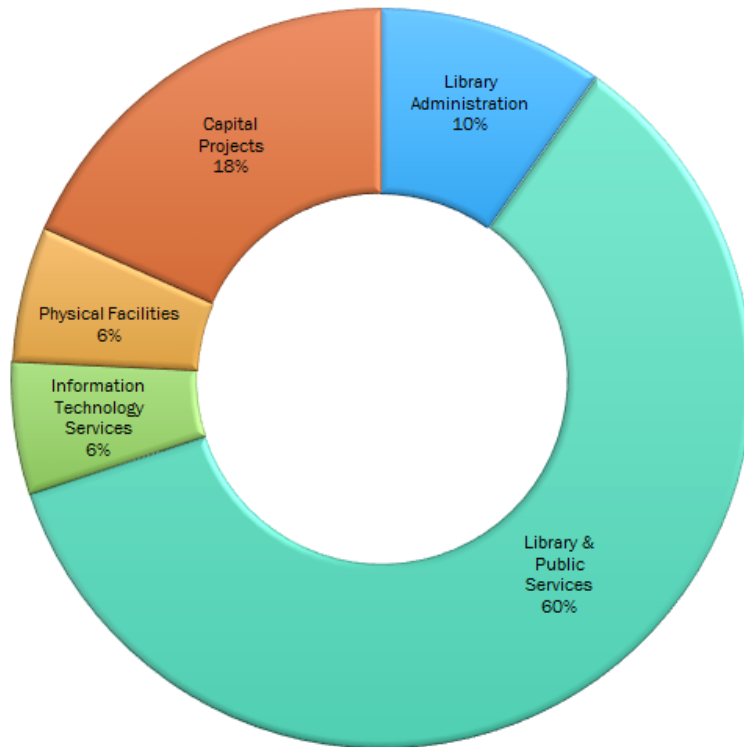
On November 3, 2015, unincorporated Salt Lake County voters in a Community Preservation election chose to incorporate. Millcreek Township chose to become Millcreek City, while Copperton, Emigration Canyon, Kearns, Magna, and White City each chose to incorporate as Metro Townships. All of the Metro Townships have representatives on the newly-formed Greater Salt Lake Municipal Services District Board of Trustees. The unincorporated “islands” in Salt Lake County voted to either remain unincorporated or to annex into an adjacent eligible city. Those who elected to remain unincorporated will be served by the Municipal Services District.

Prior to 2017, city-type municipal services for residents of the unincorporated areas of Salt Lake County and cities that contract with the County to provide certain municipal services were accounted for in either the County's Municipal Services Fund or the Municipal Service District Fund. Beginning in 2017, administrative, planning, animal control, and public works costs will be accounted for in the new Public Works Enterprise Fund (see page 22), and justice court and law enforcement costs will be accounted for in the Unincorporated Municipal Service Fund.



## BUDGET OVERVIEW: LIBRARY FUND USES OF FUNDS

2017 ADOPTED BUDGET:  
LIBRARY FUND - USES OF FUNDS  
*\$48.7 MILLION*



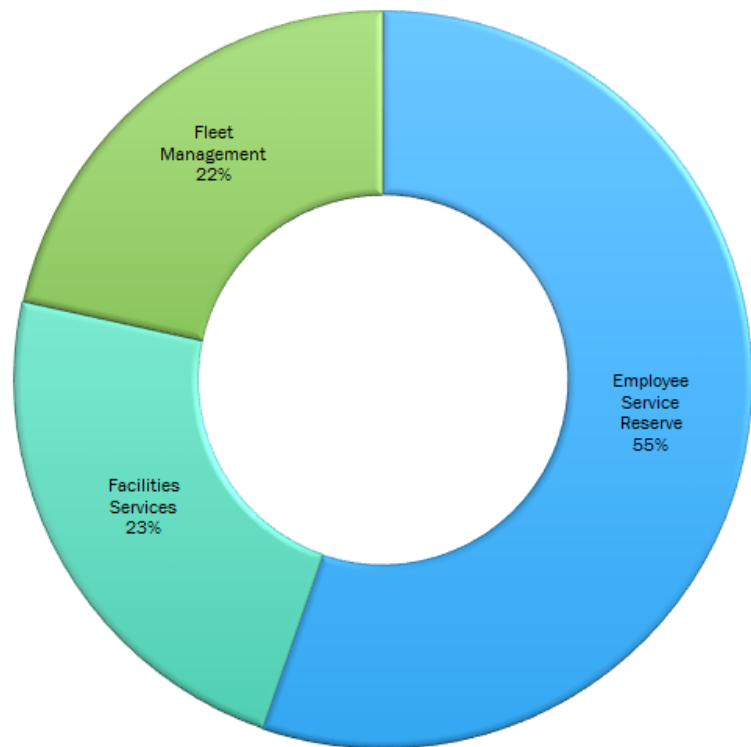
USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
Library Administration	\$4.1	\$4.7	\$4.8
Library & Public Services	27.0	29.5	29.3
Information Technology Services	3.0	2.8	2.8
Physical Facilities	2.9	2.8	2.9
Capital Projects	0.6	3.8	8.9
<b>Totals:</b>	<b>\$37.7</b>	<b>\$43.5</b>	<b>\$48.7</b>

The County's Library Fund provides community library facilities and services for the unincorporated County, the County's metro townships, and all of the municipalities within the County, with the exceptions of Salt Lake City and Murray City, which each have their own library systems. Over 4.5 million people visit the various County libraries annually, checking out over 15 million items, and tens of millions more access the Salt Lake County Library system by using its web services.

## BUDGET OVERVIEW: INTERNAL SERVICE FUNDS USES OF FUNDS

Internal Service funds are established to provide certain support services to County departments and divisions. Salt Lake County's employee service reserve (statutory and non-statutory employee benefits management), facilities services and fleet management are operated from internal service funds.

2017 ADOPTED BUDGET:  
INTERNAL SERVICE FUNDS - USES OF FUNDS  
*\$91.9 MILLION*



USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
Employee Service Reserve	\$41.8	\$50.0	\$50.8
Facilities Services	17.1	21.3	21.2
Fleet Management	18.3	21.0	19.8
<b>Totals:</b>	<b>\$77.2</b>	<b>\$92.4</b>	<b>\$91.9</b>

## BUDGET

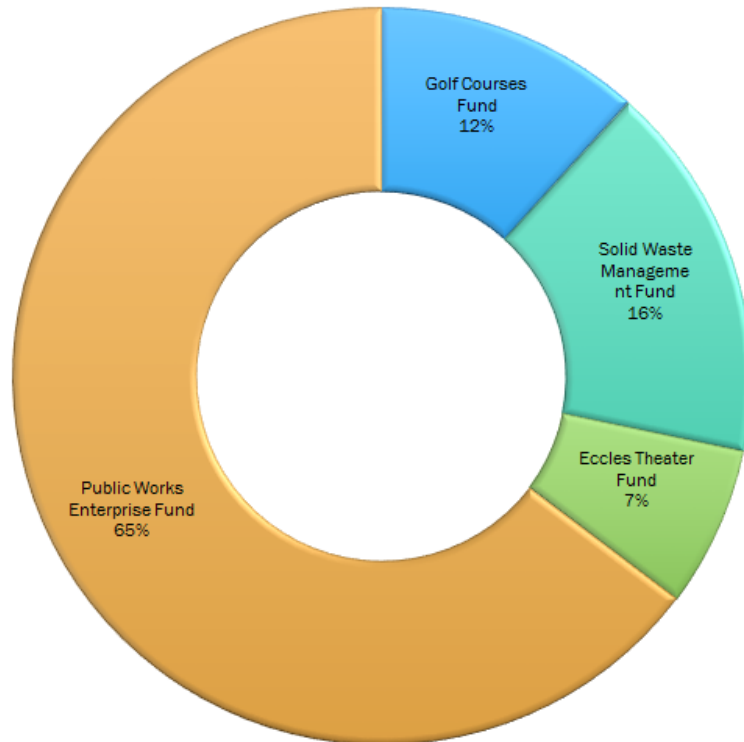
## OVERVIEW:

## ENTERPRISE FUNDS

## USES OF FUNDS

The County uses Enterprise Funds to account for operations that are financed and operated in a manner similar to private business enterprises.

2017 ADOPTED BUDGET:  
ENTERPRISE FUNDS - USES OF FUNDS  
*\$71.3 MILLION*

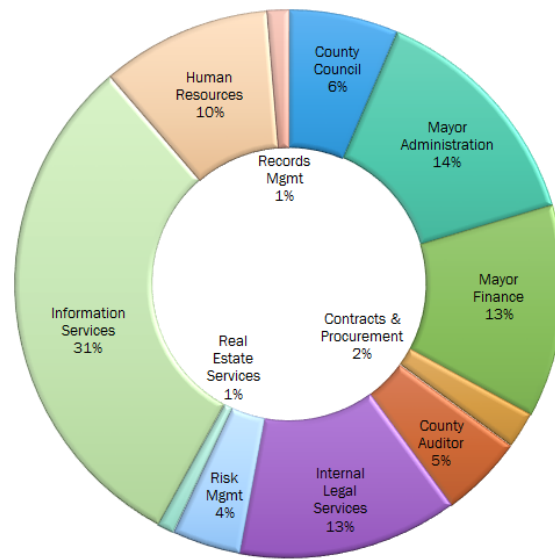


USES OF FUNDS	2015 ACTUALS (MILLIONS)	2016 FINAL BUDGET (MILLIONS)	2017 ADOPTED BUDGET (MILLIONS)
Golf Courses Fund	\$7.1	\$8.3	\$8.3
Solid Waste Management Fund	10.6	12.5	11.8
Eccles Theater Fund	0.0	1.4	5.0
Public Works Enterprise Fund	0.0	0.0	46.1
<b>Totals:</b>	<b>\$17.7</b>	<b>\$22.2</b>	<b>\$71.3</b>

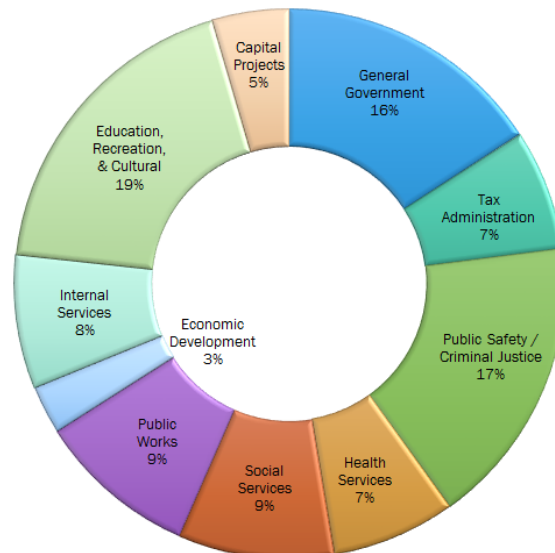
## BUDGET OVERVIEW: ADMINISTRATIVE OVERHEAD & OTHER INDIRECT COSTS

Certain County administrative departments provide essential services to other County departments. The costs associated with these services are internally allocated to the other County departments as administrative overhead. Allocating administrative overhead costs to departments that primarily serve the unincorporated County and the County library system avoids double-taxation of taxpayers who receive these same services from their city governments. Allocating overhead costs also provides more accurate cost information for grants and contracts, as well as for the services the County provides its citizens.

2017 ADOPTED BUDGET:  
SOURCES OF OVERHEAD COSTS  
\$37.5 MILLION



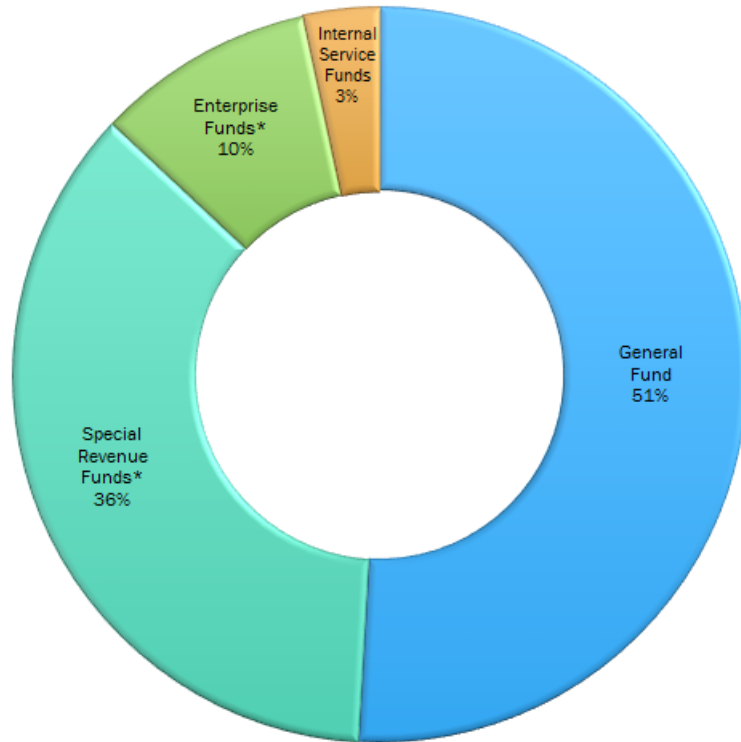
2017 ADOPTED BUDGET:  
SHARE OF OVERHEAD COSTS  
BY FUNCTIONAL CATEGORY  
\$37.5 MILLION



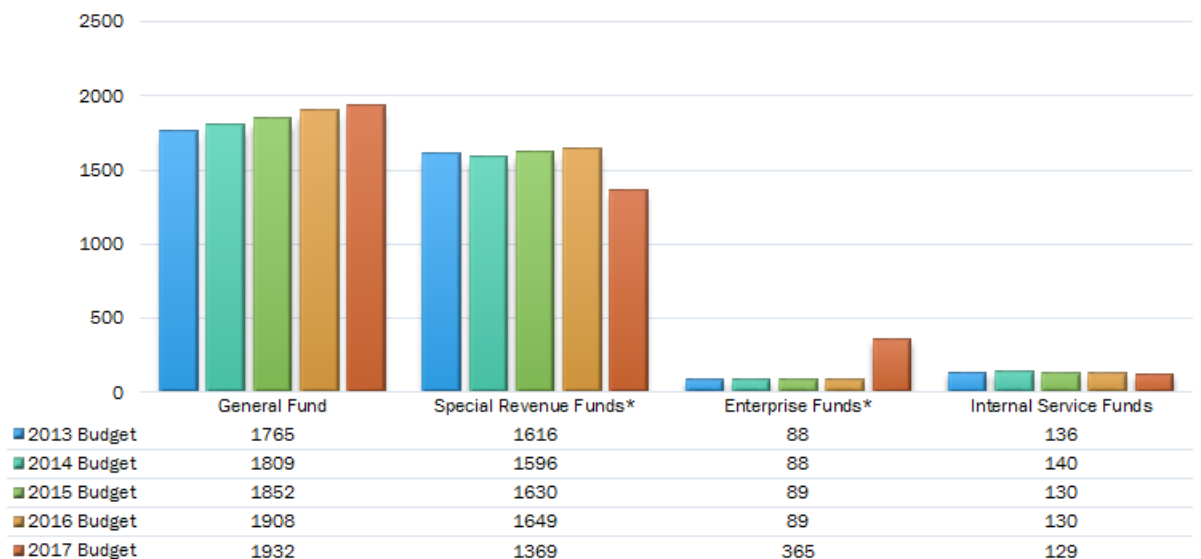


## BUDGET OVERVIEW: FULL-TIME EQUIVALENT EMPLOYEES

2017 ADOPTED BUDGET:  
FULL-TIME EMPLOYEES BY FUND TYPE  
*3,795 FTEs*



FULL-TIME EMPLOYEES BY FUND TYPE



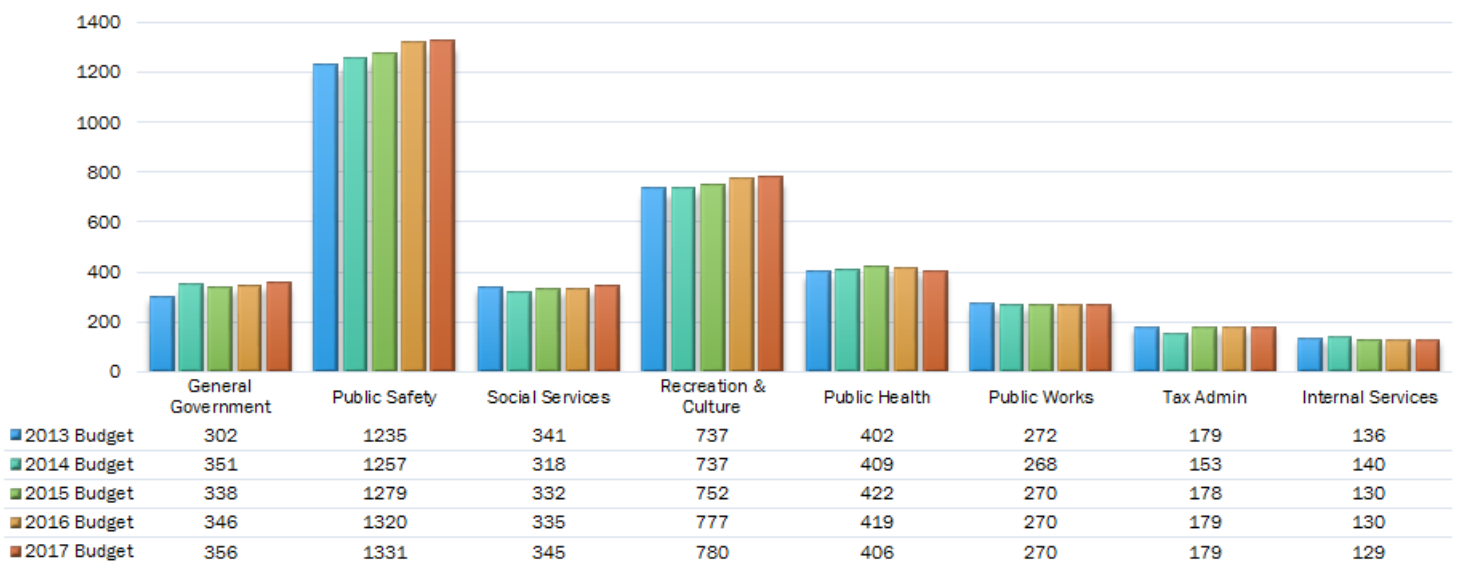
\*All of the Public Works Department divisions that were previously accounted for in the Municipal Services District Fund (a Special Revenue Fund) were moved to the Public Works Enterprise Fund, which was created in 2017.

## BUDGET OVERVIEW: FULL-TIME EQUIVALENT EMPLOYEES (CONT.)

2017 ADOPTED BUDGET:  
FULL-TIME EMPLOYEES BY FUNCTION  
*3,795 FTEs*



FULL-TIME EMPLOYEES BY FUNCTION



## BUDGET OVERVIEW: CAPITAL PROJECTS

Salt Lake County continually strives to provide its citizens with cost effective state-of-the-art facilities that enhance the communities where they live. The County also promotes energy conservation and green environmental standards for all capital projects. Capital projects in Salt Lake County include buildings, parks, open space improvements, a broad network of County roads, as well as an extensive bridge, viaduct, and flood control infrastructure located throughout the County.

The County strives to follow the highest Leadership in Energy and Environmental Design (LEED) standards, making County facilities as energy efficient and environmentally friendly as possible.

The following are examples of Salt Lake County facilities and other improvements that have been built, renovated, and maintained with County capital projects funding:

Health Centers	Senior Centers	Libraries	Parks
Recreation Centers	Swimming Pools	Ice Centers	Golf Courses
Fine Arts Venues	Convention & Expo Facilities	Planetarium	Adult Detention Facilities
County Department Offices	Roads, Bridges, Viaducts, Sidewalks	Flood Control Facilities	Open Space Improvements

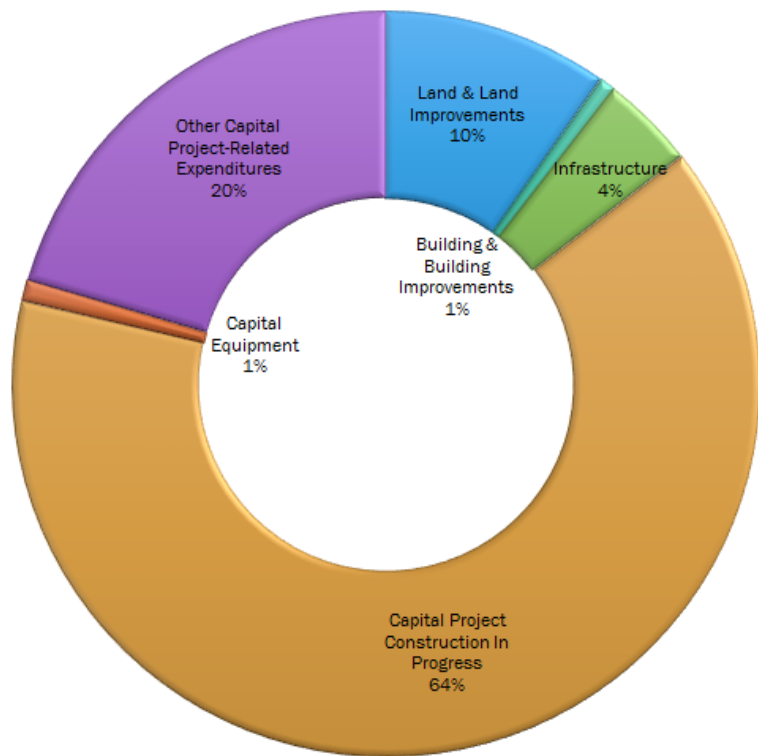
The 2017 Budget includes the following major new and ongoing capital projects:

- ❖ **District Attorney Buildings Project** – These new facilities will provide needed office space for prosecutors and other staff in close proximity to the Matheson Court building downtown and the courthouse in West Jordan.
- ❖ **Public Health Center** – This new facility will streamline multiple offices and solve environmental and compliance issues with current buildings, saving tax dollars in the long run.
- ❖ **Jordan River & Parleys Creek Trail Projects** – This trail system will run from the Great Salt Lake to Utah Lake, and from the mouth of Parleys Canyon to the Jordan River, and will include a variety of open space facilities.
- ❖ **Parks Operations Center** – This new building will address environmental and safety issues with the current building, and will improve parks operations efficiency as a result of the new building's more central location.

## BUDGET OVERVIEW: CAPITAL PROJECTS (CONT.)

- ❖ **Mid Valley Regional Cultural Center** – This is a partnership with the city of Taylorsville to construct a 60,000-70,000 square-foot regional performing arts center. This new performing arts center will expand arts and cultural opportunities in the County’s west side and southwest communities.
- ❖ **Kearns Library Relocation/Rebuild** – this 53 year old library is being rebuilt at a new location, as part of a new Kearns community/municipal campus.

2017 ADOPTED BUDGET:  
CAPITAL & RELATED EXPENDITURES BY ASSET TYPE  
\$189.9 MILLION



Capitol Theatre Lobby



## BUDGET OVERVIEW: COUNTY DEBT & DEBT SERVICE

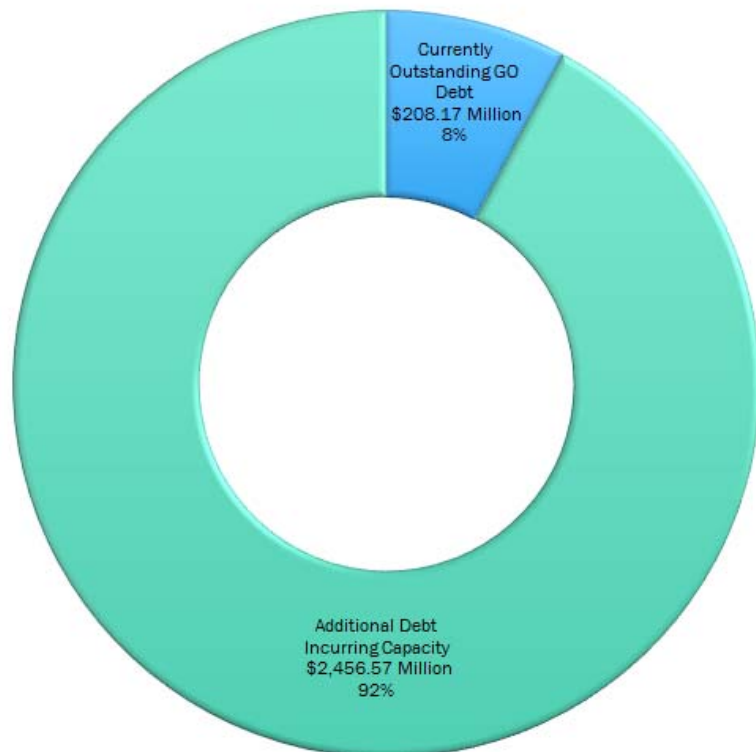
Bonds are a way of borrowing money for the County. The bond promises payment of the original investment plus interest by a specific date/dates in the future. Salt Lake County utilizes five primary categories of bond debt:

- ❖ General Obligation (GO) Bonds
- ❖ Lease Revenue Bonds held in the Municipal Building Authority (MBA)
- ❖ Sales Tax Revenue Bonds
- ❖ Transportation Tax Revenue Bonds
- ❖ Excise Tax Road Revenue Bonds

Legally, Salt Lake County could issue general obligation debt up to about \$2.66 billion, which is 2% of the \$133.24 billion adjusted fair market value of taxable property in the County. Given all sources of current debt in the County, the County is well below reaching its statutory limit. Currently, the County has total outstanding GO debt of approximately \$208.2 million.

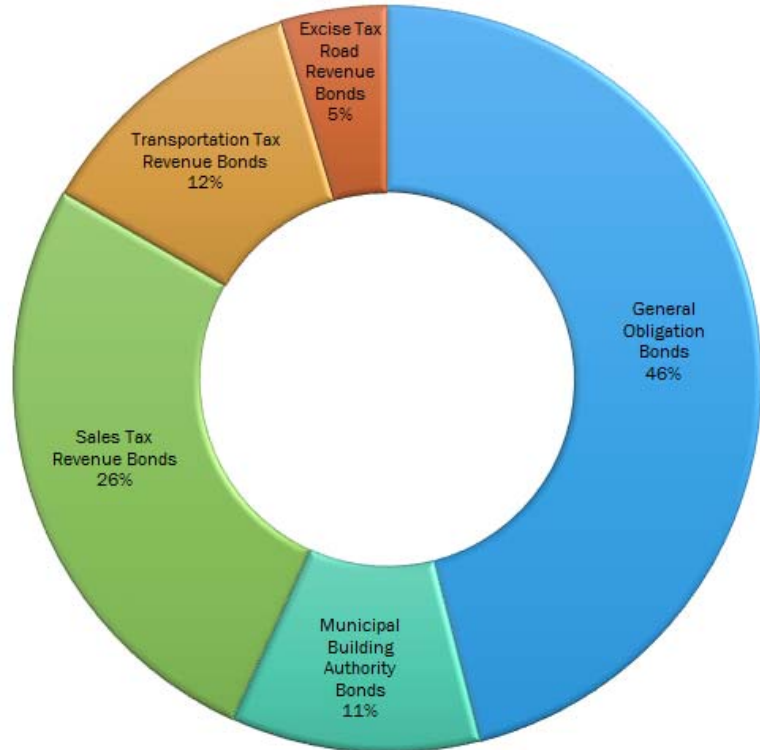
Salt Lake County currently utilizes about 8.0% of its legally permitted GO debt capacity.

### GENERAL OBLIGATION DEBT UTILIZATION



## BUDGET OVERVIEW: COUNTY DEBT & DEBT SERVICE (CONT.)

2017 ADOPTED BUDGET:  
BOND DEBT SERVICE BY BOND TYPE  
\$66.4 MILLION

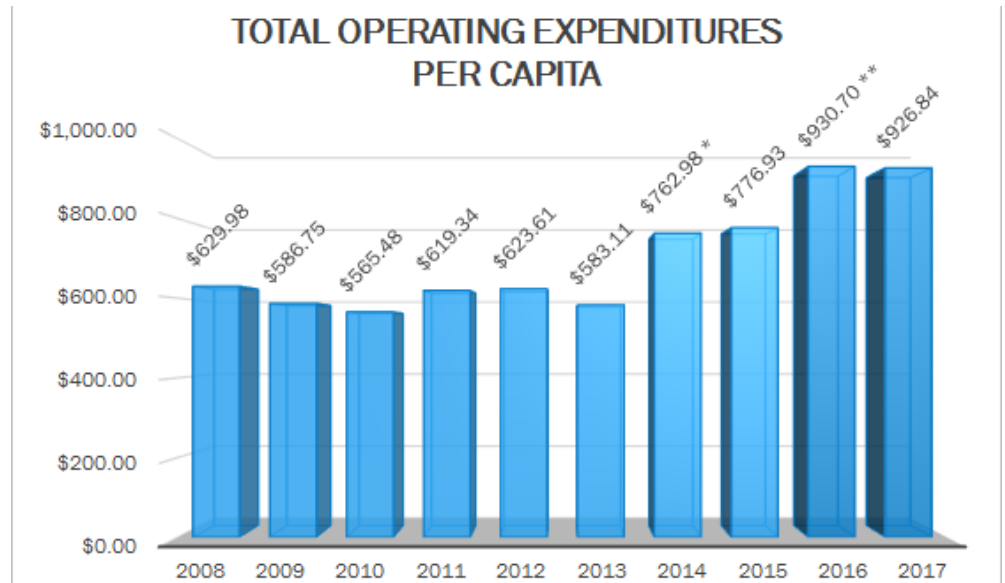


BOND TYPE	INTEREST	PRINCIPAL	TOTAL
General Obligation Bonds	\$5.6	\$24.9	\$30.5
Municipal Bldg Authority Bonds	3.3	3.9	7.2
Sales Tax Revenue Bonds	7.3	10.3	17.6
Transportation Tax Rev Bonds	2.8	5.2	8.0
Excise Tax Road Revenue Bonds	1.7	1.4	3.0
<b>Totals:</b>	<b>\$20.7</b>	<b>\$45.7</b>	<b>\$66.4</b>



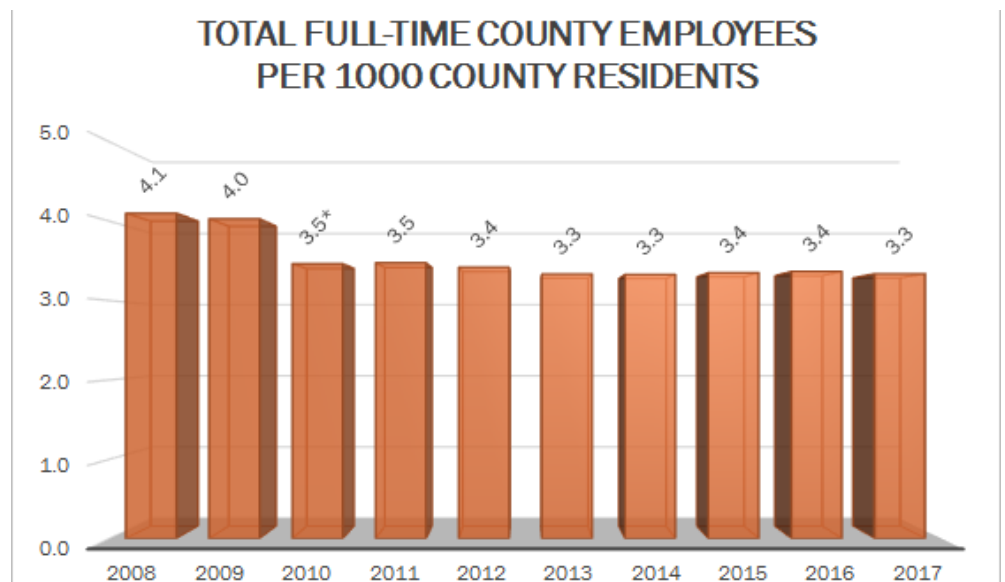
Herriman Library

## STATISTICAL INDICATORS: OPERATING EXPENDITURES PER CAPITA & FULL-TIME EMPLOYEES PER 1000 COUNTY RESIDENTS



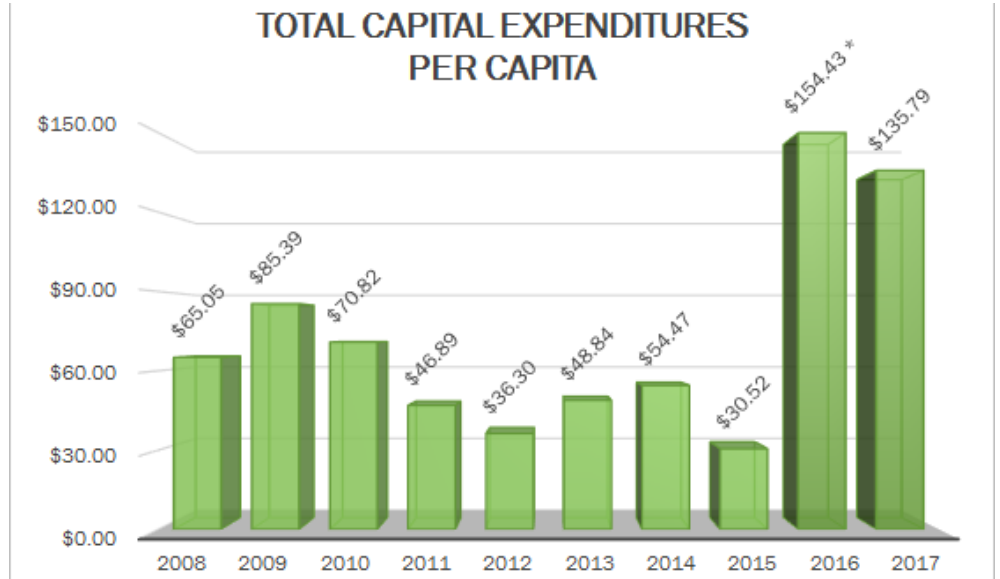
\*In 2014, Operating Expenditures per Capita increased \$179.87, or 31% over the prior year. Of that \$179.87 per Capita increase, \$148.31 was due to pass-through transportation project costs that Salt Lake County remits to other government entities within the county.

\*\*Total operating expenditures per capita for the years 2008 - 2015 reflect actual expenditures, whereas 2016 and 2017 operating expenditures per capita are based on budgeted expenditures.

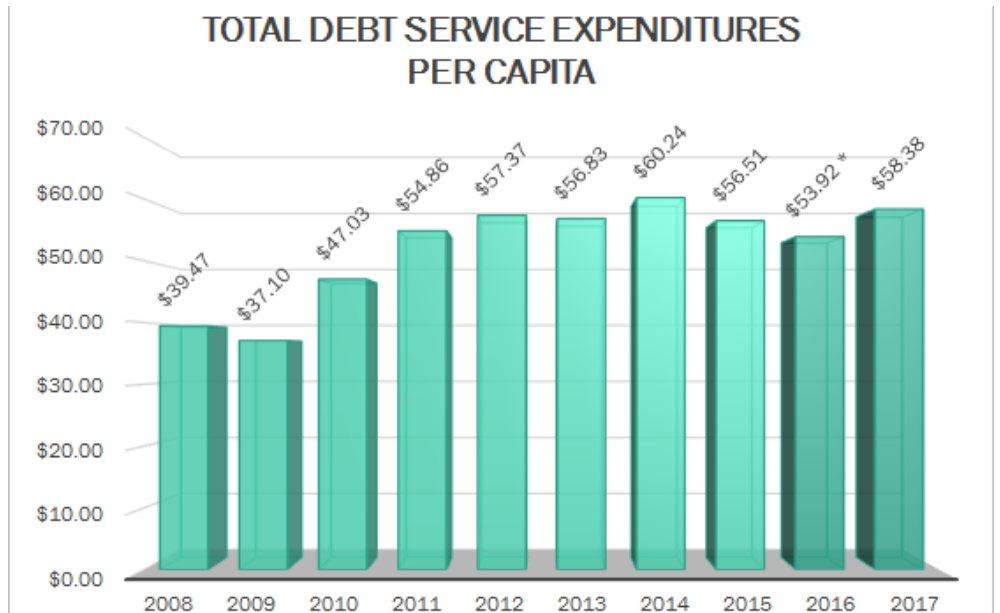


\*The number of County full-time equivalent employees decreased in 2010 as a result of the law enforcement patrol function of the County moving to the Unified Police Department.

## STATISTICAL INDICATORS: CAPITAL EXPENDITURES PER CAPITA & DEBT SERVICE EXPENDITURES PER CAPITA



\*Capital expenditures can vary significantly from year to year as capital projects are completed and new capital projects are undertaken. The budgeted capital expenditures in 2016 and 2017 are significantly higher than the actual capital expenditures in the prior years because capital projects that often span more than one year are budgeted in their entirety up front, and the remaining portions of capital projects in process are re-budgeted in the ensuing years until they are completed.



\*Total debt service expenditures per capita for the years 2008 - 2015 reflect actual expenditures, whereas 2016 and 2017 debt service expenditures per capita are based on budgeted expenditures.



## GLOSSARY

**Appropriation:** An authorization by the County Council to spend up to a specified dollar amount for an approved project or program during any given fiscal period.

**Bond:** An interest-bearing certificate of indebtedness sold by the County as a means of borrowing funds. The bond promises payment of the original investment plus interest by a specified date or dates in the future. Bonds typically involve long-term indebtedness to pay for capital projects.

**Bond Rating:** An evaluation of the creditworthiness of a government entity, and of its ability to repay its debt on schedule. Bond ratings are issued by private rating agencies such as Standard & Poors, Moody's Investor Services, and Fitch Ratings, and are based on factors such as the amount of debt incurred and the economic and demographic characteristics of the borrowing government, and financial management practices. The higher the rating, the lower the interest costs for bonds issued. "AAA" or "Aaa" are the highest ratings issued by bond rating agencies.

**Budget:** A plan for financial operations for a fiscal period, embodying estimates for proposed expenditures and the means of financing the expenditures.

**Capital Asset:** Assets of a durable nature, which are intended to be held or used long-term, and which may be depreciated over time. Examples of capital assets include land, land improvements, buildings, infrastructure, machinery, furniture, and other equipment.

**Capital Project:** Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Projects are also called capital improvements.

**County Option Sales and Use Tax:** The rate is one quarter of 1 percent, and has been enacted by all counties in Utah except Emery, Kane, and Millard. Where enacted, the tax applies to the same transactions as the state sales & use tax.

**Consumer Price Index (CPI):** Any one of a set of nationwide and regional price level indicators that are published by the U.S. Department of Labor's Bureau of Labor Statistics. The CPI is constructed using the prices of a representative "market-basket" of goods and services. Changes in the CPI over time are used to determine the average inflation rate for that period of time.

**Employee Service Reserve Fund:** The fund utilized to manage County employee benefits such as health insurance and retirement plans.

**Enterprise Fund:** Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises.

**Full-Time Equivalent (FTE):** Represents the number of employees needed to equal a full time 40-hour-per-week shift

**Fund Balance:** The governmental account that serves the functional equivalent to the owner's equity account in profit-seeking entities. An available balance in this account is the cumulative result of funding sources exceeding uses over time. Bond rating agencies use Fund Balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year.

## GLOSSARY

(CONT.)

**General Fund:** The primary operating fund of the County, used to account for all County revenues not designated for a special purpose.

**General Obligation Bond:** A General Obligation (GO) bond is a type of bond that is backed by the full faith, credit and taxing power of the government.

**Internal Service Fund:** Internal Service funds are used to account for the financing of goods or services provided by one organization to another County organization on a cost reimbursement basis.

**LEED (Leadership in Energy and Environmental Design):** Nationally recognized, non-regulatory approach that has been shown to result in quantifiable low impact development. Low Impact development is assumed to benefit both the environment and the local economy.

**Local Option Sales and Use Tax:** The local option sales and use rate is one percent. This local tax applies to the same transactions as the state sales and use tax laws. All counties and municipalities have enacted this tax. For counties, this tax applies to taxable sales occurring in the unincorporated county only.

**Municipal Building Authority (MBA):** An organizational entity that is closely related to the County and that is created for the purpose of financing the construction of certain County facilities through the issuance of Municipal Building Authority Lease Revenue Bonds.

**Organization (Org):** A budget level unit for appropriation controls that represents a basic functional division of County government.

**Per Capita:** Per person (literally, “per head”). The ratio of a data measure (e.g. total operating expenditures) divided by the total population, yielding the amount of that data measure per person (e.g. total operating expenditures per person, or per capita).

**Special Improvement District (SID):** An area legally defined through ordinance by the County Council for the installation of public infrastructure improvements. SIDs collect special assessments and issue Special Assessment Bonds to finance infrastructure improvements.

**Special Revenue Fund:** A fund established to account for special taxes or other revenues required by law or contractual agreement to be used only for specified purposes and which therefore must be kept separate from other County monies.

**Structural Balance:** When a government entity's budgeted ongoing sources of funds are equal to its budgeted ongoing uses of funds, that entity's budget is said to be in structural balance. When budgeted ongoing sources of funds are less than budgeted ongoing uses of funds, a **structural deficit** occurs, and when budgeted ongoing sources of funds exceed budgeted ongoing uses of funds, a **structural surplus** occurs.

**TRCC:** Tourism, Recreation, Cultural, and Convention Fund. The TRCC Fund is a special revenue fund.

**Zoo, Arts, and Parks (ZAP):** Used to refer to a sales and use tax dedicated for funding zoological, arts and parks projects, and to the County special revenue fund that manages and accounts for these dedicated sales and use tax revenues.

## WANT TO KNOW MORE?

- ❖ *Do you have other questions about the County's budget?*
- ❖ *Is this report useful to you?*
- ❖ *Do you believe it should include different or additional information?*

We would like to hear from you! To ask questions about Salt Lake County's budget, or to leave feedback about this report, please contact:

Rod Kitchens  
Director of Planning & Budget  
Salt Lake County Mayor's Financial Administration  
2001 South State Street, Suite N4-200  
PO Box 144575  
Salt Lake City, UT 84114-4575  
(385) 468-7084  
[RKitchens@slco.org](mailto:RKitchens@slco.org)

This **2017 Budget In Brief** is also available as a PDF document at:

<http://slco.org/mayor-finance/2017-budget-in-brief/>



Z-Trail, Bonneville Shoreline Trail