



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council Members

FROM: Lehua Weaver and Jan Aramaki
Budget & Policy Analysts

DATE: August 21, 2015 at 1:20 PM

**RE: STREET LIGHTING SPECIAL ASSESSMENT AREAS (SAAs)
Consultant's Report on Program Improvements
Lighting Districts L01, L02, and L03**

Council Sponsor: **Council Member Stan Penfold / Council Requested follow-up**

Item Schedule:

Briefing: Aug. 25, 2015

Follow-up Briefing: TBD

Set Date: (Tentative) Sept 1, 2015

Public Hearing: (Tentative) Sept 22, 2015

Potential Action: TBD

ISSUE AT-A-GLANCE

Earlier this year, the City processed the annual assessments for Lighting District L03, which is one of the three Lighting Special Assessment Areas (SAAs) in the City. During the processing, the Council and City staff recognized that several neighborhoods ("extensions" in an SAA) had growing negative fund balances, because the amount property owners paid to the City over the years had not covered the expenses for the Street Light maintenance and operations, including some unforeseen costs. As a result, the annual assessments were increasing significantly, and for some neighborhoods, significant increases were projected to continue for several years before the negative balances would be recovered.

In order to assess the ongoing management of the SAAs, the Council requested broader attention and the City retained consultant Linda Hamilton to conduct a review of Citywide Lighting SAAs and provide recommendations. As a result, the Council will have a clearer path forward to consider options regarding financial health of the SAAs and alternatives for billing and assessments, City management of this and other special lighting or private lighting areas and opportunities for improvement.

This is a complicated issue and the August 25th briefing will serve as an introduction to the consultant's review, identification of issues for follow-up and opportunity to receive the Council's direction.

Attached is Ms. Hamilton's report, which includes three options for how to resolve issues with the SAA program. The consultant's recommended option involves dissolving the three Lighting District SAAs and shifting them into the City's Lighting Enterprise Fund for overall management and billing. This recommendation could move forward, but would require several detailed steps for Council consideration, such as how to resolve negative

CITY COUNCIL OF SALT LAKE CITY

451 SOUTH STATE STREET, ROOM 304
P.O. BOX 145476, SALT LAKE CITY, UTAH 84114-5476

SLCCOUNCIL.COM
TEL 801-535-7600 FAX 801-535-7651



LUKE GARROTT | DISTRICT 4 | COUNCIL CHAIR || JAMES ROGERS | DISTRICT 1 | COUNCIL VICE CHAIR ||
KYLE LAMALFA | DISTRICT 2 || STAN PENFOLD | DISTRICT 3 || ERIN MENDENHALL | DISTRICT 5 ||
CHARLIE LUKE | DISTRICT 6 || LISA R. ADAMS | DISTRICT 7

balances that exist in some lighting extensions, whether to utilize the City's utility billing system and apply a surcharge through the Lighting Enterprise Fund, and other policy decisions. (See Policy Questions below.)

Goal of the briefing: *Receive a report on the consultant's review, identify support for various options, and provide staff and the consultant direction for next steps.*

POLICY QUESTIONS

1. Regardless of the options to move forward with the SAAs, the negative balances in some of the extensions need to be addressed. There are (at least) three levels at which to evaluate the negative balances: a) between extensions, b) the City's role, and c) priority of time vs. equity.
 - a) Between extensions – when the extensions within each LO1 and LO2 are totaled, they have a positive balance overall, even though some extensions within that SAA have negative balances. LO3 has both extensions with negative balances and overall also has a negative balance. Totaling up at the LO1, LO2, and LO3 level is legally allowed, because each major Lighting District LO1, LO2, and LO3 respectively are the SAAs.
 - Should the extensions and their balances be addressed separately, or should each LO1, LO2 and LO3 be summed together?
 - Would it help the Council to see a sample of the extensions with negative balances and some explanation of the contributory factors? The consultant could select a few extensions with high positive balances and with high negative balances and provide reasons that contributed to the balance status – which may include the quality of poles that were selected to begin with, damages or theft that has occurred, or decisions made about expenses and annual assessments.
 - Within neighborhoods and different extensions, what is the Council's initial direction for addressing the negative balances in an equitable way?
 - b) The City's role - Some of the negative balances are related to decisions made by the City for timing of repairs and billing assessments that did not adequately recoup the costs. In other situations, there may have been damages or theft that occurred that would be covered by the City, because the City is self-insured. It is also possible that property owner decisions have played a role.
 - Does the Council support some financial responsibility by the City for some of the factors that contributed to the negative balances? If so, to what extent?
 - Alternatively, does the Council consider that the property owners within the SAA extensions bear the full financial burden of the costs for their enhanced lighting, because it is a higher level of service than what other areas of the City receive, there is no "general public benefit" to their neighborhood's lighting?
 - What is the Council's direction for how to "fairly" address any potential City financial responsibility?
 - c) Another decision point on how to address the negative balances may be an evaluation of priority:
 - Time: is it more important to resolve the financial issues quickly so that the slate can be cleared and improvements can be implemented
 - OR
 - Equity: is it more important to equitably address the causes for financial issues and resolve them

2. Once the negative balances are resolved, one of the options that the Council may consider is dissolving the SAAs and shifting the billing to the Lighting Enterprise Fund as a surcharge. (This is the core of the consultant’s recommendation.)
 - Does the Council support exploring this as an option?
 - Council staff has requested feedback from the Administration on this recommendation.
 - Would it help the Council to see options for a rate structure that would be applied and the budget for revenues and expenses?
3. Future of enhanced lighting areas
 - Does the Council hope to see options for the future creation of enhanced lighting areas in the City?
 - Is the Council interested in considering eliminating the use of SAAs in the future for lighting operations?
 - There are some circumstances or criteria under which an SAA for operations work well, but if the Council is interested in using them for Lighting in the future, it may be helpful to evaluate improvements to the City’s use in Lighting District.
 - It should be noted that the street lighting SAA concept is unique in that it is the only SAA approach the City is using that doesn’t identify solid costs up front. The Downtown SAA for economic promotion sets a specific cost, and past sidewalk SAAs have also set specific costs. The nature of this lighting SAA approach, where costs are charged based on internal City decisions amongst various divisions and departments, and not communicated clearly with property owners has placed the City in an unfortunate situation that may justify an unusual solution.
4. Public Process – immediate and ongoing communication with SAA property owners should be improved regardless of what changes are made to the program
 - Most immediately, what is the timing for processing changes, and how much time and opportunity should be given to SAA property owners to provide input?
 - In the future, even if the SAAs are dissolved and shifted to the Enterprise Fund as a surcharge, ongoing communication should be improved for ongoing maintenance issues, capital improvements and other projects related to the lighting. Would the Council like to consider a legislative intent statement or other motion related to this?

ADDITIONAL & BACKGROUND INFORMATION

There were three areas of focus for the consultant’s review:

1. Financial status of the SAAs; to include analysis of what caused the negative balances in some extensions, proposal for how to manage the future expenses and assessments, and equity issues that may arise.
2. Overall City management of the SAAs; to identify ways to improve the Program, communication and transparency with property owners, City structure of the staff responsibilities, and identify legal issues.
3. General assessment of the contributory factors that brought about the current state of the SAAs.

Notes:

- The consultant’s report provides comprehensive background information.
- The annual assessment that the Council recently processed for Lighting District L03 covered through June 30, 2015 (last fiscal year).

- The 2015-16 (current fiscal year) assessments for all three Lighting Districts would not take place if the Council opts for the consultant's recommendation, rather the property owners would begin receiving a surcharge on their utility bills within the year.
- The next Board of Equalization hearing for the SAAs would need to be set later this year, however this hearing has been postponed until the Council holds these policy discussions.
- Council staff mailed a postcard to each property owner within an SAA notifying them of the Council's upcoming discussions on this issue. An [online resource library](#) has also been created for the public to keep informed on the development of the Council's discussion and each property owner was asked to provide an email address if interested in receiving updates on this issue. The address for the webpage is <http://www.slccouncil.com/lighting/>

History of SAAs and L01, L02, and L03

An SAA includes property owners within a specific neighborhood who desired special or more lighting than the City's standard level of lighting and who were willing to be assessed for the additional costs of the lighting petitioned the City for the creation of SAAs. Special assessment districts are formed by ordinance upon agreement of a majority of the area property owners. The City currently has three "super districts" labeled as L01, L02, and L03.

Street Lighting Super Districts L01, L02 and L03 require the abutting property owners to pay 100 percent of the capital costs of the lighting and 75 percent of the ongoing operating and maintenance cost of the lights. Historically, the City has paid the remaining 25 percent as the equivalent of lighting that would be provided by the City. During a briefing in July 2014, the Council voiced preliminary support to consider options on eliminating the City's contribution to the ongoing operating costs.

There are 42 existing street lighting extensions (neighborhoods) within three super districts to isolate the annual assessment process. These extensions were combined into the three super districts based on assessment due dates, not on geographical location. On an annual basis, each district is renewed by assessment ordinance.

On December 11, 2012, the City Council adopted an ordinance that created an enterprise fund to pay for the operation and maintenance of Salt Lake City streetlights at a base level of lighting. The fund receives revenues through a fee charged to residents based on street frontage. The annual assessments charged to property owners within the SAAs are in addition to the \$3.73 per month base service fee for city-wide lighting.

ATTACHMENTS

Several helpful diagrams are provided in the consultant's report, including:

- [Map of Lighting District 1 \(L01\)](#) showing the location of each extension (neighborhood)
- [Map of Lighting District 2 \(L02\)](#) showing the location of each extension (neighborhood)
- [Map of Lighting District 3 \(L03\)](#) showing the location of each extension (neighborhood)
- [Map of Downtown Lighting SAAs](#) showing the location of each extension (neighborhood)

Report on Street Lighting Special Assessment
Areas for the Salt Lake City Council

by

Linda Hamilton Consulting

August 2015

Goals of Study

1. Find a solution to get all City street lighting into the Street Lighting Enterprise Fund. Since the City Attorney has opined that fund balances must be brought to zero in order to do that, a way must be identified to eliminate the deficits and determine what should be done with positive fund balances.
2. Ensure strong management of all City lights, including those currently in Special Assessment Areas, going forward.
3. Avoid deficits and ensure a strong sustainable and efficient street light system in the future.
4. Eliminate the current general fund subsidy of lighting in the Special Assessment Areas.

Background/Status Quo

Three special assessment areas for enhanced lighting were established in 1995, 1996, and 1997. The various neighborhoods that received the enhanced lighting were lumped into three areas; LO1, LO2 and LO3. Legally there are only three Special Assessment Areas (SAA), but each of the neighborhoods is an extension within an SAA with an individual identifying number. There are 42 extensions. It has been the City's practice to manage separate budgets for each of the extensions.

Most of the extensions petitioned the City for enhanced lighting and agreed to pay all the costs. Historically there have been two components of the street lighting: SAAs, a capital portion paying for the installation of the hardware, and the Operation and Maintenance (O&M) costs for ongoing routine maintenance and powers bills. Some SAAs started with capital costs. As the capital SAAs were paid off, the extensions became O&M SAAs only. Currently all 42 of the extensions within the three SAAs are O&M.

Unfortunately, when the SAAs were first established, there was no reserve fund established to pay for any maintenance issues not covered within the City's routine maintenance contract with Black and McDonald. As a result much maintenance has been deferred and what could not be deferred contributed to reduced fund balances putting some of the SAAs in a deficit position.

While legally there are only three SAAs, each extension has its own characteristics and they may have historically been viewed/treated for some purposes as 42 separate mini-SAAs. Some extensions are in significant deficit (i.e. LO3-12 - \$378,573) and others have healthy positive balances (i.e. LO1-78 + \$161,913).

Attached to this report are maps showing the extension configuration in each of the lighting districts; see attachment A. Note the overlaps by the three SAAs and the lack of geographic cohesiveness.

Below is an overview of what these maps illustrate.

L01			
Extensions	Fund Balance per Extension as of 2/13/2015	Description	Council District
13	\$(38,273)	<u>Yale/Harvard Area</u> – Harvard and Princeton Avenues between 1300 East and 1500 East.	6
16	\$(121,090)	<u>Yale/Harvard Area</u> – Military Drive, Yalecrest, Herbert, and Yale Avenues between 1500 East and 1900 East.	6
17	\$(20,704)		
30	\$(6,374)		
49	\$32,198	<u>Downtown</u> – Downtown between 200 South to 400 South on West Temple with a spur on 400 South from roughly 150 West to 250 West. Also on 200 South from West Temple to State Street.	4
62	\$15,512		
63	\$19,831		
64	\$(12,127)		
65	\$22,622		
61	\$61,787	<u>Gateway</u> – 400 South to North Temple and a spur on 200 South from 400 West to Rio Grande.	4
78	\$161,179		
Net	\$114,563		
L02			
Extensions	Fund Balance per Extension as of 2/13/2015	Description	Council District
2	\$(16,099)	<u>Main Street</u> – 500 South to South Temple. State Street from 400 South to South Temple. Very small spurs on 400 South and 200 South.	4
7	\$79,367		
8	\$110,519		
46	\$8,761		
6	\$(140,986)	<u>Rose Park</u> – Rose Park from 600 North to Rose Park Golf Course and I-15 to Jordan River.	1
51	\$(45,619)	<u>Skyline Drive</u> – Area around Skyline Drive from Beacon Drive on the north to Blaine Avenue on the south and Wasatch Drive on the west and Comanche Drive on the east.	6
53	\$36,007	<u>Yale/Harvard Area</u> – Princeton Avenue between 1800 East and 1900 East.	6
55	\$82,189	<u>2100 S Industrial</u> – 2100 South as south boundary and 800 South on north boundary. 3730 West as west boundary and 3480 West as east boundary.	2
74	\$3,908	<u>Bonneview/Princeton</u> – Bonneview Drive from 1500 East to Michigan and Princeton from 1800 East to 1900 East.	6
72	\$126,913	<u>Triad Center/Energy Solutions</u> – Blocks of 300 and 400 West up to North Temple. 300 West from South Temple to 100 S.	3, 4
73	\$39,967		
Net	\$284,927		

L03

Extensions	Fund Balance per Extension as of 2/13/2015	Description	Council District
5	\$10,636	<u>Downtown</u> – These extensions along with other districts create a downtown patchwork. Specific descriptions are difficult. Ranges from 400 South to South Temple and 400 West to 200 East, but does not include all this area. Other areas are covered in other districts.	3, 4
9	\$19,147		
10	\$64,001		
11	\$37,702		
40	\$19,242		
42	\$60,859		
47	\$53,155		
50	\$33,278		
67	\$10,113		
70	\$3,003		
69	\$33,154		
12	\$(378,573)	<u>Federal Heights</u> – Including Arlington Drive, Fairfax Road and Circle Way	3
19	\$16,244	<u>Main Street</u> – Main Street from 900 to 1000 South.	5
20	\$(10,091)	<u>Yale/Harvard Area</u> – Roughly 1200 to 1300 South just above 1300 East	6
22	\$(3,183)	<u>Yale/Harvard Area</u> – 1800 East to 2000 East on Yalecrest and Herbert Avenues.	6
24	\$(66,017)		
23	\$(124,083)	<u>Sugarhouse Business District</u> – from 700 East to 1300 East on 2100 South and on Highland Drive near Hollywood to I-80.	7
38	\$(28,887)	<u>Skyline Drive</u> – Skyline Drive between Foothill and Wasatch Boulevard.	6
56	\$11,553	<u>Donner Way</u> – Donner Way from Kennedy Drive south. Including Chaucer Place, Dickens Place, Shakespeare Place and Thackeray Place.	6
80	\$50,403	<u>Capitol Park</u> – 12th to 13th Ave and from Bonneville Boulevard on the west to F Street	3
Net	\$(188,343)		

As you can see all Special Assessment Areas have extensions that are not geographically adjacent. There are areas that are geographically adjacent, but are in different assessment areas such as the Harvard/Yale area. All three Assessment Areas affect different areas of Downtown creating a confusing hodgepodge of all three assessment areas and extensions in each. See attachment B (Downtown SAA Map) for the illustration of the chaos created Downtown by having three different assessment areas there.

The most pressing problem with the status quo, is that some extensions have significant deficits that must be resolved either at the SAA or extension level. The second column in the above description table provides the current fund balance for each extension.

Issues

There are many reasons that the current status of the SAAs is problematic.

The City should take responsibility for the current situation. The SAAs and extensions should have been monitored more closely. While assessments were based on actual electrical costs and the costs to administer the SAAs, they fell short on maintenance and some extraordinary maintenance required to rebuild failing systems. Those maintenance costs should have been funded annually and have not been.

- If the problem is viewed at the SAA level, two of the three SAAs would have a positive fund balance. They could be dissolved and moved into the street lighting enterprise fund. LO3 has a negative fund balance of \$188,344; under the status quo, it could not be dissolved and moved into the surcharge system until the fund balance is brought to zero.
- The three SAAs (LO1, LO2, and LO3) were formed with little consideration for the level and nature of enhanced lighting (e.g., decorative lights with two or three heads; decorative lights with one head; or just higher density of standard city lights). Also, particularly in LO3, there are nonadjacent geographic areas that have very different demographics. All SAAs have general overlap with other SAAs and nonadjacent geographic areas. See attachments A and B.
- Because the deficits are so significant in some extensions, the administration at first proposed a 10-year amortization of the deficits. If properties are allowed 10 years to pay off the deficits, any improvements made that contributed to that deficit will have deteriorated and will likely need repair or replacement. That will create an additional deficit. It becomes a repeating cycle of deficit pay off and new deficit creation.
- SAAs require that property liens be used as a collection mechanism for forcing payment of delinquent assessments. Heirs or new owners inherit the problem often years or decades later. That is when the City actually gets paid. In the interim the delinquency is then spread to all other property owners in the extension. Using a lien as the enforcement mechanism almost encourages delinquencies. It is a very ineffective and costly collection mechanism.
- In contrast, all other properties in the City are in the Street Lighting Enterprise Fund. Significant maintenance and repairs are spread over the entire City, excluding the SAAs. In the SAAs these risks are born by a relatively small number of property owners. Maintenance projects that would be little more than a blip in the Enterprise Fund can create huge assessment increases in the SAAs. Because of this it would be beneficial to both the City and the property owners to move the extensions into the City's Street Light Enterprise Fund. There would be resistance, however, because some would prefer the slow and costly collection method of property liens over having their water turned off. Public Utilities does not automatically turn off residents/businesses water when there is a delinquency. The issue of water shut-offs for non-payment of the utility bills is a complex legal discussion. This would qualify for a Closed Session discussion if the Council is interested in more information.

- A further inequity of the current system is that the General Fund has paid roughly 25% of the costs incurred by the SAAs. Since the formation of the Street Lighting Enterprise Fund, other residents have born all costs of the lighting system. Now SAAs are subsidized by the General Fund while no other City residents enjoy this benefit.
- Washington Square, Library Square, and Pioneer Park receive enhanced lighting, but do not pay for it. There are also areas Downtown that receive enhanced lighting, are not in an SAA, pay no assessment, but receive the benefit. There are 45 block faces that have closely spaced triple-headed decorative lights that fall into this category. They should be included in the surcharge system.
- It should be noted that delinquencies contribute to the deficit and a portion of that deficit is allocated to all properties. There are currently \$147,272 in delinquencies.
- Even with the deficits that currently exist, some very real costs are not included in the budgets. They include a sinking fund (depreciation), extraordinary maintenance, and energy efficiency upgrades.
- Another consideration is that most extensions petitioned for enhanced lighting service and agreed to pay for it. Some more recently than others. Arlington agreed as recently as 2011 that they wanted the enhanced lighting and would be willing to pay for it.
- Capital project SAAs have a distinct beginning and end, while Operation and maintenance (O&M) SAAs potentially never end. Unless the City Council dissolves them, they go on forever.
- Other real problems identified by residents include:
 - New residents are being required to pay off deficits that were not paid for by previous residents who had agreed to pay the extra charge.
 - New residents never had the opportunity to protest the formation of the SAA and the assessment.
- The photographs on the following pages show the types of decorative lights in the various SAAs.

Common Residential Area Poles



Common Commercial Area Poles



Options

While there are myriad ways to look at this problem, but there are three basic options.

1. Dissolve LO1, LO2, and LO3.

Create a surcharge system in the consolidated fee schedule. Those currently in SAAs receiving enhanced service would be charged as a surcharge.

2. Dissolve LO1 and LO2; Maintain LO3.

3. Leave the SAAs as they are currently established.

Recommendations

City Responsibility

The City should take some responsibility for the current situation. The SAAs and individual extensions should have been monitored more closely, assessments were based on actual costs in terms of the electrical costs and the costs to administer the SAAs but fell short on maintenance and some extraordinary maintenance required to rebuild failing systems, and those maintenance costs should have been funded annually.

City Organizational Structure

Certainly a lack of simplicity of process and, therefore, accountability are partially responsible for the current financial dilemma. Three different departments' divisions are responsible for budgeting, billing, maintaining, and monitoring the three SAAs. Attachment C puts the information from the matrix below in a flow chart format.

This matrix developed by the three departments illustrates the current responsibilities of the three divisions.

Street Lighting Special Assessment Areas (SAAs) Post 2013 Roles	
Transportation	<ul style="list-style-type: none">• No longer part of process• Provide historical background as needed
Engineering	<ul style="list-style-type: none">• Prepares and monitors calendar of events• Calculates SAA assessments by front footage• Maintains front footage records on assessments• Set up existing SAAs for billing in the SAA database• Submits numbers to bond attorneys• Set up new SAAs in the SAA database• Maintain property owner (assessed) database and front footage allocations• Certifies assessments are correct as part of the ordinance• Coordinates the Board of Equalization Hearings
Public Utilities	<ul style="list-style-type: none">• Submit estimated power and maintenance cost to be added to the proposed budgets for each Street Lighting SAA• Works with neighborhoods on new or expanded Street Lighting SAAs and forwards data to City Engineering for creation consideration or modification of existing Street Lighting SAA• Manages the contract for maintenance of City Safety & SAA Lights• Reviews and processes electric payments to Rocky Mountain Power• Handles customer requests for maintenance

Treasurer's Office

- Submits costs for overhead and outside attorney costs to be included in the proposed budget
- Posts budget numbers to One Solution
- Submits budget numbers to Engineering for calculation of assessments
- Responsible for managing of individual SAA accounts including the billing, collection, and issuance of liens on accounts
- Handles all customer complaints dealing with SAAs

Accounting

- Generate, through recurring journal entry, interest charges or payments based on overall cost center balance
- Approves and submits all budget requests to be included in the nondepartmental budget for any General Fund share

Recommendation: To ensure strong management, accountability, and responsibility for the current SAAs they should be consolidated in fewer departments, to the extent possible under State law. This consolidation process was started when the Transportation Division was taken out of the process in 2013. Still, the current process involving three City Departments is too fragmented and no one has any real ownership.

Public Utilities is in the best position to manage the current SAAs. They are a strong management organization that is already responsible for the routine maintenance of all the lights in the current SAAs and all maintenance of lights in the Street Lighting Enterprise Fund. Public Utilities should assume the current responsibilities of Engineering. Public Utilities and Engineering agree that Public Utilities could assume those responsibilities with some training, access to databases, and additional resources. Consolidating these responsibilities in Public Utilities will reduce the fragmentation of the current process and strengthen management and accountability.

Recommendation: Consider additional resources for Public Utilities. The Mayor and City Council should support a request from Public Utilities for additional resources to manage the SAAs.

Surcharges

The Council criterion on how the surcharges are designated should probably be based on whatever designation has the most extensions aggregated so that risk could be spread over a larger number of properties while maintaining equity.

Recommendation: Request that Public Utilities return to the Council within a month with a recommendation on the criterion to be used in establishing surcharges.

Communication with Property Owners

State statute, Chapter 11 Title 42, is very specific about the SAA responsibilities of the Treasurer. The Treasurer is responsible for billing for all SAAs. As long as SAAs exist, this fragmentation will continue. Communication could be enhanced, however, by creating a formal procedure that dictates that the Treasurer and Public Utilities Department collaborate

Recommendation: Enhance communication and collaboration. This could take the form of a quarterly meeting in addition to the three-month coordinated process already in place in preparation for billing. Both divisions already coordinate well on the development of budgets.

New Areas to include

Areas of Downtown that currently enjoy an enhanced service level should also be in the surcharge system

Recommendation: Request that the administration return with a plan to incorporate the 35 block faces downtown into a surcharge system.

Fund the private lighting program

The private lighting program is an alternate way to provide an enhanced service level for neighborhoods that request it. They currently exist all over the City. It has not been funded for three years. A minimum number of property owners must petition the City for this program. The City pays 50% of the upfront capital costs while the property owners assume responsibility for making an electrical connection to their private household electric meter. Property owners also assume 100% of the maintenance responsibilities.

Recommendation: Fund the private lighting systems. This program has the advantage of residents actually asking for the system. The cost is really minimal to both the City and residents. The City incurs no future liability. The lights are attractive and add to the ambience of neighborhoods.

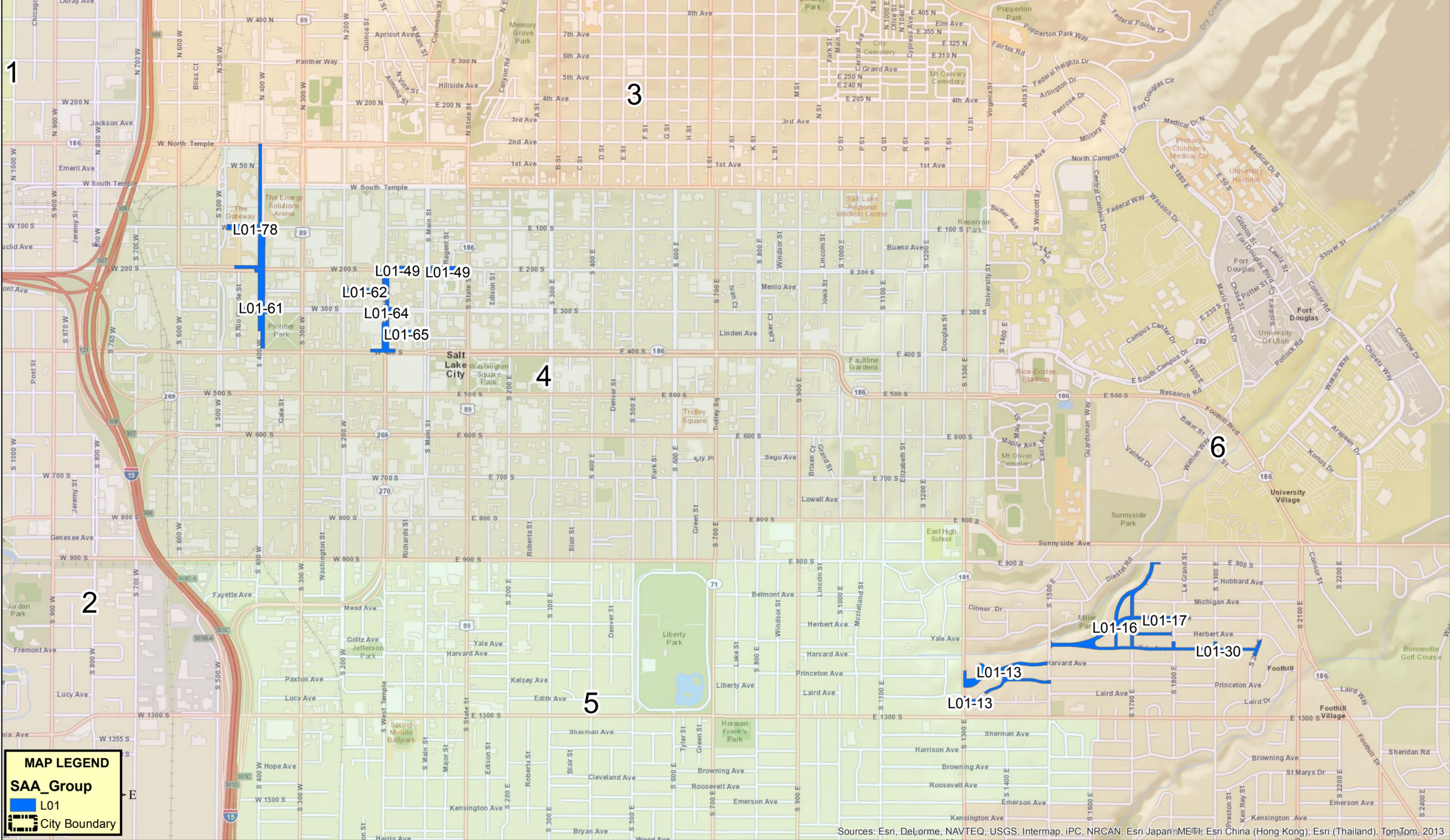
The City should consider promoting this program. The City should develop a basic contract that could be used to specifically outline the responsibilities of both the City and the residents.

Conclusion

Due to the complexity of the issues surrounding the SAAs, it is recommended that further research and consultation with the City Attorney's Office be pursued.

Consultant should return with the following deliverables.

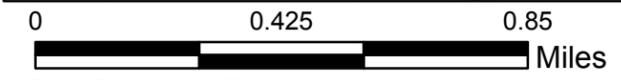
- A recommendation on resolving the negative balances.
- Options for SAA extensions moving into a surcharge system.
- Options for a public process to involve the public and increase transparency during potential changes.
- A plan for ongoing enhanced communication with residents/businesses currently in the SAAs.
- An evaluation of having the general fund pay for enhanced lighting around Pioneer Park, Washington Square and Library Square.



MAP LEGEND

SAA_Group

- L01
- City Boundary



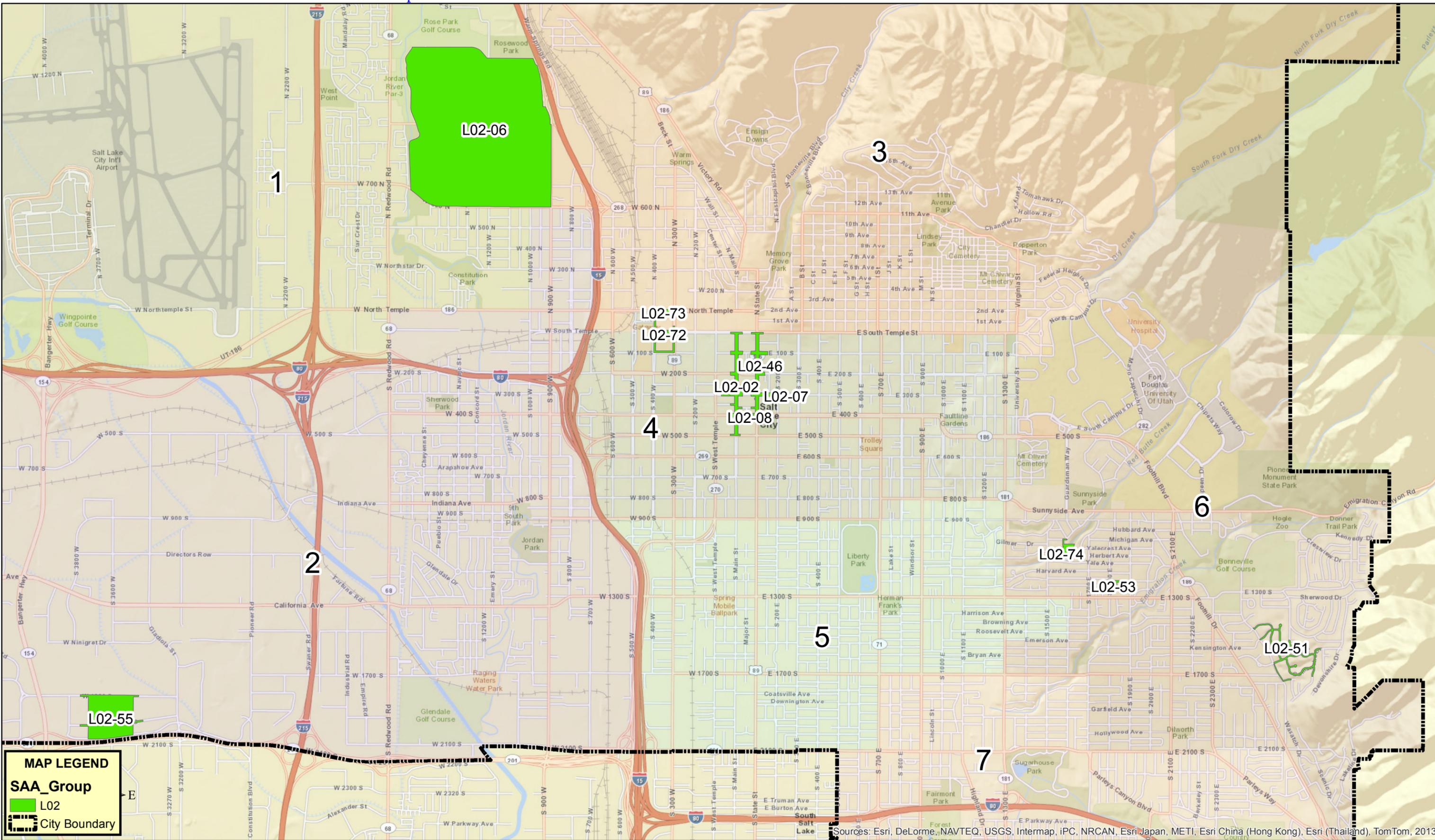
Dave Pearson Printed (8/4/2015)
 C:\Users\PD0194\Desktop\DavesMap1.mxd

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2013

Lighting Special Assessment Areas - L01

Salt Lake City
 Department of Public Utilities
 "Serving our Community, Protecting our Environment"

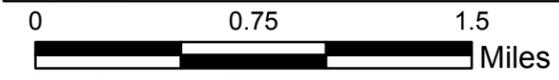




MAP LEGEND

SAA_Group

- L02
- City Boundary



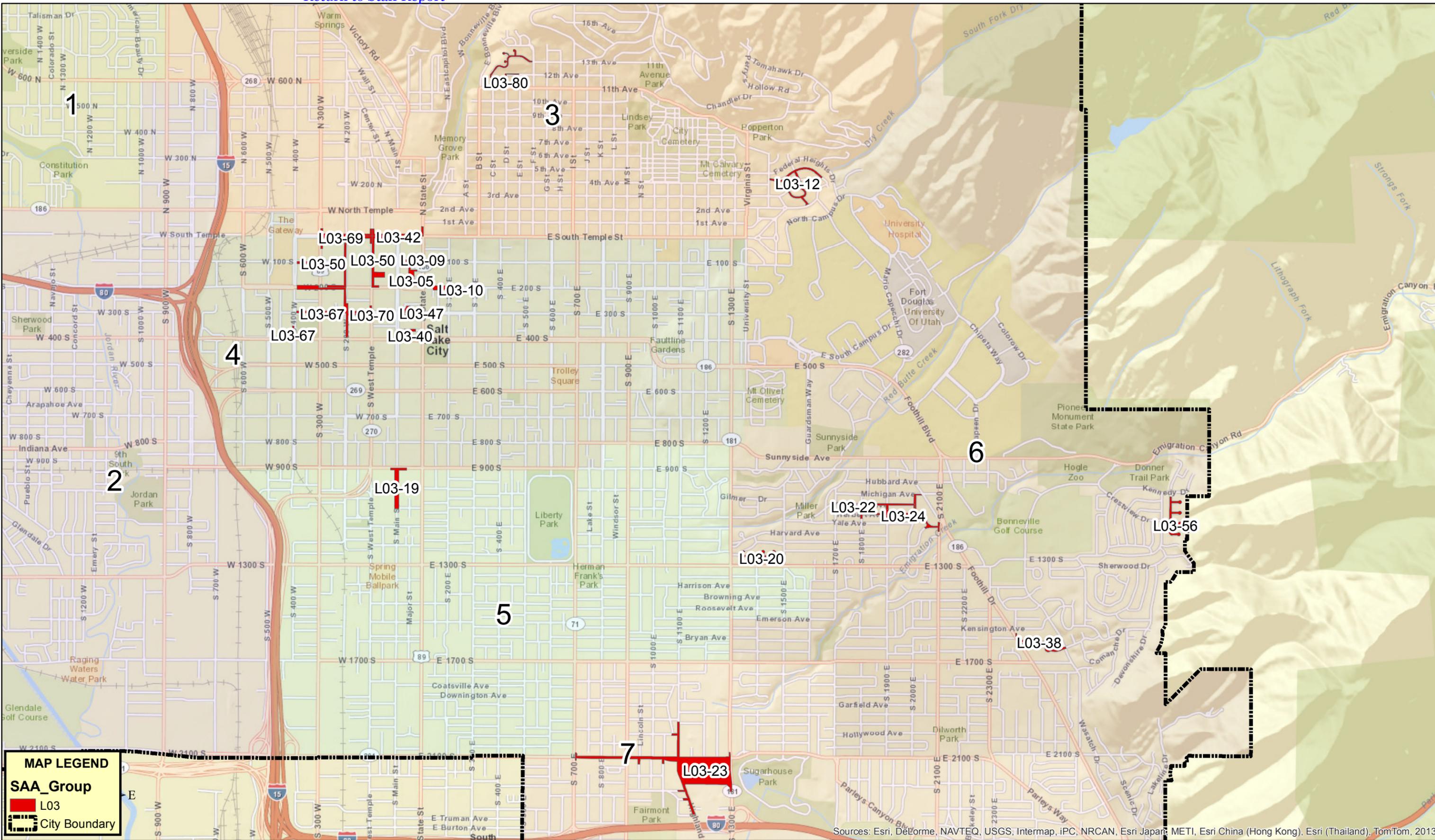
Dave Pearson Printed (8/4/2015)
 C:\Users\PD0194\Desktop\DavesMap1.mxd

Lighting Special Assessment Areas - L02

Salt Lake City
 Department of Public Utilities
 "Serving our Community, Protecting our Environment"

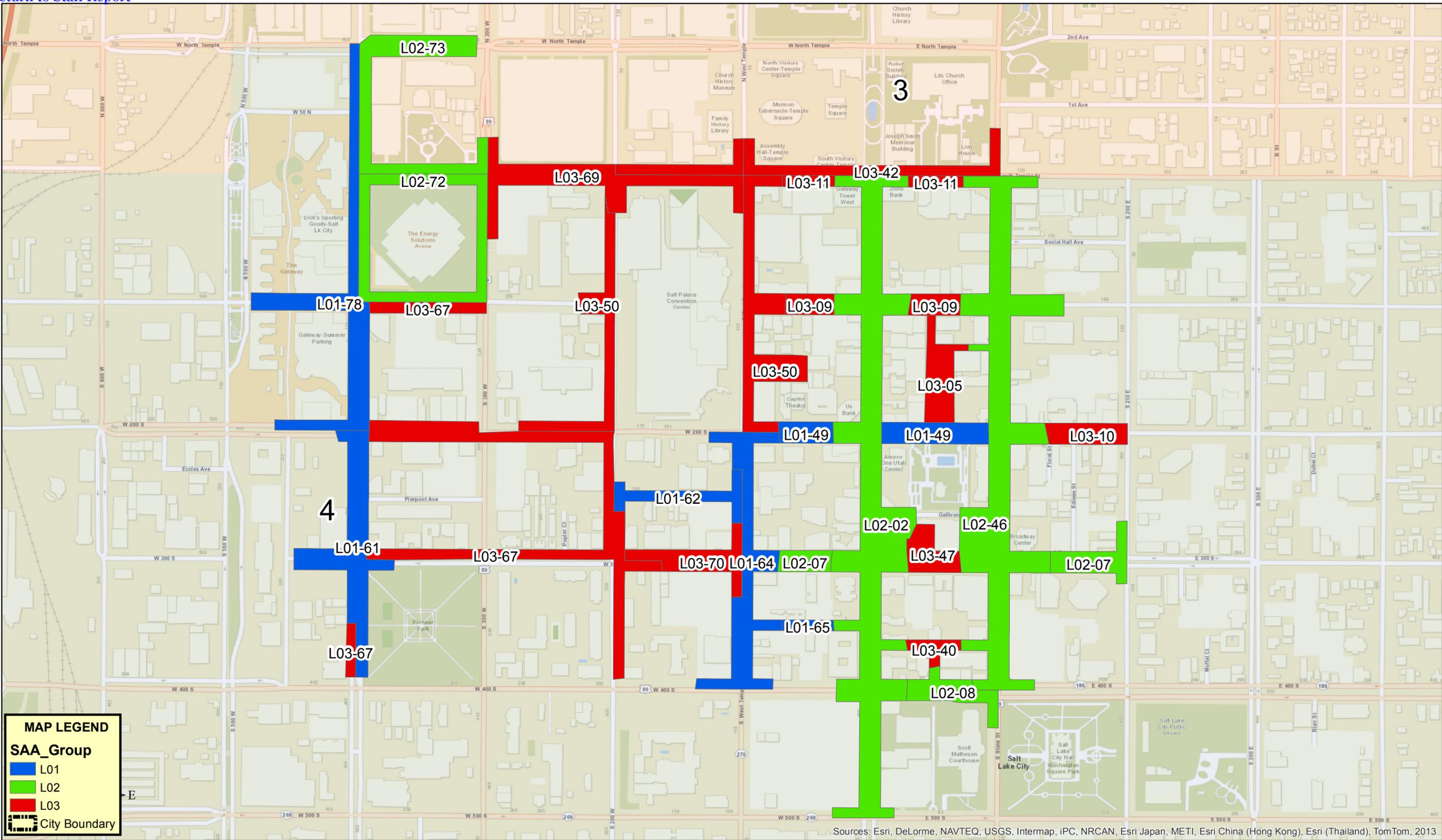


Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, 2013



Lighting Special Assessment Areas - L03





0 0.125 0.25 Miles

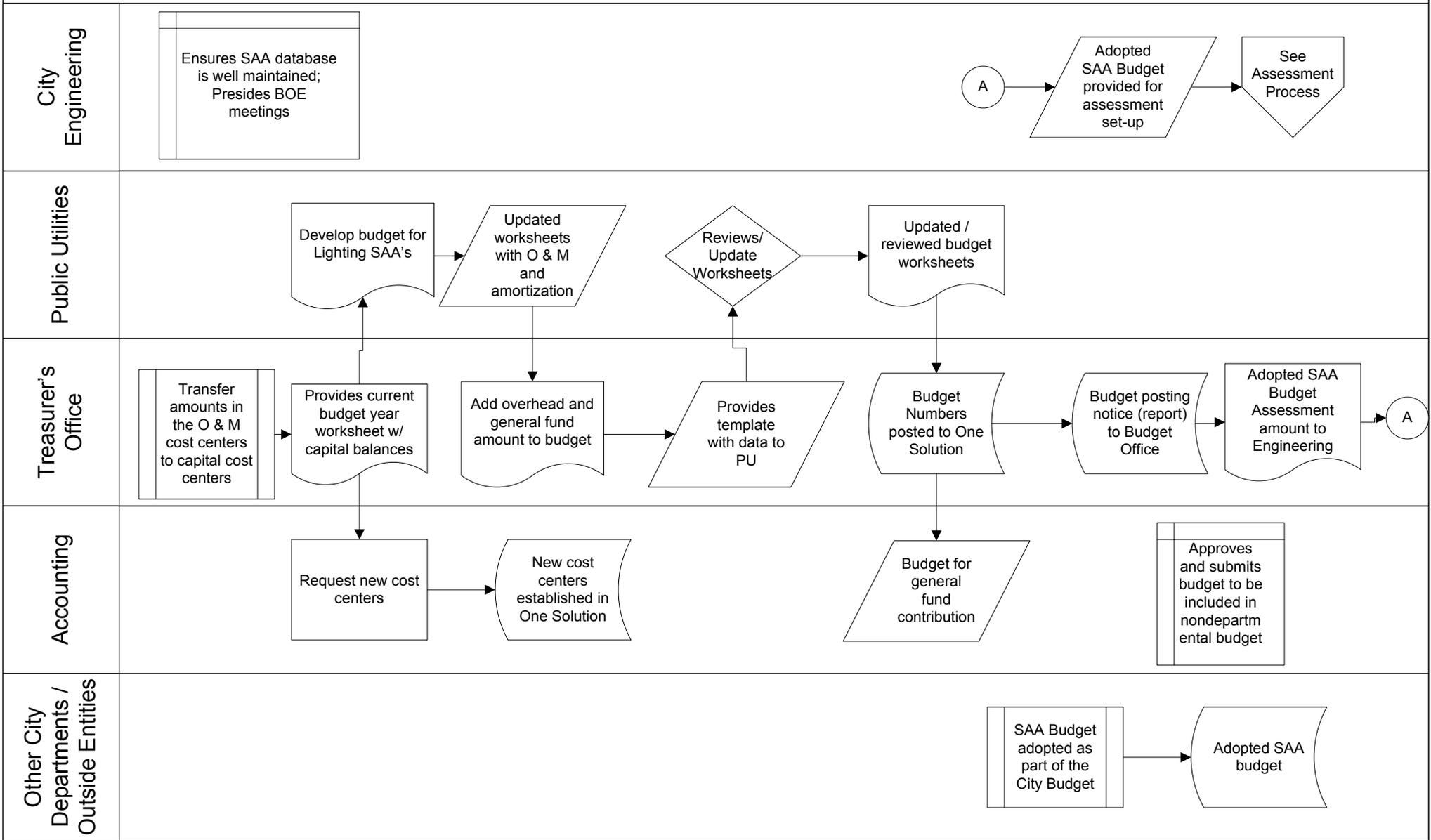
Dave Pearson Printed (8/4/2015)
 C:\Users\PD0194\Desktop\DavesMap1.mxd

Downtown Lighting Special Assessment Areas

Salt Lake City
 Department of Public Utilities
 "Serving our Community, Protecting our Environment"



Post 2013 SAA Lighting Districts Process – Budgeting



SAA Post 2013 – Annual Assessment Process – Lighting Districts

