

**UTAH LEAGUE OF CITIES & TOWNS**  
**BOARD OF DIRECTORS MEETING**  
50 SOUTH 600 EAST, SUITE 150, SALT LAKE CITY, UT 84102 & VIA ZOOM  
MONDAY, MAY 20, 2019 @ 9:00 AM  
(TIMES ARE APPROXIMATE)

1. **Welcome and Introductions – Mayor Jon Pike, ULCT President** 9:00 AM
  
2. **Conflict of Interest Disclosure – Mayor Jon Pike, ULCT President** 9:03 AM  

ACTION: Disclosure of any potential conflict of interest with agenda items  
HANDOUT: None
  
3. **ULCT Board & Commission Reports & Appointments – Mayor Jon Pike, ULCT President & Cameron Diehl, Executive Director** 9:05 AM  

ACTION: For information only  
HANDOUT: None
  
4. **April 24<sup>th</sup> Meeting Recap & Takeaways – Cameron Diehl, Executive Director & Karson Eilers, Legislative Research Analyst** 9:07 AM  

ACTION: For information only  
HANDOUTS: [Key Takeaways Memo](#)  
[ULCT Midyear Conference Factoids](#)
  
5. **Tentative FY 2020 Budget – Cameron Diehl, Executive Director & Nick Jarvis, Chief Operating Officer** 9:20 AM  

ACTION: Review & Adoption of Proposed Tentative FY 2020 Budget  
HANDOUT: [FY 2020 Tentative Budget Memo](#)  
[Proposed Tentative FY 2020 Budget](#)
  
6. **Other Business** 10:00 AM
  - Tax Task Force
  - Caucus meetings/LPC
  - Muniversity Subgroup call
  - Confirm next Board Meeting date & objectives
  - Board volunteer for Utah Policy in June

ACTION: For Information Only  
HANDOUT: None
  
7. **Closed Session (if needed) As per Utah Code 52-4-205** 10:15 AM  

ACTION: Vote required to enter closed session (as per Utah Code 52-4-204)  
HANDOUT: None
  
8. **Adjourn**



TO: ULCT Board of Directors  
FROM: Cameron Diehl, ULCT Executive Director  
DATE: May 10, 2019  
SUBJECT: Key takeaways from the April 24, 2019 Board of Directors meeting

The following is a list of ULCT staff recommendations and board endorsements for FY 2020.

**I) Internal policies**

- a. The ULCT Board of Directors enacted a paid family medical leave policy.
  - i. The Board instructed staff to revisit the current sick-time cash out option, which is a maximum 36 hour, once a year withdrawal so long as the employee has at least 240 accumulated hours after the cash out.
  - ii. The Board instructed staff to examine the short-term disability policy, prepare a potential fund balance and reserve policy, and bring concepts to the board for consideration at a future meeting.

**II) Legislative**

- a. Staff should be more circumspect on what we track so we can focus on priorities.
  - i. ULCT tracked 362 bills and resolutions during the 2019 session which impacts our ability to analyze and communicate about our priorities.
- b. Instead of holding LPC meetings during the summer, we will instead hold caucus meetings on legislative interim days (June 18/19 and August 20/21).
  - i. We will hold the caucus meetings at the capitol to facilitate meetings between ULCT members and legislators.
  - ii. Caucus days will try to overlap with committee agendas so that ULCT Board members can testify.
- c. Enhance internal coordination between board members, staff, and membership.
  - i. ULCT staff will facilitate communication between board members and ULCT members within regions, including a quarterly blast email.
  - ii. Board members will facilitate ULCT staff attendance and coordination with AOGs, COGs, and COMs.
  - iii. Board members on the rapid response team as needed.
- d. Prepare a 2020 gubernatorial platform for cities and utilize the Annual Convention resolution process.

**III) Communication**

- a. Modernize the website.

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- i. We've redone the physical space but we now must re-do our cyber space, with an investment in both the capital cost and ongoing costs.
- ii. Internal needs: analytics, member management system to get accurate data and improve our outreach.
- iii. External needs: functionality, user-friendly, showcase all ULCT content, password protection for certain training resources.
- iv. Board approved the search for options but did not finalize a price range.
- b. Continue promotion of #citieswork in a variety of communication channels.
  - i. Utah Policy op-eds & podcasts.
    - 1. Request: board volunteers with ULCT staff coordination.
  - ii. Social media.
    - 1. Housing videos during the 2019 session.
    - 2. 59 videos (1 min average), 33 business days of legislative session, 58 cumulative hours viewed.
    - 3. "Most concerted, organized communication effort," brought pride within ULCT, and shared best practices.
  - iii. Cities Work podcasts.
    - 1. Legislative focus during the session, interviews during Midyear, and stories, trainings, and Cities 101 in the future.
- c. Enhance outreach between the board, staff, and members.
  - i. Board members may send quarterly emails to their constituents.
  - ii. Continue to track email open rates and social media contacts.
  - iii. Prepare and promote the Brent and Jennie Taylor Service Award for the Annual Convention.

#### **IV) Research**

- a. Budget for external research with partners.
  - i. "If we are not at the table in the research, then we will be on the menu."
  - ii. ULCT staff recruited Y2 Analytics as a \$25,000 level sponsor.
  - iii. ULCT will sponsor the Utah Foundation for two projects (one on local land use and growth and one on economic development incentives).
  - iv. ULCT is meeting with other potential partners this spring.

#### **V) Training**

- a. Prepare the Annual Convention move to the Salt Palace in 2021.
- b. Develop the Muniversity.
  - i. Subcommittee for input: Grantsville Council Member Jewel Allen, Millcreek Mayor Jeff Silvestrini, North Logan Mayor Damon Cann, Park City Mayor Andy Beerman, Richfield Council Member Richard Barnett.
    - 1. Board showed some support for each option.

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- ii. Option 1: deep dive into a topic with experts, potentially with a half-day training on the day prior to the start of Midyear or Annual.
  - 1. FY 20 is perfect timing to start before we move to the Salt Palace.
- iii. Option 2: One on one coaching by retired city elected officials or staff.
- iv. Option 3: Certification for attending trainings with 101/201/301 level courses.
  - 1. ULCT has been in touch with Southern Utah University about the potential certification and tracking.
- c. Plan potential new workshops.
  - i. How to run for partisan office.
  - ii. Legislative boot camp for mayors and council members.
    - 1. ULCT has discussed partnering with UAC for this workshop.
  - iii. Local government 101 for legislators.
    - 1. ULCT staff has already asked the Political Subdivisions Interim Committee chairs for this opportunity.
- d. Track trainings with members from ULCT contractors (Dave Church, Kerri Nakamura, etc.).
- e. Partnership with the National League of Cities as part of a national effort to fight back against state interference with traditional municipal authority.
- f. Foster staff professional development.

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TO: ULCT Board of Directors

FROM: Karson Eilers, Legislative Research Analyst

DATE: May 16, 2019

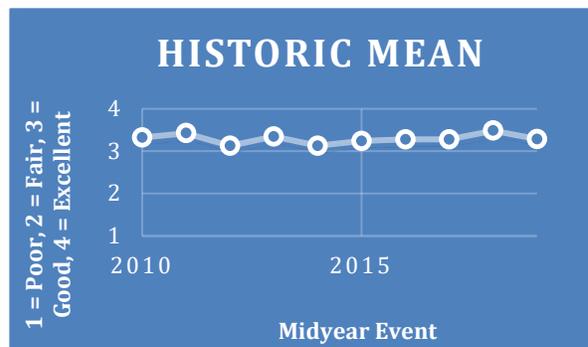
SUBJECT: Key Takeaways from 2019 Midyear Conference Survey

**Consistent performance**



Every Midyear Conference since 2010 has been accompanied by a survey. One of the recurring questions on that survey asks attendees to rate the

conference overall. Respondents can choose between poor, fair, good, and excellent. On average ULCT conferences are usually rated between good and excellent. In fact, out of the past ten years (and 736 responses) ULCT’s Midyear Conference has only received 6 “poor” ratings. The 2019 Midyear Conference maintained a tradition of a consistently good score.

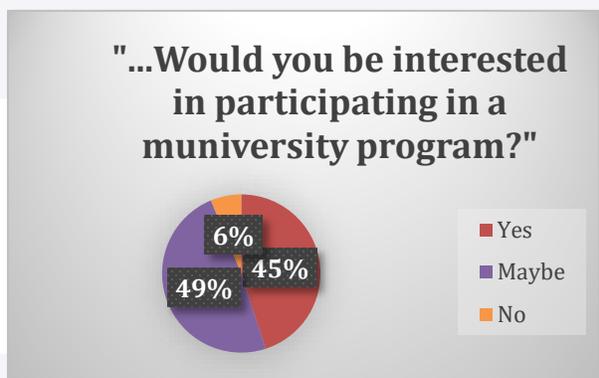


**Muniversity**

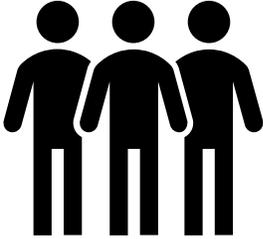


Though it’s not directly related to the 2019 Midyear Conference, ULCT staff included a question about the Muniversity concept on the survey. 45% of respondents said they would be interested in attending additional trainings before or during a ULCT event.

Another 49% said they may be interested in attending those trainings. A subsequent question gauged whether attendees would be interested in receiving some sort of credit for participating in trainings. 69% of attendees responded that they would like to receive credit.

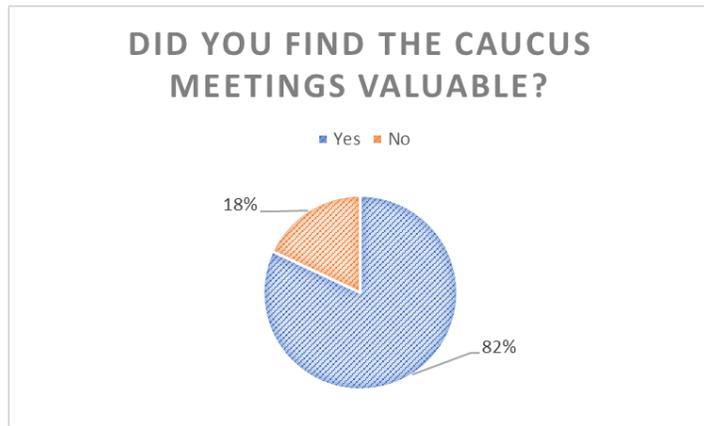


**Caucuses**



The Caucuses of Commonality began as a new collaboration initiative for ULCT members at the 2018 Midyear Conference. Receiving positive feedback, the caucuses have been convened three times since (Annual 2018, Aug. LPC, and MY 2019) to discuss their perspectives on legislative issues and unique challenges facing their communities. 82% of respondents reported that they found the 2019 Midyear Conference caucus meetings valuable, but several attendees expressed interest in longer meetings, more dialogue, and a wider variety of issues. ULCT

staff will continue to seek ways to enrich the caucus discussions and objectives, including holding caucus meetings at the capitol on legislative interim days this summer in lieu of LPC and providing more opportunities for discussion at conferences.





TO: ULCT Board of Directors

FROM: Cameron Diehl, ULCT Executive Director  
Nick Jarvis, Chief Operating Officer

DATE: May 16, 2019

SUBJECT: FY 2020 Tentative Budget

We propose a FY 2020 budget of \$2,894,000, which represents a 15.5% decrease from FY 2019. The reason for the decrease is the magnitude of the transfer from reserves during FY 2019 to finish the office remodel and the expiration of the Active and Healthy Communities grant. This memo outlines the highlights, adjustments, and priorities of the FY 2020 budget.

### **Part 1: Revenue: projected \$150,000 in new general revenue**

ULCT revenues come from three primary sources: membership dues, conference registration (members and exhibitors), and private sector sponsorships. The Board of Directors approved on April 24 (and confirmed on May 3) the maintenance of the three rates in the annual dues formula. The maintenance will result in a natural increase of 6.8% or approximately \$116,000.

We anticipate a slight increase in registration dues because of our biennial Elected Officials Essentials program. We also expect all sponsors to continue at one of the four levels and have recruited two new sponsors for FY 2020. As a reminder, ULCT has recruited more than \$65,000 in new sponsorship dollars since 2017 and we developed a formal sponsorship program with platinum, gold, silver, and bronze levels to articulate to sponsors and members alike. The ULCT Board approved the shift of the Annual Convention from the Salt Lake Sheraton to the Salt Palace in FY 2021 and we anticipate a great opportunity to revisit sponsorship and exhibitor revenue at that time.

We also anticipate slight increases in interest and in publication revenue because we will publish our biennial Powers and Duties and Local Government Directory. Finally, we also anticipate \$15,000 in grant money from the State of Utah for the ULCT-housed Land Use Academy of Utah.

### **Part 2: Expenses**

#### **A) Background**

Projecting annual expenses for FY 2020 is challenging because of a lack of historical data due to poor record keeping by the previous administration prior to spring 2017. Expenses were often miscategorized and moved to conform to the line items rather than expressing the true costs of



League services. Over the next few years, we will have better data regarding year over year expenses and revenues which will empower us to better track trends. As a part of the modernization of ULCT finances, we switched on January 1, 2019 from a counterintuitive accounting software to the relative simplicity of Quickbooks. During this process we updated our accounts and classes to better reflect actual revenue and expenses and make it easier for management to assess costs in real time. In FY 2019 we used the old system for the first half of the year and Quickbooks for the second. Therefore, we are presenting the FY 2020 tentative budget in the familiar format based off the old system. However, we will present the final budget in June 2019 in both the familiar format and in an updated format consistent with Quickbooks. We will rearrange the order of certain line items and may rename some line items to better reflect their purpose.

**B) Personnel: proposed increase of \$92,450**

In FY 2019, ULCT budgeted \$644,000 for salaries and \$285,550 for benefits, which was a salary increase of 3.04% and a benefit increase of 4.6% over FY 2018. The year over year (YOY) increase in personnel expenses for FY 2020 over FY 2019 is because of staffing changes. ULCT does not offer bonuses.

In October 2018, the Board approved the renewal of the Director of Policy position which had been vacant in the previous fiscal year. We hired Wayne Bradshaw in December 2018 and our Legislative Research Analyst (LRA) Brandon Smith left in January 2019. The Director of Policy is a senior level position while the LRA is a junior level position. Instead of filling the LRA position, we shifted duties internally and hired a very capable intern for the session.

The addition of Wayne's salary and benefits, even with the offset of not filling Brandon's position, increases the overall salary amount to \$684,485 and benefits to \$298,691. Because of the new senior level position, the fiscal year 2020 budget contemplates a salary increase of 6.2% and a benefit increase of 4.6% before any salary or benefit adjustments for other staff members. Combined, the internal staffing change will require an increase of \$59,635.22 in personnel costs in FY 2020. We prepared for that internal staffing and budgeting adjustment by reducing costs elsewhere in the budget.

By contract, the Executive Director can only receive salary adjustments upon review and approval by the Board of Directors. The Board is responsible to evaluate the Executive Director's performance and to develop criteria for his future performance. The Board has delegated that authority to the President. The Board did not make a salary adjustment to the Executive Director for FY 2019. As such, the FY 2019 budget for salary and benefits increases did not include an adjustment to the highest paid employee.

President Jon Pike conducted a performance evaluation with Cameron Diehl on April 26, 2019 and contemplated a salary increase of up to 7.5%, reflecting the job performance during FY



2018 and FY 2019. Cameron asked Mayor Pike for flexibility in implementing his raise in order to ensure enough funding for other staff raises, and he agreed.

When excluding the personnel expense increase due to hiring Wayne, the FY 2020 budget proposes staff salary increases just over 3% YOY for all other employees. The budget also contemplates an increase in contract labor of \$10,000 which could facilitate more hours for video production contractors.

**C) Charges for services: proposed increase of \$29,000**

- New category—Policy Research: \$45,000

We propose shifting the \$20,000 budgeted in FY 2019 for database maintenance (but unused) into a newly formed Policy Research category to include external partnerships. The \$20,000 would combine with the \$25,000 sponsorship from Y2 Analytics to create a \$45,000 fund.

- Accounting expenses: \$2,000

Last year's audit was slightly more expensive than anticipated so we are planning accordingly.

- Computer services: \$2,000

Our computer services provider increased their hourly rates for service.

**D) Operating and Program Expenses**

**i) Proposed increases: \$100,000**

- Dues and subscriptions: \$30,000

We have consolidated all dues and subscriptions into this category. In years past, expenses that should have been classified here were instead assigned to other places in the budget, artificially deflating our expenses in this category. The dues and subscriptions include membership in the National League of Cities, professional organizations (i.e. American Planning Association), and our registration software Cvent.

Going forward, we intend for the website modernization will include a member and content management system that could replace Cvent and thus eliminate that subscription cost of \$7,000. At this point, it is too early to make that determination for the FY 2020 budget. We contemplate the potential new management system being part of this category.

- Insurance: \$500

Based on this year's expenses, we are anticipating paying slightly more in insurance (5.9%).

- Printing: \$20,000

After the municipal election in November, we will publish our Powers and Duties handbook and our Directory of Local Government Officials. As a result, we expect our publishing expenses to increase by \$20,000 over last year. We hope to recoup some of that cost by advertisements in



the publications. We will still have printing costs for conferences, legislative advocacy, and administration.

- Staff training: \$13,500

The Board urged us to prioritize staff training in the upcoming year. For example, the entire staff in January spent a half day with a communications specialist which cost us approximately \$5,000. We have budgeted \$16,000 for professional development.

- Credit card processing: \$8,000

As more and more cities and exhibitors are using credit cards to pay for ULCT services, our credit card processing fees have increased proportionally.

- New category—Amicus brief program: \$5,000

The Board proposed the creation of a limited amicus brief program to assist member cities when they have a case before the Utah Supreme Court that could impact municipalities in general. We presented the program at the Utah Municipal Attorneys Association conference in May and solicited volunteer attorneys to help on the selection committee. While the program contemplates cities covering the cost of their own amicus briefs, we propose some money for potential exigencies or administrative needs.

- New category—Digital publications: \$5,000

We currently provide an online version and app of the Directory of Local Government Officials. We hope to improve that online version and app through the website modernization. Likewise, we want to pursue modernizing Powers and Duties into an e-book accessible to members on the new website. The e-version of Powers and Duties is a one-time expense that will benefit members over the long term.

- New category—Muniversity: \$20,000

The Board of Directors endorsed ULCT staff pursuing additional training opportunities for members through pre-conference deep dive seminars, certification of 101, 201, or 301 level courses, or one-on-one coaching. ULCT staff recommends this amount to explore the next steps with the board subgroup.

**ii) Proposed decreases: savings of \$75,500**

- Convention programming: \$10,000

In FY 2019, we only spent 71% of what we budgeted in convention program. While we want to ensure flexibility for speakers and other convention related costs—particularly as we prepare for the 2020 Annual Convention at the Salt Palace and with our biennial Elected Officials Essentials programming this year—we are nevertheless comfortable re-allocating 4% of this budget item to other needs.



- Food and beverage: \$20,000

We anticipate that we'll be at 80% of the budget by the end of FY 2019. For the same reasons as convention programming, we are comfortable re-allocating 4% of this budget item to other needs.

- Special equipment rental: \$32,500

This category is a source of considerable savings. In years past, this category covered expenses for staging entertainment at the Salt Lake Sheraton Hotel. By partnering with the Capitol Theatre last year and the Depot in FY 2020 for our Annual Convention entertainment, we avoid these costs.

- League Office Lease Payment: \$9,000

As the ULCT office remodel is complete, we will no longer pay rent for a temporary office space.

- Board Expenses: \$1,000

We also have slightly decreased the set-aside for board expenses, which anticipates assisting with the cost of the ULCT President attending NLC events and incidentals.

### **iii) Reserves for capital project: proposed allocation of \$80,000**

Per the discussion at the April board meeting, we propose transferring \$80,000 from reserves to cover the one-time cost of modernizing the ULCT website. The website was last updated in 2011. In internet years, 2011 was a lifetime ago! ULCT staff has collected proposals from six companies thus far but has not solicited any bids. The \$80,000 transfer would cover the proposals that we have received to date. ULCT currently has more than \$1.2 million in reserves so the proposed transfer would be approximately 6.6% of the reserves.

## **E) Conclusion**

We believe the budget we are proposing to you fulfills the ULCT mission in a financially responsible way. We are grateful for the support and participation of our member cities and towns and strive to provide value to each of them. We are committed to the pillars of respect, collaboration, and outcomes as we advocate for you on Capitol Hill, we are dedicated to enhancing our trainings for our mayors and council members, and we are focused on communicating how #CitiesWork.

#CitiesWork

**UTAH LEAGUE OF CITIES AND TOWNS**  
**FY 2020 Tentative Budget**

REVENUES	FY 2019 AMENDED BUDGET	FY 2020 Tentative Budget	Difference FY 2019 Budget to FY 2020	%
				Change
<b>General Revenue</b>				
Membership Dues	\$ 1,700,000	\$ 1,816,000	\$ 116,000	6.8%
Registration Fees	\$ 455,000	\$ 460,000	\$ 5,000	1.1%
Donations & Advertising	\$ 387,000	\$ 388,000	\$ 1,000	0.3%
Exhibit Space	\$ 85,000	\$ 85,000	\$ -	0.0%
Grants & Contracts	\$ -	\$ -	\$ -	0.0%
Interest	\$ 22,000	\$ 30,000	\$ 8,000	36.4%
Publications	\$ 10,000	\$ 15,000	\$ 5,000	50.0%
Miscellaneous Income	\$ 5,000	\$ 5,000	\$ -	0.0%
Reserves	\$ 462,000	\$ 80,000	\$ (382,000)	-82.7%
Rental Income	\$ -	\$ -	\$ -	0.0%
<b>General Revenue</b>	<b>\$ 3,126,000</b>	<b>\$ 2,879,000</b>	<b>\$ (247,000)</b>	<b>-7.9%</b>
<b>Grants &amp; Special Projects</b>				
Essay Contest Donations	\$ -	\$ -	\$ -	0.0%
Co-Op Funds Deseret News Project	\$ -	\$ -	\$ -	0.0%
Grant for Research Assistant	\$ -	\$ -	\$ -	0.0%
Transfer-Making Life Better	\$ -	\$ -	\$ -	0.0%
Grants-Active & Healthy Communities	\$ 300,000	\$ -	\$ -	-100.0%
Grants-LUUAU	\$ -	\$ 15,000	\$ 15,000	100.0%
Grant-UTOPIA	\$ -	\$ -	\$ -	0.0%
Benchmarking	\$ -	\$ -	\$ -	0.0%
<b>Grants &amp; Special Projects</b>	<b>\$ 300,000</b>	<b>\$ 15,000</b>	<b>\$ (285,000)</b>	<b>-95.0%</b>
<b>TOTAL REVENUE</b>	<b>\$ 3,426,000</b>	<b>\$ 2,894,000</b>	<b>\$ (532,000)</b>	<b>-15.5%</b>

	FY 2019 AMENDED BUDGET	FY 2020 Tentative Budget	Difference FY 2019 Budget to FY 2020	% Change
<b>EXPENSES</b>				
<b>Personnel Services</b>				
Employee Benefits	\$ 285,550	\$ 306,000	\$ 20,450	7.2%
Staff Salaries	\$ 644,000	\$ 706,000	\$ 62,000	9.6%
Contract Labor	\$ 260,000	\$ 270,000	\$ 10,000	3.8%
<b>Personnel Services Subtotal</b>	<b>\$ 1,189,550</b>	<b>\$ 1,282,000</b>	<b>\$ 92,450</b>	<b>7.8%</b>
<b>Charges for Services</b>				
Database Maintenance	\$ 20,000	\$ -	\$ (20,000)	-100.0%
Accounting Expenses	\$ 45,000	\$ 47,000	\$ 2,000	4.4%
Building Utilities	\$ 8,000	\$ 8,000	\$ -	0.0%
Computer Services	\$ 24,000	\$ 26,000	\$ 2,000	8.3%
Legal Expense	\$ 36,000	\$ 36,000	\$ -	0.0%
Policy Research	\$ -	\$ 45,000	\$ 45,000	100.0%
<b>Charges for Services Subtotal</b>	<b>\$ 133,000</b>	<b>\$ 162,000</b>	<b>\$ 29,000</b>	<b>21.8%</b>
<b>Operating &amp; Program Expenses</b>				
Car Expense	\$ 9,000	\$ 9,000	\$ -	0.0%
Building Repairs & Condo Dues	\$ 17,500	\$ 17,500	\$ -	0.0%
Dues and Subscriptions	\$ 45,000	\$ 75,000	\$ 30,000	66.7%
Convention Programming	\$ 270,000	\$ 260,000	\$ (10,000)	-3.7%
Food & Beverage	\$ 450,000	\$ 430,000	\$ (20,000)	-4.4%
Facility Rent/Setup	\$ 215,000	\$ 215,000	\$ -	0.0%
League Relations	\$ 5,000	\$ 5,000	\$ -	0.0%
Library	\$ -	\$ -	\$ -	0.0%
Insurance	\$ 8,500	\$ 9,000	\$ 500	5.9%
Speakers Fee/Honorariums	\$ -	\$ -	\$ -	0.0%
Printing Expense	\$ 50,000	\$ 70,000	\$ 20,000	40.0%
Postage and Freight	\$ 5,000	\$ 5,000	\$ -	0.0%
Equipment Repairs and Maint.	\$ 4,000	\$ 4,000	\$ -	0.0%
Staff Training & Tuition Aid	\$ 2,500	\$ 16,000	\$ 13,500	540.0%
Equipment purchases	\$ 10,000	\$ 10,000	\$ -	0.0%
Spec. Equip. Rental	\$ 65,000	\$ 32,500	\$ (32,500)	-50.0%
Telephone-Internet Expense	\$ 13,000	\$ 13,000	\$ -	0.0%
Travel and Lodging	\$ 70,000	\$ 70,000	\$ -	0.0%
League Office Lease Payment	\$ 9,000	\$ -	\$ (9,000)	-100.0%
Credit Card Processing/Bank Fees	\$ 25,000	\$ 33,000	\$ 8,000	32.0%
Board Expenses	\$ 11,000	\$ 10,000	\$ (1,000)	-9.1%
Amicus Brief Program	\$ -	\$ 5,000	\$ 5,000	100.0%
Digital Publication	\$ -	\$ 5,000	\$ 5,000	100.0%
Muniversity	\$ -	\$ 20,000	\$ 20,000	100.0%
<b>Operating &amp; Program Exp. Subtotal</b>	<b>\$ 1,284,500</b>	<b>\$ 1,314,000</b>	<b>\$ 29,500</b>	<b>2.3%</b>

	FY 2019 AMENDED BUDGET	FY 2020 Tentative Budget	Difference FY 2019 Budget to FY 2020	% Change
<b>EXPENSES</b>				
<b>Grants &amp; Special Projects</b>				
Special Project-UTOPIA	\$ -	\$ -	\$ -	0.0%
Salary Survey	\$ -	\$ -	\$ -	0.0%
Special Project-ULCTv	\$ -	\$ -	\$ -	0.0%
Special Project-LUAU	\$ -	\$ 15,000	\$ 15,000	0.0%
Special Project-Making Life Better	\$ -	\$ -	\$ -	0.0%
Special Projects-IHC Wellness	\$ 278,000	\$ -	\$ (278,000)	-100.0%
Deseret News Project	\$ -	\$ -	\$ -	0.0%
Tax Book & Resources	\$ 12,000	\$ 12,000	\$ -	0.0%
Municipal Funding Project	\$ -	\$ -	\$ -	0.0%
University of Utah Policy Institute	\$ -	\$ -	\$ -	0.0%
Essay Contest Expenses	\$ 4,950	\$ 5,000	\$ 50	1.0%
Benchmarking	\$ -	\$ -	\$ -	0.0%
Website Redesign	\$ -	\$ 80,000	\$ 80,000	100.0%
<b>Grants &amp; Special Projects Subtotal</b>	<b>\$ 294,950</b>	<b>\$ 112,000</b>	<b>\$ (182,950)</b>	<b>-62.0%</b>
<b>Materials and Supplies</b>				
Office Supplies	\$ 13,000	\$ 13,000	\$ -	0.0%
<b>Materials &amp; Supplies Subtotal</b>	<b>\$ 13,000</b>	<b>\$ 13,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Miscellaneous</b>				
Miscellaneous	\$ 1,000	\$ 1,000	\$ -	0.0%
Transfer to Fund Balance	\$ -	\$ -	\$ -	
Contingency Reserve	\$ -	\$ -	\$ -	
<b>Miscellaneous Subtotal</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Capital</b>				
Capital Outlay	\$ -	\$ 10,000	\$ 10,000	100.0%
Capital Improvements - Office remodel	\$ 510,000	\$ -	\$ (510,000)	-100.0%
<b>Capital Subtotal</b>	<b>\$ 510,000</b>	<b>\$ 10,000</b>	<b>\$ (500,000)</b>	<b>-98.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 3,426,000</b>	<b>\$ 2,894,000</b>	<b>\$ (532,000)</b>	<b>-15.5%</b>
<b>TOTAL ALL REVENUES</b>	<b>\$ 3,426,000</b>	<b>\$ 2,894,000</b>	<b>\$ (532,000)</b>	<b>-15.5%</b>
<b>REVENUES (Under) Over EXPENSES</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ -</b>	