PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
MAY 31, 2012

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will hold its regularly scheduled meeting at the Marsac Municipal Building, City Council Chambers, 445 Marsac Avenue, Park City, Utah for the purposes and at the times as described below on Thursday, May 31, 2012.

Closed Session
2:30 p.m. Property and litigation

Work Session

4:00 p.m.	Council questions/comments	
4:10 p.m.	PC MARC parking	P. 6 - 7
4:30 p.m.	Operating expenditures • Strategic Plan Team presentations Benefits • Pay Plan • URS Retirement Plan • Heath insurance	P. 8 - 71
5:50 p.m.	Break	

Regular Meeting
6:00 p.m.

I ROLL CALL

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

III PUBLIC INPUT *(Any matter of City business not scheduled on the agenda)*

IV MINUTES OF MEETING OF MAY 17, 2012 P. 72 - 92

V RESIGNATIONS AND APPOINTMENTS

Appointment of four members to the Historic Preservation Board for terms beginning July 2012 and expiring July 2015

VI NEW BUSINESS

1. Consideration of approving a Real estate Purchase Contract for property located at 1450 – 1460 Park Avenue with GreenPark Cohousing in in a form approved by the City Attorney
   (a) Public hearing
   (b) Motion to continue to June 28, 2012

2. Consideration to authorize the City Manager to execute the concession agreement with Caroline Kiley (Perks LLC) for the pool deck food and beverage concession at Park City Municipal Athletic and Recreation Center, in a form approved by the City Attorney
P. 93 - 97

3. Consideration to authorize the City Manager to execute a Construction Agreement with Whitaker Construction, Inc. for the construction of the Last Chance Waterline Replacement Phase 2 for a lump sum amount of $468,000, in a form approved by the City Attorney

P. 98 - 105

4. Consideration of a Resolution adopting the Revised Budget for Fiscal Year 2012-2013 and the Proposed Budget for Fiscal Year 2013-2014 for Park City Municipal Corporation and its related agencies

(a) Public hearing

(b) Motion to continue to June 7, 2012

VII ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4 p.m. to 9 p.m.

Posted: 05/29/12
See www.parkcity.org

Note: This future meeting schedule is TENTATIVE and subject to change.

June 2012

7 Budget – work and public hearing
Jason Davis, UDOT Region 2 Director - SR224 project (15 min)
High altitude training – study session
Post office mail box discussion
Recreation survey (1 hour – schedule close to or before 3 p.m.)
Professional service agreement with EC Company for standby generator maintenance in the amount of $___, in a form approved by the City Attorney
Master Festival License Silver Star summer concert series – Plaza Palooza
Ordinance – 573 Main Street and 564/572 Park Avenue plat amendment - FA
Community Covenant Resolution

14 Budget – work and public hearing
Emergency planning and wildfire
Sundance Film Festival Transit Automatic Vehicle Location (AVL) Use Agreement - KC
PC Heights construction agreement
PC Heights special assessment bond

21 (Regular meeting begins at 5 p.m. and limited to budget)

28 Ice Arena update
Sundance Policy – study – JW
RAB interviews
GreenPark Co-Housing Purchase Agreement
Franklin Richards/PCMC Annexation public hearing - KW

July 2012

5 **No meeting**

12 Night Sky Ordinance – study – TP
Ordinance approving the 80 Daly Avenue plat amendment located at 80 Daly Avenue, Park City, Utah – FA
Balanced Growth Study findings – work – (90 min)

19 **Dick gone**

26 Bonanza Park Plan update

August 2012

2 **No meeting – Dana gone**

9 Latino issues – study - PR

16 **Dick gone**

23

30 Business recruitment

September 2012

6

13

20

27

Pending Items:

interviews/appointments

- BOA
- Planning Commission

- Library Board
- PAAB

RDA Strategic Plan
Resolution establishing a strategic plan for City-owned property with development potential in Park City, Utah and repealing and replacing Resolution No. 22-05 in its entirety

Study sessions:
Rocky Mountain Power substation

Budget Calendar

May 3

Work Session

Presentation of the Tentative Budget
- Budget Overview & Timeline
- Update of Financial Impact Report (FIAR)

Revenue/Expenditure Summary

Regular Meeting

Public Hearing on the Tentative Budget

May 17

Work Session

CIP Budgets
- CIP Alternative Matrix
- OTIS Update
- Downtown Projects

Revenue & Taxation Policy

Regular Meeting

Public Hearing on the Tentative Budget

May 24

Work Session

Continuation of CIP Budgets

Open space easements and endowments

Operating Expenditures
- Strategic Plan Team Presentations

Regular Meeting

Public Hearing on the Tentative Budget

May 31

Work Session

Operating Expenditures
- Strategic Plan Team Presentations

Benefits
- Pay plan
- URS-Retirement
- Health Insurance

Regular Meeting

Public Hearing on the Tentative Budget

June 7

Work Session

Personnel Policies and Procedures (P&P) Manual

Fee Changes
- Administrative Interfund Transfers
- Special Event Fees
- Other Fees

City Fee Resolution

Council Compensation

Budget Policies

Outstanding Budget Issues

Adopt CEMP update by resolution

Regular Meeting

Adoption of the Personnel P&P Manuel by Resolution

Public Hearing on the Tentative Budget

Adoption of the Tentative Budget

Public Hearing on the City Fee Schedule

Adoption of the City Fee Schedule by Resolution

Public Hearing on Council Compensation

Adoption of Council Compensation Resolution

Adopt CEMP update by resolution

June 14

Work Session

Outstanding Budget Issues (if necessary)

Regular Meeting

Public Hearing on the Final Budget

June 21

Work Session

Presentation of the Final Budget

Outstanding Budget Issues

Regular Meeting

Public Hearing on the Final Budget

Adoption of the Final Budget by Resolution

Redevelopment Agency Meeting

Public Hearing on the RDA Budgets

Adoption of the RDA Budgets by Resolution

Municipal Building Authority Meeting

Public Hearing on the MBA Budget

Adoption of the MBA Budget by Resolution

*** Schedules and topics subject to change**

City Council Staff Report

Author:	**Ken Fisher, Recreation Manager**
	Tyler Poulson, Sustainability
Subject:	**PC MARC Parking**
Date:	**May 31, 2012**
Type of Item:	**Informational**

Summary Recommendations:
City Council should direct staff on the amount of priority parking for carpools and fuel efficient vehicles at the PC MARC. Staff is recommending that all existing parking signs remain.

Background:
Council recently received public input from a concerned citizen about the fuel efficient and carpool parking spots at the PC MARC. There are currently eight spots allocated for fuel efficient vehicles and eight separate spots for patrons that carpool to the facility. These spots were installed consistent with the Park City Green High Performance Building Policy and the LEED Certified guidelines when constructing new facilities.

After receiving a Manager's Report on the topic on May 17th, City Council directed staff to return during Work Session for a more thorough discussion of this item. Staff is seeking direction from Council regarding the number of signs and type of priority parking at the PC MARC.

Analysis:
As part of the LEED Certified guidelines, LEED 2009 credit SS 4.3 requires that facilities provide preferred parking for 5% of low emitting and fuel efficient vehicles. The PC MARC has a total of 148 spots, so 5% equals 7.4 stalls. Staff rounded up and provided eight preferred parking stalls for fuel efficient vehicles in order to receive the equivalent of three LEED points. In order to meet the LEED Certified Standards for the PC MARC these spots must remain or the PC MARC will drop below the LEED Certified Level as designed and constructed.

Regarding the eight carpool stalls, LEED Credit SS 4.4 has two options for compliance:

1. Make sure that facilities do not have more than the minimum amount of parking required by zoning or no additional parking spots are added.

2. Provide 5% carpool stalls (this option was used in construction of the PC MARC)

If the carpool stalls are removed, the PC MARC would still remain in compliance as no additional parking was added during the reconstruction project. In fact, there are seven fewer parking spots than when the facility was the Racquet Club. However, the carpool signs add to the overall sustainability of the facility and send a signal that carpooling is a preferred method of transportation. This message is supportive of numerous objectives in the Council-adopted Environmental Sustainability Plan for Park City[1]:

- Objective 1.2: Reduce Park City's community CO_2 emissions
- Objective 2.1: Develop internal municipal policies that encourage conservation
- Objective 4.0: Reduce community-wide energy consumption and reduce community-wide energy costs
- Objective 4.2: Maintain air quality at current levels

PC MARC staff place a reminder notice on vehicles that violate the fuel efficient vehicle designated parking. Enforcement of the carpool stalls is more challenging and staff must rely on an honor system by patrons. There is ample parking a short walk away for patrons without a fuel efficient vehicle who didn't carpool to the facility.

Department Review & Input Received From: Recreation & Library Department, Legal Department, Sustainability, City Manager

Alternatives:
A. Approve the Request (STAFF RECOMMENDATION): Council could choose to leave the designated parking stalls at the PC MARC as currently configured.

C. Modify the Request: Council may reduce or increase the number of designated spots at the PC MARC or ask staff to remove certain stalls (e.g., carpooling).

D. Continue the Item: Council may continue the discussion at a later date.

E. Do Nothing: The currently designated parking stalls would remain as currently configured.

Significant Impacts: By keeping the designated parking spots at the PC MARC, Council sends a message to the community that fuel efficient vehicles and carpooling are preferable activities over single occupancy and lower MPG vehicles. Even with the fuel efficient and carpool designated parking, there is sufficient additional parking for all vehicles a short walk away in the same parking lot at PC MARC.

Consequences of not taking the Recommended Action: Council may reduce or eliminate the carpool spots and still maintain the current LEED score. If Council also removes the designated high efficiency spots this would eliminate a necessary LEED credit for the facility.

Recommendation:
City Council should direct staff on the amount of priority parking for carpools and fuel efficient vehicles at the PC MARC. Staff is recommending that all existing signs remain.

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[1] Link to Park City's Environmental Sustainability Plan: http://www.parkcity.org/index.aspx?page=244

City Council Staff Report

Subject: City Manager's Recommended Budget
Authors: Jed Briggs, Brooke Moss, Tamara Lindsay
Department: Budget, Debt, & Grants
Date: May 31, 2012
Type of Item: Informational

Summary Recommendations:
Hold a public hearing on the City Manager's Recommended Budget. Provide direction concerning the BFO enhancements, reductions, and levels of service.

Topic/Description:
FY 2012 Revised Budget, FY 2013 Proposed Budget, and FY 2014 Plan

Background:
The City usually begins the budget process in February with the City Council identifying objectives for the next year during the visioning session. This year the focus of visioning was on the strategic plans which were closely tied to the 'Budgeting for Outcomes' process.

Historically, Park City has employed an incremental style of budgeting. In this format, the budget from the prior year is basically assumed to be appropriate and serves as a starting point, or base budget. Any changes, or increments, to the base budget (whether they be an addition to or subtraction from the budget) are captured in a "budget option" and described. Typically, these budget options are the focus of budget discussions in any given year.

However, this year the City has moved to a Budgeting for Outcomes (BFO) process, which is a variation of zero-based budgeting that focuses on Council priorities and objectives as the driving factor for prioritization (as opposed to the default chronological prioritization in a base-budget). BFO is a public budgeting process which seeks to imitate Request for Proposal (RFP) procedures. By creating Strategic Plans or Outcome Areas and then receiving offers from City departments (and potentially other possible service providers) decision-makers can make better-informed decisions regarding the prioritization and cost of City services and programs.

Typically, the Budget Process begins with Council Visioning, which took place in February. In the past, staff would present position papers which usually had some impending budget impacts, where Council would weigh in and give direction. A financial update of the City would be presented as well to help facilitate this process. This year, however, department staff members were organized into Biennial Strategic Plan teams. These eight teams were organized by Council goals, with Public Safety added:

- Preservation of Park City Character
- World Class, Multi-Seasonal/Resort Community
- Effective Transportation System
- Water and Natural Environment
- Recreation, Open Space, and Trails
- Regional Collaboration and Partnership
- Open and Responsive Government to the Community
- Public Safety

Every team member represented one to several services that the City provides. The teams presented to Council the ways in which their services accomplished the Desired Outcomes of each Council goal. They provided strategies to continue to achieve these Desired Outcomes as well as Core Indicators, Current Challenges, and an Action Plan. The Action Plan included potential budget enhancements for the next fiscal year. Finally, Council approved the Desired Outcomes provided by each Strategic Plan Team.

A proposal (or bid), submitted in response to a Strategic Plan or Outcome Area, describes what a service, program, or activity will do to help achieve the Desired Outcomes approved by Council in Visioning. In turn, the Strategic Plans outline what kinds of proposals that Council believes would produce their Desired Outcomes. Every BFO program (bid) details which Desired Outcome and Council goal it is attempting to accomplish as well as how to implement it. Managers took the time to also explain the scope of the service and whether they were asking to enhance it or not. The total expenditure and revenue budgeted amounts are included in the bid as well as FTEs.

Managers also explained any cost savings, innovation, or collaboration that would be able to accomplish during the next fiscal year. There was also a section on the bid that explains the consequences of funding it a lower level. And finally the bid ended with performance measures tailored specifically to that service. Performance measures were taken from the usual department performance measures, the National Citizen's Survey, or ICMA's Center for Performance Measurement. Performance measures fell under the microscope of new performance measurement contract position that revamped several of the measures and made them more meaningful. These BFO bids were compiled and taken to the Results Team.

The Results team took representatives from each of the self-managed teams in order to get a wide variety of thought and expertise from across the organization. They wore citizen hats and tried to focus their recommendations on what residents want from their government. By doing this, they were able to align Council goals and the Desired Outcomes (approved by Council during Visioning) with the services provided by the City.

It was stressed to managers to keep budget enhancements low as much as possible and if they needed to ask for an increase to look first within their existing budget. By enhancing or adding a service with the same amount of current budget the City is able to build efficiencies and make the cost of doing service more effective. In fact, it is estimated that the City slowed expenditure growth by almost $500k by either cutting operating budgets or reprioritizing operating budgets by GL code rather than asking for an enhancement from the Results Team. Now, if a department is unable to find money within their existing budget, a budget enhancement was usually requested. However, the Results Team took the time to look at every department's current budget and past expenditures, and if it looked like there was enough capacity to fund a new request out of existing resources than the Results Team made the recommendation to not increase funding. Thus total departmental BFO requests were around $950 in the General Fund and the Results Team was able to cut almost half of that, while in several cases still finding existing budget to pay for those requested service enhancements.

Ranking of Proposals by Results Teams

1. Proposals were reviewed and ranked independently by each Results Team member for the corresponding Council goal. Proposals were scored in relationship to how well they do or do not meet the criteria. Below is an example of the criteria that the Results Team used:

BFO Prioritization Rubric:

Each criteria category will get a rating on a 1-5 scale with "5" being the most supportive/effective/true Program rating.

Criteria	Weight*
1. **Vision** – Meets the vision of the current City Council/Community	**1.00**
5 points – Program has a positive and swift impact on the City/Community Vision 4 points – n/a 3 points – Program positively impacts the City/Community Vision 2 points – n/a 1 point – Program has no impact on a listed City/Community Vision	
2. **Necessity** – Program is a "need to have" verses a "nice to have"	**1.25**
5 points – "Need to Have"; Absolutely required to provide a ***CORE*** City service 4 points – n/a 3 points – Program has a positive impact towards a City service or interest with some limited frills 2 points – n/a 1 point – "Nice to Have"; Not required to keep the City running, but has some enhancement value	
3. **Efficiency and Value** – "Bang for the Buck" - Program provides highest value at the current cost estimate	**1.00**
5 points – For the current cost estimate the value is at the highest level (seems like a great deal) 4 points – For the current cost estimate the value is at a high level (seems like a good deal) 3 points – For the current cost estimate the value is at a moderate level (seems like an ok deal) 2 points – For the current cost estimate the value is at a low level (seems like a bad deal) 1 point – For the current cost estimate the value is at the lowest level (seems like a horrible deal)	
4. **Desired Outcomes** – Program provides rationale addressing the Desired Outcomes in the Biennial Strategic Plan	**1.25**
5 points – Bid includes concise justification on how it addresses the Desired Outcomes	

4 points – Bid includes good justification on how it addresses the Desired Outcomes
3 points – Bid includes average justification on how it addresses the Desired Outcomes
2 points – Bid includes some justification on how it addresses the Desired Outcomes
1 point – Bid includes bad or no justification on how it addresses the Desired Outcomes

5. **Cost Savings/Innovation/Collaboration** – Program demonstrates ability to find savings or innovate **.25**
   5 points – Major cost savings or efficiencies are gained
   4 points – Obvious cost savings or efficiencies are gained
   3 points – Some cost savings or efficiencies are gained
   2 points – Little cost savings or efficiencies are gained
   1 point – No cost savings or efficiencies are gained

6. **Effectiveness of Proposal** – Program demonstrates meaningful measures to gauge effectiveness **.75**
   5 points – Program includes meaningful and effective performance measures
   4 points – Program includes reasonable performance measures
   3 points – Program includes adequate performance measures
   2 points – Program includes below average performance measures
   1 point – Program includes bad or no performance measures

7. **Funding** – Source Availability & Competition for Funds **.50**
   5 points – Earmarked funds exist specifically for the program (such as a grant or debt)
   4 points – Program draws on flexible revenues which are specific to the Fund (such as Water, Transit, and Golf Funds) or program draws entirely on non-earmarked funds for which it has a particularly reasonable claim (Recreation, Ice, BPE fees, Admin IFTs, etc.)
   3 points – Program draws mostly on non-earmarked funds for which it has a particularly reasonable claim (Recreation, Ice, BPE fees, Admin IFTs, etc.)
   2 points – Program partially draws on non-earmarked funds for which it has a particularly reasonable claim (Recreation, Ice, BPE fees, Admin IFTs, etc.)
   1 point – Funds are not identified or funds are subject to much competition (such as the General Fund)

2. The Results Team met to compile their individual rankings and arrive at a composite score. This provided the ranking of proposals within each Council goal.

3. The Results Team identified questions or gaps in specific proposals and requested additional information from the proposal owner, including potential implications of level of service adjustments or suggesting additional collaboration.

4. Based on the additional information, the Results Team did a second round of ranking for all of the proposals using the same point system, while considering the new information, legal mandates, etc. The prioritization of the BFO programs was the start of the discussion on where to fund it—not the end. Decisions on budget enhancements or decreases were based on the scoring of each BFO program, as well as the manager's insight, established need, and availability of resources.

5. Proposing budget recommendations by staff is a completely new and unique way of budgeting. The Results Team had to make tough decision in order to fit their recommendation within the confines of the FIAR's projected expenditure increases (based off of a 10-year historical analysis of an average annual increase of Park City's expenditures), presented to Council during Visioning. Their funding level

recommendation also had to account for the Pay Plan committee recommendation, health insurance, and retirement increases, which also fell into the FIAR's allowable projected expenditure increase. The Results Team discussed their overall rankings and rationale for budget enhancements or decreases and prepared a final recommendation to the City Manager.

The Technical Team's revenue projections were used to ensure that there was enough capacity to allow for the FIAR historical expenditure trend. The Results Team operating budget recommendation fell well below the Tech Team's revenue projections in the General Fund. The balance between these two was used to pay for the CIP committee recommendation of the of the annual General Fund transfer ($3M) to the CIP fund, a one-year increase to maintain the Environmental Regulatory budget ($200k), and an ongoing transfer from the General Fund to the Water Fund ($300k) to help to pay for the cost of water services in the General Fund.

The City Manager recommendation, along with the Results Team's is what is being presented to City Council. The budget changes this year will be presented through the lens of the Biennial Strategic Plans—similar to Visioning. Each Strategic Plan Team will present their changes in the budget in response to the Desired Outcomes by Council goal. Every presentation will have a Results Team representative as well to explain the rationale for the scoring for that Outcome Area as well as BFO recommendations of funding. We are confident BFO provides us with the tools we need to build a budget that reflects our city's values and needs. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

On May 1, staff delivered the City Manager's Recommended Budget (Tentative or Proposed Budget) to City Council. A Public hearing was held on May 3 and public hearings are currently scheduled for May 17, 24, 31, June 7, 14, and 21.

On May 3 staff provided an introduction of the City Manager's Recommended Budget, Budget Overview & Timeline, and provided an update of the Financial Impact Report (FIAR). City Council was presented with an overview of the BFO process and received feedback and insight from the BFO Results Team.

On May 17 Council was presented with an overview of the CIP committee's recommendation. Also, staff made Council aware that a construction contract for the Empire Ave. street reconstruction portion of the OTIS projects would be presented to Council for approval on May 24. Council indicated that they would like to consider funding the remaining OTIS projects, Historic Park City/Main Street Projects and Stormwater Capital Improvements with an additional Resort City Sales Tax levy.

On May 24 Council was presented with an overview of the CIP committee's recommendations for the Water and Transit Funds. Council indicated that they would like to consider funding the remaining Open Space and the Historic Park City/Main Street Projects with an additional Resort City Sales Tax levy. Council was also presented with the first three Biennial Strategic Plan budget changes (Open and Responsive Government, Effective Transportation, and Preservation of Park City Character). Discussion/action is slated for these dates as follows, barring changes as needed:

May 31 –Operating Expenditures - Strategic Plan Team Presentations (Public Safety; Water & Natural Environment; Recreation, Open Space & Trails; Regional Collaboration; and World Class, Multi-Seasonal Resort Community), Benefits (pay plan, URS-Retirement, Health Insurance)

June 7 – Personnel Policies and Procedures (P&P) Manual, Fee Changes, City Fee Resolution, Council Compensation, Budget Policies, Outstanding Budget Issues, Adopt CEMP update by resolution

June 14 – Outstanding Budget Issues (If necessary)

June 16 – Presentation & Adoption of Final Budget (if no property tax increase), Adoption of Provisional Budget (if property tax will be increased)

Analysis:

Operating Budget
On May 31 the Results Team will introduce the operating budget by Strategic Plan Team to Council with a quick presentation by each of them. (Please see attachment A for all BFO changes requested and recommended.) These BFO summaries may highlight significant changes and reductions from the BFO programs. A complete catalogue of these options/reductions that were requested by departments and those recommended by the City Manager (organized by Outcome Area and high score) are included in the first half of Volume II of the Budget Document.

Total BFO Requests

All Funds Combined	FY 2013	FY 2014
Total Recommended	$882,325	$888,441
Total Non-Recommended	$587,415	$547,376
Total Requested	$1,469,740	$1,435,817

Amounts do not include technical changes, revenue offsets, capital changes, debt service, and interfund transfers.

The Operating Budget consists of Personnel, Materials, Supplies, and Services, Departmental Capital Outlay, and Contingencies for each department. The following table shows the total change to the Operating Budget from the FY 2012 Original Budget adopted by Council in June 2011.

Total Operating Budget Enhancements by Fund
(Change from FY2012 Adopted Budget)

	FY 2012 Adjusted Budget	FY 2013 Budget	FY 2014 Plan
Fund 11 General Fund	$69,015	$1,573,635	$1,605,811
Fund 12 Quinn's Recreation Complex	$3,660	$27,052	$40,262
Fund 51 Water Fund	$356,123	$1,108,815	$1,216,475
Fund 55 Golf Fund	$0	$25,339	$36,216
Fund 57 Transportation Fund	$235,000	$552,359	$628,229
Fund 62 Fleet Fund	$0	$25,872	$35,381
Fund 64 Self Insurance Fund	$0	$0	$0
Total	**$663,798**	**$3,313,071**	**$3,562,373**

Operating Increases/Decreases by Fund from the 2012 Original Budget (includes personnel, materials, supplies, services, departmental capital outlay, and contingencies)

The major increase from the FY 2012 Original Budget to the FY 2012 Adjusted Budget is found in the Water and Transit Funds. Water is converting some CIPs to operating accounts based off of accounting rules and the Transit Fund is paying for the new PC-SLC Connect Transit Service. Some of the major costs to the General Fund include technology enhancements, expanded services at the MARC, Destination Tourism, emergency management contingency funds, health insurance, retirement, and Pay Plan increases. Much of the increase in the Water Fund for FY13 and FY14 has to do with the costs associated with maintaining a new water treatment facility. All of the BFO changes are detailed in the bids found in the first half of Budget Document: Volume II.

Strategic Plan Teams (Open & Responsive Government, Effective Transportation, and Preservation of Park City Character) will present their recommended options to City Council on May 24. Since there are so many BFO programs it will be difficult to talk in-depth about all the line-item changes within each program. Thus, the Strategic Plan teams are planning to present their BFO programs in broad terms. However, if Council has specific or detailed questions about a BFO program it may be advantageous to contact the Budget Dept before the Council meeting so that we could answer the question more comprehensively. Also, the City Manager is presenting a balanced budget and if Council decides that they would like to increase funding for a BFO program, it is recommended to also suggest a cut in spending from another BFO program. The following is a summary of each team's BFO program changes:

A Note on Personnel
Personnel is accounted for using a full-time equivalent (FTE) measure, where 1 FTE indicates the equivalent of a full-time position (2,080 annual work-hours), which could be filled by multiple bodies at any given time. Generally, one Full-time Regular employee is measured as 1 FTE, whereas a Part-time Non-benefited or Seasonal employee might account for a fraction of an FTE.

Public Safety

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Inspections	Multiple Depts	144	150	**$923,645**	**$1,015,085**	$1,015,085	**$1,025,960**	$1,025,960

These increases are in anticipation of ROW construction for Park City Heights and the Movie Studio. The increase will allow staff to hire an inspection consultant to be on site to oversee the waterlines, storm systems, curb and gutter, sidewalk, retaining walls in the ROW and roadwork construction. The increase in the engineering services line item will be offset by the developer paying directly to the City for these inspection services at a rate of 6% of the total ROW construction costs.	High BFO priority; one-time (FY13, FY14), and revenue offset.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Dispatch	Communication Center (Dispatch)	137	155	**$514,229**	**$526,229**	$526,229	**$526,229**	$526,229

The communications center is staffed 24/7 with full- and part-time staff and is supervised by the communications coordinator. Dispatchers' shift schedules provide for overlapping coverage during peak call times. The Communications Center fields all types of calls for service and dispatches officers appropriately to those calls. 911 calls for Park City come in through the Summit County Sheriff's Office. Park City dispatch also serves as the back up 911 center for the Summit County Sheriff's Office and if the need were to arise could function as the 911 center for Wasatch County Sheriff's Office. In addition to being a back up 911 center, we have the ability and agreement to function as an overall communication center for both the Summit and Wasatch County Sheriff's departments. Increased cost for Spillman software maintenance contract.	Increase cost for same level of service. High BFO priority.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Code Enforcement	Building	136	157	**$203,062**	**$299,094**	**$225,772**	**$279,094**	**$205,772**

To add 1 FTE Code Enforcement Officer in order to have Code Enforcement staff cover evenings and weekends in a consistent fashion. In addition, the department is asking for to purchase a vehicle for Code Enforcement ($22k for vehicle, $4k annual maintenance, and $2,400 annual gas).	Code Enforcement Officer negotiated to part-time position, new vehicle not approved by Fleet Committee.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Emergency Communications	Community & Environment	134	159	**$62,585**	**$66,214**	$66,214	**$65,889**	$65,889

An Enhanced Level of Service will allow for a biannual preparedness campaign, enhance the level of preparedness through additional training including attendance at the annual National Information Officers Association Training, an enhanced social media campaign including community outreach and training.	High BFO score.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Fire Safety	Building	131	160	**$203,553**	**$229,980**	$229,980	**$209,980**	$209,980

To add money for the Fire Marshal and Deputy Fire Marshal for tools and equipment for fire investigations in the amount of $5,000. In addition, the department is asking to purchase a vehicle for Code Enforcement ($22k for vehicle, $4k annual maintenance, and $2,400 annual gas).	Higher score for BFO. Fleet committee recommendation.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Emergency Management	Police	131	161	**$218,511**	**$241,511**	$241,511	$174,511	$174,511

EOC Equipment Replacement increase: This is an evergreen fund that the City has been adding $8,000 to each year to replace EOC equipment that the City already owns. The City has approximately $200,000+ in such equipment that will need to be replaced over the next 25 years. The City will probably use it for the first time this year. The EOC equipment has varying life spans of 7-25 years ($8,000 x 25 years = $200,000). EOC Contingency increase: This is the other evergreen fund that was started last year and is supposed to have money added to it each year. It is used to pay for emergencies, such as the Aerie fire, Swine Flu, Flooding, etc., that are not specifically budgeted for. It is a pittance of what the City might need in a major emergency but it is a starting point. For instance the County has over $600K in their Emergency Contingency.	Citywide need, higher BFO score.

Water & Natural Environment

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Distribution and Maintenance	Water Operations	154	49	**$1,630,748**	**$1,764,265**	$1,764,265	**$1,785,341**	$1,785,341

With the startup of the new Quinn's Water Treatment Plant, Operations has developed two specialized groups: Distribution/Customer Service and Treatment/Quality/Source Management. Two operators from Distribution have moved into Treatment, and the increase in staffing is a result of backfilling those positions, one of which is an O&M technical program leader. 70% of Water Worker III; 70% of Water Worker IV; increase for materials costs, utilities, and telephone.	Scored high on BFO; high citywide need; new Water Treatment Facility.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Water Quality	Water Operations	152	50	**$1,081,677**	**$1,146,498**	$1,146,498	**$1,233,971**	$1,233,971

Operations has developed two specialized groups: Distribution/Customer Service and Treatment/Quality/Source Management. The startup of Quinn's WTP has required additional staff be dedicated to Treatment, and two operators from Distribution have moved into Treatment, one of whom is dedicated to the Quinn's Treatment Plant and Raw Water System as an O&M technical program leader. Water Worker III added in FY14; increase in training, supplies, utilities, and fuel.	Scored high on BFO; high citywide need; new Water Treatment Facility.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Service Orders	Water Operations	148	51	**$368,654**	**$412,856**	$412,856	**$413,428**	$413,428

Operations has developed two specialized groups: Distribution/Customer Service and Treatment/Quality/Source Management. The startup of Quinn's WTP has required additional staff be dedicated to Treatment, and two operators from Distribution have moved into Treatment, one of whom is dedicated to the Quinn's Treatment Plant and Raw Water System as an O&M technical program leader. 30% of Water Worker III; 30% of Water Worker IV; increase in supplies, and telephone.	Scored high on BFO; high citywide need; new Water Treatment Facility.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Water Billing	Water Billing	138	53	**$133,831**	**$140,906**	$140,906	**$140,906**	$140,906

Additional funds requested are for proposed increases in postage costs, bank fees for Credit Card payments and Debt Write off due to an increase in foreclosures.	Scored high on BFO; high citywide need; new Water Treatment Facility.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Water Billing	Water Billing	138	53	**$133,831**	**$140,906**	$140,906	**$140,906**	$140,906

Additional funds requested are for proposed increases in postage costs, bank fees for Credit Card payments and Debt Write off due to an increase in foreclosures.	Scored high on BFO; high citywide need; new Water Treatment Facility.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
ENVIRONMENTAL REGULATORY/EPA	Community & Environment	136	54	**$701,417**	**$748,962**	$748,962	$482,146	$482,146

Increase in FY13 due to contract estimates, lab testing, and UPDES monitoring. The proposed FY14 budget is a 58% reduction over the FY2012 budget. Staff is proposing to maintain the same level of service to homeowners and businesses, while expecting a reduction of expenses related to the new repository. It is staff's expectation that some resolution with the EPA and mine company will happen by July 2013. With the resolution will come a significant reduction in outside legal fees. Any new costs that would be part of a new repository would need come out of a capital account.	High BFO score. High priority.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Carbon Reduction	Community & Environment	109	59	**$165,331**	**$184,701**	**$171,701**	**$171,551**	$171,551

Additional support for implementation of a growing portfolio of carbon mitigation activities. In the near-term, this will include professional evaluation of options to increase the municipal and/or community utilization of solar energy.	High Council priority.

Recreation, Open Space & Trails

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Tennis Operations	Tennis	129	67	**$81,575**	**$92,775**	**$81,575**	**$92,775**	**$81,575**

The outdoor courts and fencing @ the PC MARC are in terrible shape and require patching each spring. In order to keep the courts somewhat respectable this needs to be done each year ($5,000). The department would also like to implement an on-line court reservation system so patrons can book courts directly without having to call the front desk ($1,200). In order to increase usage of tennis we need to expand marketing of tennis programs and events ($5000).	Not funded based upon City Rec prioritization. Recommended to fund within existing resources, if possible.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Operations	Ice Facility	126	69	**$329,585**	**$334,842**	$334,842	**$334,842**	$334,842

The slightly enhanced level of service is due to increased hours of operation.	High on BFO, cut other programs within dept to offset.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Tennis Tournaments	Tennis	123	71	**$54,950**	**$65,150**	**$54,950**	**$65,150**	**$54,950**

The Department would like to bring the number of tournaments back to preconstruction levels by adding the Men's National 40's, St. Paddy's Day Junior Tournament, Adult Doubles Tournament, and Halloween Junior Tournament.	Not funded based upon City Rec prioritization.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Parks, Turf & Athletic Fields	Multiple Depts	120	73	**$593,721**	**$610,256**	**$586,533**	**$610,256**	**$586,533**

Staff is recommending a service level increase to accommodate increased programing of fields by the Recreation Department (City and Basin), Special Events, PC Chamber Bureau and School District. Staff recommends an additional summer seasonal employee to accommodate and maintain the facility due to increased use.	Capacity to fund within existing resources. Some resources moved to McPolin Barn program.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Recreation Adult Programs	City Recreation	119	75	**$510,293**	**$561,571**	**$529,835**	**$561,571**	**$529,835**

Due to demand created by the PC MARC we need to add 7 additional group fitness classes a week. Patrons have also requested that we open the lap pool year round for lap swimming and coached workouts. The pool would be open an additional 33 hr a week over 6 months. We are looking to add a part time wellness coordinator that would work 10 hrs a week. This person would coordinate wellness events for city staff and the community as a whole. We have a unique opportunity to be a great community resource on wellness and to create great partnerships. Adult Softball demand has created a need for an additional league to be added during the summer. We have 2 staff members that are certified to teach CPR/First Aid so we would like to offer these classes to the community 3 times a year. We are proposing to remove our office asst II position and replace it with a recreation coordinator position due to a higher level of service required from the position.	Only Wellness Coordinator recommended based upon City Rec prioritization. Fund within existing resources, if possible. Confirmed subsidy analysis.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Golf Shop Programs	Golf	118	77	**$66,056**	**$69,071**	$69,071	**$69,298**	$69,298

Increase based on estimated payment to the General Fund.	Same level of service adjustment.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Retail	Ice Facility	118	78	**$20,608**	**$50,775**	$50,775	**$52,775**	$52,775

Over the past two years, figure skate sales have increased dramatically with the growth of the figure skating club and the improvement of skaters' skill level which necessitates the purchase of more expensive skates. This accounts for the majority of the proposed budget increase, which is offset by a reduction in the natural gas budget line.	Scored well on BFO, offset within dept.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Tennis Programs	Tennis	117	81	**$379,051**	**$385,051**	**$379,051**	**$385,051**	**$379,051**

Need to cover the costs of USTA dues for contract pros as this has never been budgeted ($700). The department has embraced U10 tennis and this requires specialized equipment such as nets & special balls ($2,000). The department recently was rebranded and in order to add professionalism & create the brand of PC Tennis we need to have the pro's wear logo wear while teaching ($3,300).	Based upon City Rec prioritization. Fund within existing resources, if possible.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Rec Center Operations	City Recreation	117	82	**$340,641**	**$399,438**	**$392,078**	**$399,438**	**$392,078**

Due to the amount of use at the PC MARC and increased square footage we need additional 28 hours a week to help maintain the cleanliness of the facility. Patrons have also asked for additional fitness equipment. This is necessary because of the increased usage in fitness. We are lacking in weights, benches, chin/dip captain's chair and group fitness equipment. Due to demand we would like to open the facility at 5:30 a.m. Monday thru Friday instead of 6 a.m. We would also like to have staff wear identifiable logo wear so they are easily identified by staff. This helps with the overall branding of the facility and makes employees proud of where they work. Birthday parties were approved last year and budgeted to increase in FY2013. We have added several TV's to the PC MARC which has caused an increase in our monthly Comcast bill. We also want to bring back Park City holiday event.	Based off of dept prioritization program only partially funded. Not funded: Comcast bill, increase to staffing for expanded PC MARC hours, and Red logo wear. Fund within exisiting resources, where possible. Confirmed subsidy analysis.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Recreation Youth Programs	City Recreation	116	83	$475,707	$493,444	$483,664	$493,444	$483,664

This summer is 11 weeks long versus 10 weeks resulting in the need for additional funding to provide the same level of service for summer programs and camps ($10,420). We also need to replace skateboarding safety equipment such as helmets, pads and decks ($1,300). We are also looking to add "Holiday Break" camps during Christmas, February and Spring break that will enable kids to participate in safe, healthy activities while they are out of school ($6,080).	Only extra week of summer increase recommended for funding (staffing & materials/supplies) based upon City Rec prioritization and citywide need. Confirmed subsidy analysis.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Trails (Backcountry)	Economy	109	89	$46,662	$56,055	$56,055	$56,055	$56,055

Provide better oversight of trail event management and regulation, including promoter debriefs and application and collection of associated fees. Data collection associated with three proposed goals: 1) Transportation Master Plan report card. 2) Trail use and demographic data to establish fiscal analysis of trail use and appropriate improvements. 3) Continued GIS data collection	High Council Priority in Visioning, potential revenue offset

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Marketing	City Recreation	98.3	90	$57,361	$60,361	$57,361	$60,361	$57,361

Staff would like to work more closely with the lodging community to get information about the PC MARC in lodging properties thus driving visitors to the facility ($3,000).	Scored low on BFO and dept prioritization.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Childcare	City Recreation	94.8	91	$36,519	$42,421	$36,961	$42,421	$36,961

Due to request we would like to add evening childcare hours so that parents that aren't able to use the facility during daytime hours will know have an option for the evening. This would increase the hours childcare is open by 10 hrs a week ($5,460).	Scored low on BFO.

Regional Collaboration

Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY13 REV	FY13 TOTAL REC COST	FY14 DEPT REQUEST	FY14 RT REC	FY14 REV	FY14 TOTAL COST
City Manager	132	95	$88,026	$90,332	$90,332	($3,366)	$86,966	$90,332	$90,332	($3,366)	$86,966

While the budget shows a slight increase in costs, the proposed level of service is the same as the current level of service. This will allow us to maintain the current level of legislative activities at the state and federal level.	Scored high on BFO; same level of service adjustment.

World Class, Multi-Seasonal Resort Community

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Special Events	Multiple Depts	130	26	**$1,650,621**	**$1,663,437**	**$1,660,497**	**$1,664,758**	**$1,660,498**

Increase due to paying for part of a project manager's time that works on special events. Paid for with Festival Facilitation fee revenues. Small increase requested for Transit personnel.	Scored high on BFO, high Council priority. Recommended to fund small personnel transit increase w/in existing resources.

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY14 DEPT REQUEST	FY14 RT REC
Economic and Redevelopment	Economy	125	28	**$425,786**	**$565,524**	**$550,524**	**$565,524**	**$550,524**

1) Ongoing implementation of ED St. Plan, including redevelop base area at PCMR; take proactive partnering role in redeveloping BoPa including expanded such as business recruitment & retention and financial modeling; 2) Continued implementation of Walkability, Trails & open space; 3) Proliferation of Event Calendar; Continued implementation of Capital Projects; 4) Reprioritization of Budget Dept resources.	Scored high on BFO, high Council priority. Recommended to cut $15k for studies because will be able to perform in-house with contract position.

Health Insurance Costs

In recent years, the cost of Park City's health insurance has risen dramatically between 8-15% per year. Depending on the year, the City has absorbed some of these costs, modified the health plan options to decrease coverage levels and reduce the total increase, and asked employees to pay more per month for family health insurance. These increases in costs and decreases in coverage design, while consistent with trends seen across the nation, are nonetheless alarming and indicate that a different approach to providing this benefit may need to be explored more in the future.

The City has already taken a proactive approach to maintaining benefits while keeping up with market trends. Two years ago medical benefits offerings changed from one low deductible health coverage option to two separate health plan options. The $0 deductible plan was modified to a $500 family deductible. The City also introduced a High Deductible Health Plan (HDHP) with a $3,000 annual deductible and a $10,000 per family maximum out-of-pocket spending limit along with the benefit of a Health Savings Account (HSA)—about 10% of the City's employees are on this plan. The HSA also allows for the employer and the employee to contribute a certain amount monthly into the account which can then be used for various medical expenses. The advantage with the HSA is that any amount not spent out of the account can be kept by the employee in perpetuity, and used to buffer risk from year to year. This type of plan design encourages employees to "shop" their health coverage to keep costs low.

This year the Human Resources Department negotiated renewal to the City's $500 deductible health insurance plan which mostly preserves current coverage and benefits at a budgeted cost increase just under 12%—this could have been much more. This would, with some increases to employee co-pays and a small decrease in provider network, maintain the coverage provided to employees with no additional monthly premium passed on to them, but the increase in co-pays would increase employee costs as they utilized the benefit throughout the year. The City will also continue its HDHP option.

This dual-track plan will be less expensive for the City in future years because of the HDHP option. As deductibles and health costs rise, the hope continues to be that employees will become more aware of and accountable for medical expenses. This could keep usage down, and lower usage should translate to more modest renewal rates.

Health Insurance Changes by Fund
(Change from FY2012 Adopted Budget)

	FY 2013 Budget
Fund 11 General Fund	$274,480
Fund 12 Quinn's Recreation Complex	$10,943
Fund 51 Water Fund	$30,459
Fund 55 Golf Fund	$7,405
Fund 57 Transportation Fund	$92,563
Fund 62 Fleet Services Fund	$14,591
Total	**$430,442**

Health insurance costs are part of the total cost (Total Compensation Value or TCV) that is used to compare positions in Park City with those of other municipalities as part of the pay plan process. While health increases may be high this year, the cost of this benefit is controlled by including it, and all benefits, in comparisons for pay considerations. It is important for the City to balance trying to control health costs and maintaining a good benefit, as higher health costs lead to lower salary totals. Both salary and benefits are very important to attract and retain a good City staff, and has been and will continue to be a balancing act in the future.

Retirement Expense

As with all other public employees in Utah, full-time regular Park City employees are part of the Utah Retirement System (URS) defined benefit program. The City is required by state statute to contribute a certain percentage of employee pay toward the URS pool annually.

URS was nearly fully funded and one of the healthiest pensions in the country until two years ago. The recent recession took a serious toll on the fund, and with payouts continuing as scheduled while investments lost value, the fund fell behind and is no longer fully funded. In order to remedy the situation, the state made several changes to the URS setup and increased the required contribution percentages.

During FY 2012, URS required a 13.77% contribution for general municipal employees (27.07% for sworn police officers). However, the state will begin requiring 16.04% (30.45% for sworn officers) on July 1, 2012. The budget impact for this change is detailed in the figure below.

URS Adjustments by Fund
(Change from FY2012 Adopted Budget)

FY 2013 Budget	URS
Fund 11 General Fund	$209,256
Fund 12 Quinn's Recreation Complex	$6,390
Fund 51 Water Fund	$19,742
Fund 55 Golf Fund	$4,598
Fund 57 Transportation Fund	$47,063
Fund 62 Fleet Services Fund	$8,510
Total	**$295,560**

Pay Plan

The Pay Plan Committee convened this year to evaluate compensation benchmarks for the City's budgeted positions. The Pay Plan Committee typically meets biennially to review these benchmarks and provide a recommendation for the City Manager. The Pay Plan Committee meets in the first year (on-year) of the budget biennium. This benchmarking process is done in an effort to ensure the uniform and equitable application of pay in comparison to the Utah and Colorado ski towns municipal employee market. Job positions are compared with similar positions or "benchmarks" to determine market pay for any given position. Council reviewed and decided on the metrics that determine how salaries should be set on January 6, 2011. The changes to the Pay Plan philosophy that Council agreed to are listed below:

<u>Changes Effective January 6, 2011:</u>

a) Create broader bands of pay grades with an approximate salary spread of 50% per grade
b) Decrease the amount available for salary increases from 10% annually to 5% annually
c) Increase the amount of time it takes a position to move to the top of the grade range to three years
d) Caps would be placed on the salary offered to employees at the time of hire. Salary offers for initial hires could not exceed 65% of the grade range without prior approval of the City Manager.
e) Employees meeting expectations on performance evaluations would have the ability to move to 80% of the grade range
f) Employees would have to exceed expectations in review goals and objectives and consistently demonstrate excellence in job duties and standards for two consecutive annual reviews before being allowed to move from 80% of their grade range towards the top of the range
g) Rescind the 2% increase to grade ranges contemplated in FY 2012
h) Increase the amount of pay at risk performance bonuses from 4% to 7% annually

Changes Made last year for FY 2013

i) Change from the average of the top 5 to the average of the top 7, disregarding the city in the #1 position and the #7 position.

j) Reinstate the 2% off-year increases beginning in FY 2014. This is necessary to keep the pay grades themselves relevant. It is not intended as a COLA or an inflationary component to employee pay. An alternative to this method would be to redraw the pay grades each year.

With the new parameters the Pay Plan committee made a recommendation to the City Manager on whether or not positions should move. The net result was a $413k increase across all funds in FY13, which is a little more than half of what was approved in FY11 ($744k) and FY08 (718k).

Pay Plan Changes by Fund
(Change from FY2012 Adopted Budget)

	FY 2013 Budget
Fund 11 General Fund	$237,303
Fund 12 Quinn's Recreation Complex	$0
Fund 51 Water Fund	$111,020
Fund 55 Golf Fund	$5,282
Fund 57 Transportation Fund	$60,110
Fund 62 Fleet Services Fund	$0
Total	**$413,716**

Since the initial recommendation of the pay plan committee, situations have arose which required the need to re-examine the placement of a few City positions. It was determined by the committee that some met the requirements for a change in grade. Changes are included in the totals of the table above. So, in addition to the initial proposal, it is also recommended by the committee that changes be made to the grades of the following: the Planning Director (e09 to e10) and Water Operations Team Leader (e06 to e07). It is recommended that the title of Organizational Development Manager be placed in the pay plan at an exempt grade 08. This new title would allow for development of the City's organizational development program through a possible career development plan. This program will enhance the training and development opportunities of City staff, and increase City resources to better meet the needs of the community. Also recommended is the addition of a title added to the non-exempt grade 09 of Golf & Farm Coordinator due to growing needs of management of the Farm, as well as possible changes at the Golf Course. This would also allow for possible professional development as City needs change.

Department Reorganizations

As part of the City budget process departments can request a "reorganization" of the duties and responsibilities in their department. Reorganizations must include a plan to achieve the same or greater level of quality work, as well as a cost savings for the City. As City processes and requirements change throughout time, this can often be an efficient way to use resources while saving the City money. New positions have been examined by the pay plan committee to ensure market integrity and/or internal equity integrity with the current Pay Plan. Three departments have recommended a reorganization of part of their functions at this time:

Human Resources: The Human Resources Department organization is currently an HR Coordinator (exempt 06) and a Benefits Technician (non-exempt 08). It is proposed that both positions be eliminated and replaced with two HR Generalists (non-exempt 09). This will produce a cost savings to the General Fund of $10,892. More technical responsibilities previously assigned to the HR Coordinator will be divided between the two Generalists, allowing staff to develop the skills they need to progress in their own careers, as well provide a much greater cross training opportunity to better meet City needs. No other changes are recommended to the HR department as part of this reorganization.

Police Records / Communications: The police department is proposing changes to the organizational structure of the Police Records Department and the Communications Division. The reason for theareorganization request of the current structure is driven by the retirement of the Records Coordinator and a look at how to better meet the needs of both divisions. The recommendation is that the Records Coordinator (non-exempt 09) position be eliminated and that those job duties be absorbed by the current Communications Supervisor, and Full and Part time dispatchers. It is recommended that some work duties be reassigned from the Communications Supervisor to the current Dispatchers also, and that an additional full time regular Dispatcher I (non-exempt 7) position as well as a part time Dispatcher I to absorb those duties. The total cost savings recommended would be $526.00. The reorg also allows for much greater flexibility in dispatch scheduling, which has been an ongoing problem.

Sustainability: Due to the promotion of the Environmental Sustainability Manager to the position of Deputy City Manager, some changes are recommended to the Sustainability function. Open Space acquisition and land management functions will be transferred to the current Trails and Open Space Manager (exempt 05) position, and a reclass is recommended for these additional assignments to an exempt grade 06. The environmental regulatory function will be assigned to the Deputy City Manager outside of the Sustainability function, so the Environmental Sustainability Manager (exempt 10) will be reduced to an exempt grade 07. Some additional responsibilities absorbed by all sustainability managers will create additional stress to department resources which can be relieved by the addition of a department intern. Total cost savings to the City would be $6,192.

Xeriscape Rebates

During Visioning 2012, Council expressed interest in a pilot program to provide incentives for xeriscaping and other drought tolerant landscapes. Staff researched similar water conservation programs being implemented across the west and gauged cost-effectiveness relative to other alternatives (e.g., the Water Check and Smart Irrigation rebates being implemented this year).

Industry studies ("Cash for Grass"- A Cost Effective Method to Conserve Landscape Water?) indicate that ET Controller rebates are much more cost effective in saving water than turf replacement. According to this study, the best measurement tool in judging whether Cash for Grass programs are an efficient method of decreasing water use is the cost per acre foot of water saved. This study compared both programs in several western cities. The average of the four grass removal studies had an estimated cost per acre foot of water saved of $899. In comparison, the six ET Controller studies had an estimated cost per acre foot of water saved of $350.

The majority of water savings achieved in the above studies was attributed to more efficient irrigation practices. The type of plant materials or irrigation system in the landscape has much less effect on water consumption than the human factor of good landscape water management. In a water conservation program established by the Irvine Ranch Water District (IRWD) there was a 50% reduction in water use on non-residential landscapes and 'most of the reductions in water use were attributable to improvements in irrigation technology and management, rather than changes in landscape composition. According to the Southern Nevada Water Authority, it is estimated that residents use 40% more water on their grass than most turf requires.

Based on the findings that efficient irrigation systems provide more water savings, staff recommends focusing first on improving the irrigation systems and irrigation management for our residents by offering free Water Checks and ET controller rebates for the 2012 irrigation season.

Water Check specialists, provided by the Weber Basin Water Conservancy District, will analyze the landscape and irrigation system to determine soil type, precipitation rate, water pressure, lawn root depth and sprinkler uniformity. Based on this information, a customized watering schedule will be developed for the customer's landscape and new technology such as 'Smart' controllers, and/or moisture sensors may be suggested.

The City will also offer rebates in the amount of $100 to customers who purchase and install Smart Irrigation Controllers from a list of approved devices. The City owns two weather stations that gather rainfall, humidity, and evapotranspiration rate data and transmit this information and the recommended inches of irrigation to the Utah Division of Water Resources website. These stations are located at the Solamere Tennis Club and in the Bald Eagle neighborhood. Customers have the option of connecting to one of these stations or using a device with on-site soil moisture or rain sensors. The cost for ET controllers range from $150 to $845 depending on the complexity and number of zones controlled. The budget for this program is $12,000 and will reach up to 120 residents. The rebates will be first come first served, but staff will target the top 100 water users to participate. Staff recommends renewing this budget on an annual basis based on the demand for rebates this season. If the demand for rebates exceeds the current budget for this season, the Weber Basin Water Conservancy District offers similar rebates to customers in Summit County.

Staff will track the water usage of each customer participating in the Smart Irrigation Controller program for the next 5 years to determine the effectiveness of the program. The goal of these conservation efforts is to raise our customer's awareness of efficiency in irrigation and encourage them to upgrade and maintain their systems and therefore reduce their consumption. These reductions in water usage would potentially delay, reduce, or eliminate the need for additional water and storage.

There are currently no funds budgeted at this time to provide for turf rebates/xeriscaping incentives in the 2012 season, however if Council would like to proceed with turf rebates for the 2013 season, it is staff's recommendation to require a water check and an ET controller managed irrigation system prior to such a rebate being granted. Another requirement would be that the turf cannot be replaced within five years.

Department Review:
This report has been reviewed by the Budget, Debt, and Grants and City Manager departments. Each department team has reviewed their own operating expenditures section

Alternatives:

A. Approve:
Staff recommends that Council hold a public hearing regarding the Proposed Budget and provide direction on BFO operating changes.

B. Deny:
State statute requires at least one public hearing before the adoption of a Tentative Budget. The City has traditionally held a public hearing accompanying each discussion of the budget. If Council decides to forgo a public hearing at this time, another must be held before adoption of the Tentative Budget.

C. Modify:

D. Continue the Item:
This has the same effect as Alternative B.

E. Do Nothing:
This also has the same effect as Alternative B.

Significant Impacts:
This public hearing would satisfy the requirements of state statute to hold a public hearing before the adoption of a tentative budget.

Consequences of not taking the recommended action:
If Council decides to forgo a public hearing at this time, another must be held before adoption of the Tentative Budget.

Recommendation:
Hold a public hearing on the City Manager's Recommended Budget. Provide direction concerning the BFO operating increases, reductions, and levels of service. Provide direction on CIP Follow-up and Revenue & Taxation Policy.

Attachments:

Attachment A – Biennial Strategic Plans with BFO Summaries
Attachment B – Pay Plan
Attachment C – Departmental Reorganization Memos

PUBLIC SAFETY

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY13 REV	FY13 TOTAL REC COST	FY14 DEPT REQUEST	FY14 RT REC	FY14 REV	FY14 TOTAL COST
Inspections	Multiple Depts	143.75	150	**$923,645**	**$1,015,085**	$1,015,085	($813,416)	$201,670	**$1,025,960**	$1,025,960	($999,651)	$26,309
Prosecution	Legal	142	152	**$184,012**	$184,011	$184,011	($74,517)	$109,494	$184,011	$184,011	($75,017)	$108,994
Patrol Operations	Police	140.75	153	**$1,688,408**	$1,688,177	$1,688,177	$0	$1,688,177	$1,688,176	$1,688,176	$0	$1,688,176
State Liquor Enforcement	State Liquor Enforcement	137.75	154	**$60,065**	$60,065	$60,065	($561,571)	-$501,506	$60,065	$60,065	($561,571)	-$501,506
Dispatch	Communication Center (Dispatch)	136.5	155	**$514,229**	**$526,229**	$526,229	$0	$526,229	**$526,229**	$526,229	$0	$526,229
Code Enforcement	Building	135.75	157	**$203,062**	**$299,094**	**$225,772**	($86,380)	$139,392	**$279,094**	**$205,772**	($105,780)	$99,992
Business Licenses	Finance	135.75	156	**$93,246**	$93,246	$93,246	($72,626)	$20,620	**$93,343**	$93,343	($72,626)	$20,718
Traffic Enforcement	Police	134.5	158	**$774,631**	$774,631	$774,631	($52,500)	$722,131	$774,631	$774,631	($53,000)	$721,631
Emergency Communications	Community & Environment	133.75	159	**$62,585**	**$66,214**	$66,214	($14,129)	$52,086	**$65,889**	$65,889	($14,129)	$51,761
Fire Safety	Building	131.25	160	**$203,553**	**$229,980**	$229,980	($56,450)	$173,530	**$209,980**	$209,980	($72,430)	$137,550
Emergency Management	Police	131	161	**$218,511**	**$241,511**	$241,511	$0	$241,511	$174,511	$174,511	$0	$174,511
Youth Services Officer	Police	119.5	162	**$150,831**	$150,831	$150,831	$0	$150,831	$150,831	$150,831	$0	$150,831
DARE/Drug Education	Drug Education	116.75	164	**$23,021**	$23,021	$23,021	$0	$23,021	$23,021	$23,021	$0	$23,021
Community Support	Police	114.25	165	**$412,177**	$411,981	$411,981	$0	$411,981	$411,981	$411,981	$0	$411,981
Technical Adjustment.11.PS				**-$135,006**	**$61,114**	$61,114	$0	$61,114	**$437,228**	$437,228	$0	$437,228
				$5,376,970	$5,825,191	$5,751,869	($1,731,589)	$4,020,280	$6,104,952	$6,031,630	($1,954,204)	$4,077,426

Key

PROGRAM	Name of BFO Program
Department	Department Name
SCORE	Results Team Score
FY12 BASE	**FT12 Budget**
FY13 DEPT REQUEST	FY13 Department BFORequest
FY13 RT REC	Results Team Recommendation
FY13 REV	**FY13 Revenue for BFO Program**
FY13 TOTAL REC COST	FY13 RT Rec less FY 13 Rev
FY14 DEPT REQUEST	FY14 Department BFORequest
FY14 RT REC	Results Team Recommendation
FY14 REV	**FY13 Revenue for BFO Program**
FY14 TOTAL COST	FY14 RT Rec less FY 14 Rev

1. Amounts do not include debt or CIPs, which may be different than the BFO program summaries in Volume II of the Budget Document.
2. Direct revenues for each program are all that are shown in this table. Revenues for each bid do not include property and sales tax or any other non-direct revenue in the General Fund. Every program is currently funded based on the Results Team recommendation.
3. Direct revenues: Program draws on revenues which are specific to the Fund (such as Water, Transit, and Golf Funds) or program draws on non-earmarked funds for which it has a particularly reasonable claim (Recreation, Ice, BPE fees, Admin IFTs, etc.)
4. Technical Adjustments: Vacancy Factor (Difference betweeen budget and actual); Health Insurance, Retirement (URS), and Pay Plan adjustments.

PUBLIC SAFETY

We strive to involve the community in the prevention/detection of criminal activity, the protection of life and property and the enhancement of our community's quality of life.

Desired Outcomes

We want a safe community with a police department that is effectively prepared for public safety emergencies. To accomplish these goals, we have identified the following desired outcomes to inform residents & visitors:

- Preparedness: actions that they can take to keep themselves and their families safe.
- Prevention: how to prevent or reduce crime and maintain quality of life
- Education: delivery of public safety services, prevention of crime and build mutually beneficial relationships
- Response: deployment of resources efficiently & effectively

Key Strategies

The following strategies have been identified as critical for achieving the Desired Outcomes:

- Preparedness
  - ⇒ Employee training
  - ⇒ Inter-agency cooperation
  - ⇒ Citizen & community training
- Prevention
  - ⇒ Community policing
  - ⇒ Traffic calming
- Education
  - ⇒ DARE
  - ⇒ Community awareness
- Response
  - ⇒ Criminal investigations
  - ⇒ Alcohol enforcement
  - ⇒ Code enforcement
  - ⇒ Natural or man-made disaster response
  - ⇒ Traffic engineering, education & enforcement

Community Vision

We work closely with the community to create partnerships that will address issues, solve problems and maintain our *quality of life.*

The State of Public Safety

The FBI Uniform Crime Report (UCR) indicates a downward trend in violent crime and property crime in Park City. Likewise, citizen surveys and benchmarked measures show that residents overall feel very safe in Park City. Residents rate the level of public safety services provided as excellent or good, which is similar or above ratings of other resort communities.

Core Indicators: PCPD Major Crimes Reported & Calls for Service

Color codes: tan-no change or statistically insignificant change; green-% decrease; red-% increase

MAJOR CRIME RE-	2009	2010	2011	%
Rape	5	2	2	0
Robbery	5	3	1	67%
Burglary	64	34	30	12%
Theft	394	272	314	15%
Vehicle Theft	12	18	12	33%
Assault	86	72	64	11%
Fraud	99	67	59	12%
Crime totals	1005	853	844	1.06%
Police service calls	25,336	29,762	29,239	1.76%
Safety inspections	59,618	57,137	27,300	52.22%
NIMS classes	395	477	485	1.7%

Key Survey Data for Public Safety

SERVICES BENCHMARKS	Comparison to benchmark
Police services	Similar
Crime prevention	Much above
Traffic enforcement	Similar
Code enforcement	Much above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

Service Quality Rate the quality of the following services in Park City:	Excellent	Good	Fair	Poor	Total
Police services	30%	51%	13%	6%	100%
Crime prevention	29%	53%	16%	2%	100%
Traffic enforcement	18%	43%	27%	11%	100%
Code enforcement (weeds, abandoned buildings, etc.)	12%	46%	28%	14%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	18%	47%	28%	7%	100%

Community Safety Please rate how safe or unsafe you feel from the following in Park City:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very un-safe	Total
Violent crime (e.g., rape, assault, robbery)	80%	16%	4%	0%	0%	100%
Property crimes (e.g., burglary, theft)	40%	47%	7%	5%	2%	100%

Recent Successes

Chief Carpenter elected vice president of Utah Chief's Assoc.

Sergeant Robert Lucking selected as PC Employee of the Year

Ed Clouse awarded Utah School Resource Officer of the Year

PC Emergency Manager Hugh Daniels is one of five Certified Emergency Managers (CEM) in the state of Utah and one of only 1800 worldwide.

Hugh also received the 2012 President's Award from the Utah Emergency Management Association (UEMA) for outstanding commitment and service as the UEMA Treasurer.

Completion of the Automatic Aid Agreement with Summit County, SBWRD and MRWSSD

Three Master Code Professionals in Building only 16 State wide

Electronic Submittals of plans and moving all files to electronic files

Significant reduction in crime in all categories, except theft

Savings & Efficiency

Spillman dispatch/records systems consolidation with the Summit County Sheriff's Office

Special events security costs reduced by using officers from neighboring agencies to supplement assignments rather than relying on overtime assignments for PCPD officers

EMPG grant recipient in 2011 of over $16,000 and over the last four years over $80,000

Assistance from unpaid interns in emergency management studies with emergency management projects

ICC Grant to represent Park City at ICC in Phoenix

Files scanned into electronic format

Using Smart Phones/ IPads to schedule inspections

Current Challenges

- The Park City Dispatch Center's current 911 system is outdated and will need to be fazed out in the next 12 months. We applied for and received a grant of $248,211.60 from the Utah 911 Committee for funding for the new system. However, $12,000 is not covered in the grant for the additional service line that provides 4 business phone lines and 2, 9-1-1 lines for the current & new system.
- Community outreach and encouragement for citizens and businesses to adequately prepare
- Funding for City building security projects
- Timely customer service with changing demand for services (inspections & enforcement)
- Resources for Fire Investigations
- 15% increase in the crime of theft last year

Action Plans

Industry Trends

- Maintaining and supporting professional emergency managers at the local level

New Opportunities

- Continue to integrate information technology in all areas of public safety
- 2013-2014 Operating Plan

    Maintain and expand as able current our Comprehensive Emergency Management Plan

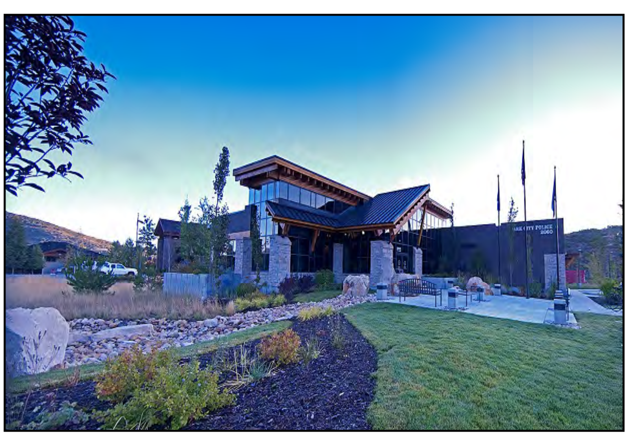
- 2013-2014 Capital Plan

    Begin a funding plan for acquiring a Mobile Command Post (MCP)

    Funding recommended for City building security recommendations

- 2013-2014 Targets for Action

    Specific team training for distinct Emergency Support Functions (ESF



- Long-Term Action Plan

    Continue with implementation of all long-range strategic plans

    Implementation of theft reduction & crime efforts

RECREATION, OPEN SPACE, AND TRAILS

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY13 REV	FY13 TOTAL REC COST	FY14 DEPT REQUEST	FY14 RT REC	FY14 REV	FY14 TOTAL REC COST
Ice Adult Programs	Ice Facility	133	65	**$107,712**	$99,813	$99,813	($139,819)	-$40,006	$99,488	$99,488	($147,528)	-$48,040
Ice Youth Programs	Ice Facility	130.75	66	**$86,144**	$81,285	$81,285	($79,442)	$1,842	$81,285	$81,285	($86,924)	-$5,639
Tennis Operations	Tennis	128.5	67	**$81,575**	**$92,775**	**$81,575**	($156,050)	-$74,475	**$92,775**	**$81,575**	($157,950)	-$76,375
Golf Maintenance	Golf Maintenance	127	68	**$670,715**	$670,715	$670,715	($670,715)	$0	$670,715	$670,715	($670,715)	$0
Operations	Ice Facility	126	69	**$329,585**	**$334,842**	$334,842	($219,770)	$115,072	**$334,842**	$334,842	($228,918)	$105,924
Golf Management Operations	Golf	125.75	70	**$333,769**	$333,507	$333,507	($333,507)	$0	$331,824	$331,824	($331,824)	$0
Trash Clean-Up	Multiple Depts	123.75	72	**$93,469**	$93,469	$93,469	$0	$93,469	$93,469	$93,469	$0	$93,469
Tennis Tournaments	Tennis	122.5	71	**$54,950**	**$65,150**	**$54,950**	($148,500)	-$93,550	**$65,150**	**$54,950**	($152,500)	-$97,550
Parks, Turf & Athletic Fields	Multiple Depts	120	73	**$593,721**	**$610,256**	**$586,533**	($41,000)	$545,533	**$610,256**	**$586,533**	($42,000)	$544,533
Recreation Adult Programs	City Recreation	118.75	75	**$510,293**	**$561,571**	**$529,835**	($266,350)	$263,485	**$561,571**	**$529,835**	($269,150)	$260,685
Retail Operations	Golf	118.5	76	**$185,519**	$185,388	$185,388	($185,388)	$0	**$185,806**	$185,806	($185,806)	$0
Golf Shop Programs	Golf	118	77	**$66,056**	**$69,071**	$69,071	($69,071)	$0	**$69,298**	$69,298	($69,298)	$0
Retail	Ice Facility	117.75	78	**$20,608**	**$50,775**	$50,775	($80,353)	-$29,577	**$52,775**	$52,775	($86,413)	-$33,638
Open Space	Multiple Depts	117	79	**$67,144**	$66,400	$66,400	$0	$66,400	$66,390	$66,390	$0	$66,390
Ice Programs	Ice Facility	117	80	**$221,134**	$207,348	$207,348	($80,823)	$126,525	$208,163	$208,163	($88,063)	$120,100
Tennis Programs	Tennis	116.75	81	**$379,051**	**$385,051**	**$379,051**	($353,850)	$25,201	**$385,051**	**$379,051**	($356,250)	$22,801
Rec Center Operations	City Recreation	116.5	82	**$340,641**	**$399,438**	**$392,078**	($275,100)	$116,978	**$399,438**	**$392,078**	($276,900)	$115,178
Recreation Youth Programs	City Recreation	115.5	83	**$475,707**	**$493,444**	**$483,664**	($274,800)	$208,864	**$493,444**	**$483,664**	($281,500)	$202,164
Park Amenities & Infrastructure	Multiple Depts	115.25	84	**$120,064**	$120,064	$120,064	$0	$120,064	$120,064	$120,064	$0	$120,064
Pro Shop	Tennis	114	86	**$92,596**	$92,596	$92,596	($110,000)	-$17,404	$92,596	$92,596	($110,000)	-$17,404
Cemetery	City Recreation	110.5	87	**$130,354**	$130,347	$130,347	($11,000)	$119,347	$130,347	$130,347	($11,000)	$119,347
Flowers/Holiday Lighting/Beautification	Multiple Depts	109.75	88	**$294,717**	$294,717	$294,717	$0	$294,717	$294,717	$294,717	$0	$294,717
Trails (Backcountry)	Economy	109.25	89	**$46,662**	**$56,055**	$56,055	$0	$56,055	**$56,055**	$56,055	$0	$56,055
Marketing	City Recreation	98.25	90	**$57,361**	**$60,361**	**$57,361**	($27,650)	$29,711	**$60,361**	**$57,361**	($28,050)	$29,311
Childcare	City Recreation	94.75	91	**$36,519**	**$42,421**	**$36,961**	($27,700)	$9,261	**$42,421**	**$36,961**	($27,700)	$9,261
TRANSFER TO GOLF FUND	TRANSFER TO GOLF FUND			**$25,000**	$25,000	$25,000	$0	$25,000	$25,000	$25,000	$0	$25,000
Technical Adjustment.11.ROT				**-$69,420**	**-$5,495**	-$5,495	$0	-$5,495	**$199,113**	$199,113	$0	$199,113
Technical Adjustment.12.ROT				**-$16,244**	-$26,029	-$26,029	$0	-$26,029	**$38,797**	$38,797	$0	$38,797
Technical Adjustment.55.ROT				**$0**	**$17,976**	$17,976	$0	$17,976	**$56,277**	$56,277	$0	$56,277
				$5,335,403	**$5,608,311**	**$5,499,853**	($3,550,889)	**$1,948,964**	**$5,917,489**	**$5,809,030**	($3,608,489)	**$2,200,541**

Key

PROGRAM	Name of BFO Program
Department	Department Name
SCORE	Results Team Score
FY12 BASE	**FT12 Budget**
FY13 DEPT REQUEST	FY13 Department BFORequest
FY13 RT REC	Results Team Recommendation
FY13 REV	**FY13 Revenue for BFO Program**
FY13 TOTAL REC COST	FY13 RT Rec less FY 13 Rev
FY14 DEPT REQUEST	FY14 Department BFORequest
FY14 RT REC	Results Team Recommendation
FY14 REV	**FY13 Revenue for BFO Program**
FY14 TOTAL COST	FY14 RT Rec less FY 14 Rev

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4. Technical Adjustments: Vacancy Factor (Difference betweeen budget and actual); Health Insurance, Retirement (URS), and Pay Plan adjustments.

RECREATION, OPEN SPACE & TRAILS

Preserve the natural environment while enjoying quality and affordable recreation that supports a healthy and active lifestyle for current and future generations.

Park City Municipal Corporation recognizes the paramount importance of the City's natural environment and recreational opportunities to resident quality of life, the visitor experience, the local economy, and essentially all aspects of the community that is Park City.

The City owns and operates several recreation facilities, including a recently renovated 85,000 square foot Municipal Recreation & Athletic Center, an Sports Complex that includes an Ice Facility and multiple playing fields complex, and an 18-hole Golf Course. Additionally the City owns and maintains over 7,000 acres of Parks and Open Space as well as 15 miles of urban and hundreds of miles of backcountry trails.

The City strives to provide the highest quality recreation programs for both youth and adult residents, and to give our guests a first-class mountain town experience.

Community Vision

*The goal of Recreation, Open Space & Trails ties together various aspects of the Community Vision. Clearly, the preservation of open space is a key strategy for maintaining the **natural setting** that sets Park City apart. The availability of recreational facilities and programs help to bring the people together and preserve the **Sense of Community** and **Small Town** charm that is vital to our success. Also, the high quality of services, parks and trails are a big part of the **Exceptional Resident Benefits** enjoyed by the permanent population and are an integral part of the **World Class Skiing & Recreation** enjoyed by our visitors and second homeowners.*

Desired Outcomes

- Provide accessibility to premier recreational activities/facilities to the local community at an affordable cost.
- Preserve the Park City brand through beautification of City parks and open space preservation.
- Responsive and respectful internment services
- Effective and safe vehicle & pedestrian transportation
- Environmental Stewardship
- Preserve natural resources to promote recreational opportunities
- Healthy active community
- Develop Park City as a year round destination recreation location

Key Strategies

The following strategies have been identified as critical for achieving the Desired Outcomes:

- Open Space
  - ⇒ Acquisition, Maintenance, Preservation, and funding
- Trails
  - ⇒ Accessibility & Connectivity
  - ⇒ Plan and implement maintenance
- Recreation
  - ⇒ Conduct annual user survey
  - ⇒ Acquire appropriate equipment & staffing
  - ⇒ Exercise sound agronomic practices
  - ⇒ Annually evaluate participation levels and rate structure
  - ⇒ Continue partnerships with Snyderville Basin Recreation District

The State of Recreation, Open Space & Trails

Park City enjoys some of the finest recreation opportunities, parks, trails system, and most expansive open space in the State. Surveys and benchmarked measures show that residents and guests alike are satisfied with related municipal services and that the City's programs and services, park space, facilities, etc. are comparable to or superior to other resort communities. The quality of service in Park City is generally high, with a small handful of areas of need identified.

Recent Successes

Awards/Certification/Survey Results

- Gold Level Ride Community for IMBA
- 19 years Tree City USA recognition
- Golf Course customer service satisfaction survey resulted with 90% of areas meeting or exceeded expectations

Environmental improvements

- Expanded recycling effort on Main Street and city parks
- Retro fit to LED Holiday lighting
- Specialty Equipment Acquisitions – ice resurfacer, new hybrid mowing equipment
- Environmental input based irrigation station/ new energy efficient pump station
- Green Building Standard on PC MARC

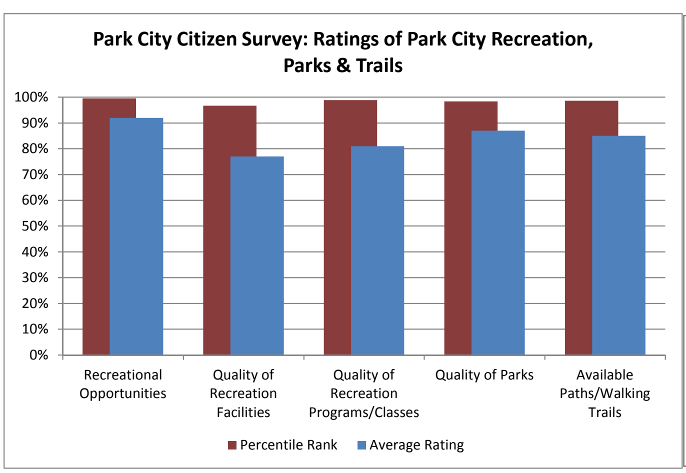
Facility/ Park improvements

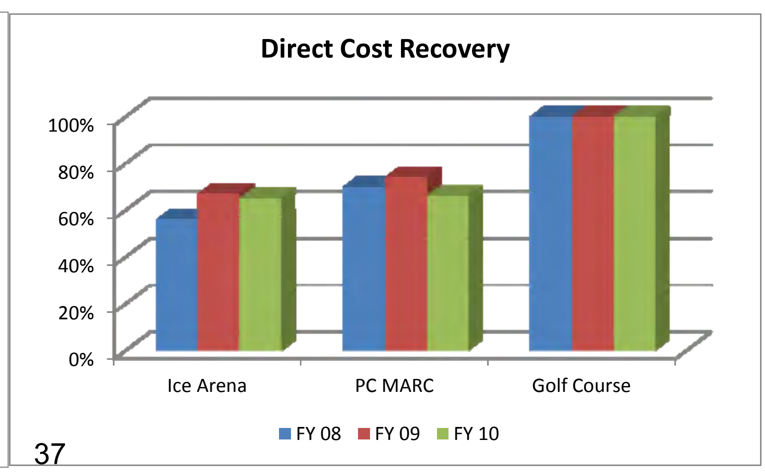
- Construction of the PC MARC
- Rebuilt Dirt Jump Park
- Osguthorpe conservation easement
- Armstrong open space acquisition

Current Challenges

- Preservation of natural resources
- Development pressures on open space and funding future acquisitions
- Maintaining aging infrastructure
- Limited space for future burials in cemetery
- Increase cost of new technologies
- Staff—staying competitive with training & compensation
- Maintaining affordability vs. true costs
- Satisfying demand for prime time usage of recreation facilities including ice, golf, fields and programs
- Trail user conflicts, overuse and dog related impacts
- Golf industry flat to negative growth rate nationally
- Requests for expanded beautification program

Core Indicators





Where Do We Go From Here?

Industry Trends

- Focus on Green initiatives & strategic plan
- Increasing safety regulations
- User specific & directional trails
- Solar powered trash compactors
- Increase in action sports
- Increase demand for bike parks
- Social media presence
- Sports specific training
- Increase in use of personal trainers
- Open Space Management Plans

Potential Level of Service Changes

- Year round aquatic programs
- Increased maintenance standards and costs
- Summit County landfills increased fees
- Increased efficiency in golf course irrigation
- Increase tennis tournaments
- Expand hours of ops at Ice Arena
- Future golf course renovations

New Opportunities

- Public/Private partnerships
- Second Ice Sheet
- Golf Learning Center
- Year round aquatics center
- County regional cemetery
- Expanded fields and parks
- Restore beautification programs
- Increase use of technology
- Conservation Easements
- Open Space purchases (2012 Open Space Bond)

Action Plan

2013-2014 Biennium

Operating Plan

- Additional Maintenance. staff for Park City Sports Complex
- Open Space Management Plan
- Increase staff to accommodate increased use of facilities
- Develop and implement community wellness program
- Inventory & Capacity plan for City cemetery
- Increase Aquatic programs to 12 months

Capital Plan

- Install high efficiency irrigation systems
- Osguthorpe acquisition
- Hard Surface of Silver Quinn Trails
- Purchase new golf cars
- Shower renovation at Ice Arena
- Concourse Repairs at Quinn's
- New trash and recycling containers
- Purchase hybrid greens mowers
- Purchase additional fitness equipment
- Construct Memorial Wall at cemetery
- Public/Private Rec Facility RFP

Long Term Action Plan

- Open Space Management Plans
- Annexation of Round Valley
- County regional cemetery
- Implement Golf Course Renovation Plan
- Develop Recreation Master Plan
- Open Space Capital Projects

Related Documents of Note:

- Ice Arena Strategic Plan

- Quinn's Junction Sports Complex

- Fields Use Plan

- Environmental Strategic Plan

- Trails Master Plan

- Recreation Needs Assessment

- Golf Strategic Plan

Points for Council Discussion

- Confirm Desired Outcomes

- Issue #1—Current recreation demand and funding future projects

  Summary—Recent recreation studies have identified current and future recreational needs to maintain current levels of service. Currently there is limited ability to build new parks, fields or trails within current budgets. A recreation master plan is needed to prioritize future needs and funding options. Partnerships with both the private and public sector may be a way to fund future projects in order to satisfy demand.

- Issue #2—Accessibility VS. Cost Recovery

  Summary—We price services to at least cover the direct costs associated with programs and aim to recover 70% of direct costs related to our operating budget. As costs to provide and maintain quality programs and facilities increases it has become more difficult to maintain affordability for all residents. As fees continue to increase there is a segment of the population that doesn't qualify for reduced rates but cannot afford our services so they just don't participate.

- Issue #3—Open Space Management Plans & Future Acquisitions

  Summary -Open Space Management Plans and Maintenance Funding Creation of a management plan for each of the 'open space' areas in Park City, current with existing agreements, bond language, deed restrictions to ensure a balance of existing resources and programming. Issues that need to be addressed may include noxious weeds, wildlife concerns, dog-related conflicts, access, infrastructure, and discuss 2012 Open Space Bond.

Recommended Actions

- Recommendation #1: Develop and implement a recreational master plan that addresses current and future needs and identifies funding options for future construction and maintenance .
- Recommendation #2: Continue to look for efficiency in operations to limit growth in expenses while maintaining high quality programs and services, survey residents to determine if price is a barrier to participation, and price services so that the appropriate cost recovery is maintained.
- Recommendation #3: Develop and fund Open Space Management plans that protect the values of each Open Space area and identifies a funding plan for future acquisitions.

REGIONAL COLLABORATION

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY13 REV	FY13 TOTAL REC COST	FY14 DEPT REQUEST	FY14 RT REC	FY14 REV	FY14 TOTAL COST
Legislative Liaison	City Manager	131.5	95	**$88,026**	**$90,332**	$90,332	($3,366)	$86,966	**$90,332**	$90,332	($3,366)	$86,966
Special Service Contracts	Special Service Contracts	125.5	96	**$450,000**	$450,000	$450,000	$0	$450,000	**$491,976**	$491,976	$0	$491,976
Business Improvement District	Business Improvement District	125.5	101	**$64,419**	$64,419	$64,419	($64,419)	$0	$64,419	$64,419	($64,419)	$0
Grant Administration	Budget, Debt, and Grants	122.75	100	**$15,067**	$9,231	$9,231	($3,918)	$5,313	$9,231	$9,231	($3,918)	$5,313
Technical Adjustment.11.RC				**-$1,971**	-$668	-$668	$0	-$668	**$4,865**	$4,865	$0	$4,865
				$615,541	**$613,314**	**$613,314**	($71,703)	**$541,611**	**$660,823**	**$660,823**	($71,703)	**$589,120**

Key

PROGRAM	Name of BFO Program
Department	Department Name
SCORE	Results Team Score
FY12 BASE	**FT12 Budget**
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4. Technical Adjustments: Vacancy Factor (Difference betweeen budget and actual); Health Insurance, Retirement (URS), and Pay Plan adjustments.

Regional Collaboration

We want a government that works together with regional partners to meet common objectives and gain efficiencies.

Park City is a unique and special place. Its natural setting, rich history, fantastic ski and summer recreation, prosperity, culture, and urban proximity make it unlike any other city in the world. Park City will survive and thrive based on our ability to navigate complex circumstances and conditions.

We will achieve our City's goals by choosing to work in a collaborative manner, as much as it is up to us, with the agencies and officials that impact our City at the regional, state, national, and international level.

We will leverage resources, employ regional strategies, initiate financial agreements, and build relationships to influence a more positive future for our residents and visitors.

Community Vision

*The goal of Regional Collaboration and Partnerships ties together various aspects of the Community Vision. We must work hard to maintain our **natural setting** with partners to avoid being urbanized completely and preserve the **Sense of Community** and **Small Town** feel that is our business niche. Protecting our community's wealth allows us to provide **Exceptional Resident Benefits** enjoyed by the permanent population and are an integral part of the **World Class Skiing & Recreation** enjoyed by our visitors and second homeowners.*

Desired Outcomes

The Community and the City Council have identified the following desired outcomes related to this Outcome Area:

- A City that other agencies invest in
- A community that is ever prepared
- A City part of a regional water network
- A City that protects its resources
- A beautiful unique mountain town
- A town that plays on the world stage
- A City respected and admired globally

Key Strategies

The following strategies have been identified as critical for achieving the Desired Outcomes:

- Leveraging Resources
  - ⇒ Mutual Aid
  - ⇒ Joint Programming
  - ⇒ Utilities (regional water supply)
- Inter-local agreements
- Regional Strategies
  - ⇒ Legislative
  - ⇒ Defending Shared Interests
  - ⇒ Transportation Planning
  - ⇒ Solid waste & recycling
- Financial Agreements
  - ⇒ Commodity Purchasing
  - ⇒ Grants
  - ⇒ Land Assets
- Building Relationships
  - ⇒ Public Relations
  - ⇒ Create Opportunities
  - ⇒ Foster Trust/Friendships
  - ⇒ Joint Ventures
  - ⇒ Global environmental leadership

The State of Regional Collaboration

The City is well positioned to take advantage of opportunities for regional collaboration, as long as our focus is broad and we are prepared to shift our focus away from our own agendas as we see opportunities unfold. The City has successfully partnered and has many accomplishments. We have defended ourselves against adverse impacts and can make a great future great future!

Core Indicators (Survey & ICMA)

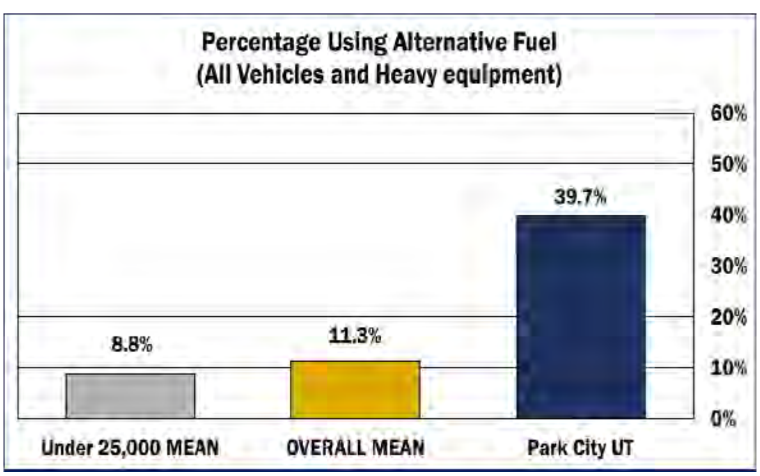
Measuring End Results—Resident's Quality of Life

97% of respondents rated the overall quality of life in Park City as "excellent" or "good."

Measuring End Results—Direction & Tax Value

70% rated the overall direction being taken by Park City as "good" or "excellent" as well as the value of services for the amount of taxes paid.

Measuring Inputs—Environmental Commitments



Recent Successes

- Mutual Aid Agreements, County / Mountain Regional
- Trail Use, Events Upgrades, w. Basin Rec.
- Grants! Over $16 Million in the last 3 years
- Open Space with County/Summit County
- No Bad State Actions to Hurt PC Taxpayers
- Salt Lake City — Park City Bus Service
- Special Services—$425,000 to non-profits
- Dispatch Improvements—$1 million grant

Current Challenges

- Retirements and changes replacing collaborative champions at other agencies
- Federal uncertainty in funding
- Continuing to invest in legislative activities and not let our guard down, being ever-vigilant
- Urbanization of Summit County
- Occasional setbacks in relations
- Over-focusing on exclusively City goals, and missing opportunities that may arise
- Competing goals & diverse needs

Where Do We Go From Here?

Industry Trends

- Skier numbers in USA are not growing
- Local government sector in decline
- State/Federal funding challenges
- Continued State involvement in cities
- County revenue/service needs issues

Potential Level of Service Changes

- Budgeting for flexibility and costs
- Mayor/Council initiatives and travel
- Regional Transit (Kamas & Heber)
- Recycle Center/Recycling/Solid Waste

New Opportunities

- Expansion of regional transit system to Wasatch County
- Ski Connect rail system (SLC-PC via Cottonwood Canyons)
- International sustainability efforts
- Greater participation in the Colorado Association of Ski Towns
- Learning from Whistler, BC, & other leaders in business & sustainability
- Soils Repository
- Future Olympic Bid

Action Plan

2013-2014 Biennium

Operating Plan

- Kamas & Heber Commuter Service
- Mayor/Council/Staff learn & lead
- Assess recycling service levels
- Tactical plan: interagency relations

Capital Plan

- Equipment for commuter services
- Recycle Center

Long Term Action Plan

- Prioritize state legislative involvement
- Advance regional, national, international relations and partnerships
- Expand regional transit connections
- Examine growth strategies, regional planning & our position in the County & metro SLC. Be ready to alter our style
- Enhance interagency relationships
- Good relationship w/federal delegation

Utah State Capitol Dome

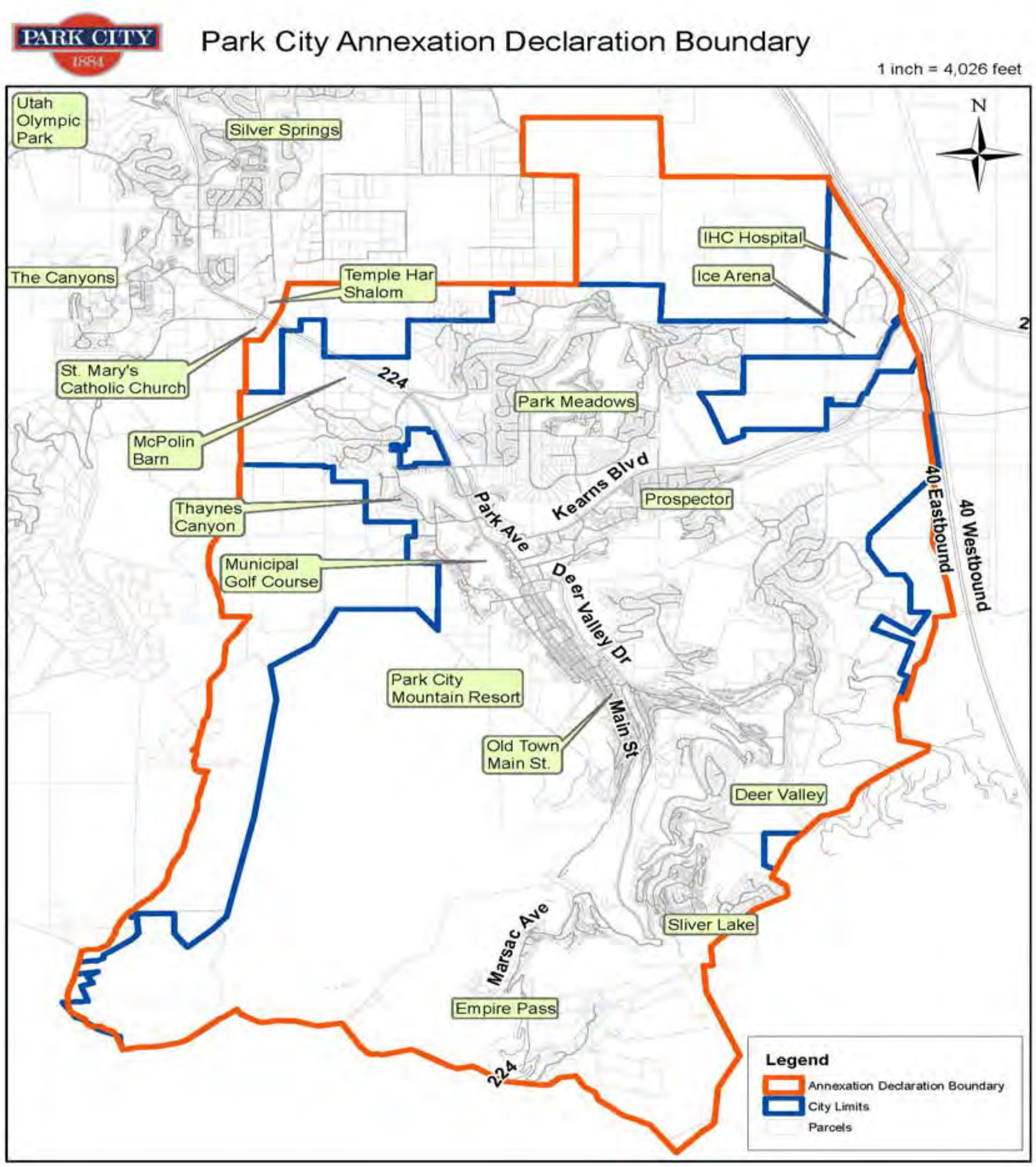
Related Documents of Note:

- *Short Range Transit Plan, 2011*
- *Mutual Aid Agreements (Emergency Management)*
- *ARRA (Recovery.gov) funding for Park City*
- *Park City 2011 results from National Citizens Survey*

Points for Council Discussion

- **Approach to Summit/Wasatch County Relations and Growth**

  As the economic recovery continues, the areas surrounding Park City could develop and urbanize in a manner that negatively impacts Park City, competing with us and putting in jeopardy our vision for sustainable and walkable redevelopment. Should the City take a more aggressive stance and start to regionally plan on a whole new level? (see map)



WATER AND NATURAL ENVIRONMENT

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY13 REV	FY13 TOTAL REC COST	FY14 DEPT REQUEST	FY14 RT REC	FY14 REV	FY14 TOTAL COST
Distribution and Maintenance	Water Operations	153.75	49	**$1,630,748**	**$1,764,265**	$1,764,265	($1,764,265)	$0	**$1,785,341**	$1,785,341	($1,785,341)	$0
Water Quality	Water Operations	152.25	50	**$1,081,677**	**$1,146,498**	$1,146,498	($1,146,498)	$0	**$1,233,971**	$1,233,971	($1,233,971)	$0
Service Orders	Water Operations	147.75	51	**$368,654**	**$412,856**	$412,856	($412,856)	$0	**$413,428**	$413,428	($413,428)	$0
Water Billing	Water Billing	138.25	53	**$133,831**	**$140,906**	$140,906	($140,906)	$0	**$140,906**	$140,906	($140,906)	$0
ENVIRONMENTAL REGULATORY/EPA	Multiple Depts	136.25	54	**$701,417**	**$748,962**	$748,962	($60,127)	$688,834	$482,146	$482,146	($60,127)	$422,018
Water Rights/Water Projects	Legal	136	56	**$91,134**	$91,134	$91,134	($90,243)	$891	$91,134	$91,134	($90,243)	$891
Project Management	Water Operations	134.75	57	**$250,668**	$250,668	$250,668	($250,668)	$0	$250,668	$250,668	($250,668)	$0
Conservation	Water Operations	124.75	58	**$87,861**	$87,861	$87,861	($87,861)	$0	$87,861	$87,861	($87,861)	$0
Carbon Reduction	Community & Environment	109	59	**$165,331**	**$184,701**	**$171,701**	$0	$171,701	**$171,551**	$171,551	$0	$171,551
Technical Adjustment.11.WNE				**-$12,585**	**-$4,094**	-$4,094	$0	-$4,094	**$30,122**	$30,122	$0	$30,122
Technical Adjustment.51.WNE				**$0**	$158,835	$158,835	$0	$158,835	$310,614	$310,614	$0	$310,614
				$4,511,321	**$4,827,849**	**$4,814,849**	($3,953,423)	**$861,426**	**$4,657,004**	**$4,657,004**	($4,062,544)	**$594,460**

Key

PROGRAM	Name of BFO Program
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WATER & NATURAL ENVIRONMENT

This goal is to develop and support actions to protect the long term health of community and natural environment and to provide a safe, clean, and reliable water supply, 24 hours a day, Today and Tomorrow...

Park City recognizes the level of trust in providing water in the necessary quantity and quality that is essential to health, public safety, recreation opportunities including world class skiing and golfing, and stream water while protecting the overall environment in which we all live.

Park City operates and maintains one of the most complicated water systems in the west which includes advanced water treatment and delivery for potable, irrigation, and snowmaking purposes. Surface water management is a critical aspect of this to protect stream water quality. Park City also faces unique challenges resulting from historic mining activities and seeks to improve the environment by mitigating those impacts.

The City is committed to providing the highest quality of service to meet the community's needs.

Community Vision

*The goals of **Water and Natural Environment** ensure adequate **water supply** through continued system maintenance and improvement to support **public health and safety** and recreational lifestyles enjoyed by residents, second homeowners and visitors from around the globe. We also strive to **improve environmental quality** by addressing past impacts while simultaneously decreasing our current and future environmental footprint. This vision supports **World Class Recreation** and quality of life on many levels.*

Desired Outcomes

The Community and the City Council have identified the following desired outcomes related to Water & Natural Environment:

- Secure Water Rights, Leases & Agreements, and Source Redundancy
- Water Quality, Customer Confidence/Service, and Conservation
- Adequate & Reliable Infrastructure & Financial Stability
- Storm Water Management
- Increased Utilization of Renewable Energy
- Reduced Municipal & Community Carbon Footprints
- Economically Feasible Soil Disposal Options

Key Strategies

The following strategies have been identified as critical for achieving the Desired Outcomes:

- Regional Partnerships
- Protect and Manage Existing Sources
- Balance Additional Source & Storage
- Enhance Water Quality Program
- Water Conservation Plan
- Water Infrastructure Master Plan
- Asset Management
- Public Involvement
- Regulatory Compliance
- Storm Water Master Plan
- Partner with Regulatory Agencies
- Securing Financing
- IT Resource Planning and Utilization

The State of Water & Natural Environment

Park City Water has secured enough water to meet demands for about the next 10—15 years and we continue to seek additional sources to meet build-out demands. Despite recent water quality challenges, the water supply is safe, reliable, and constantly improving. Financial planning continues to be a high priority as we begin to plan the next round of large infrastructure projects.

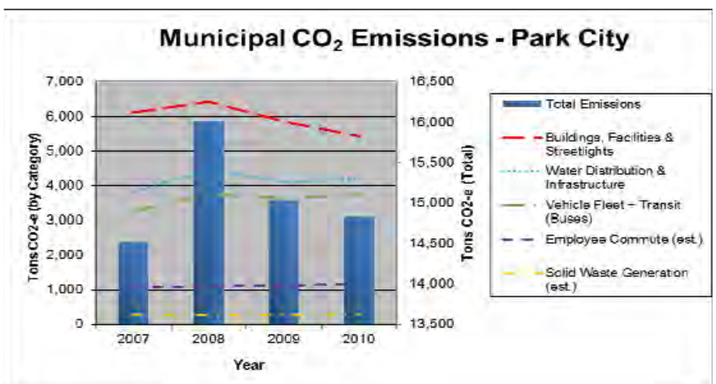
Recent Successes

- Completion of the Holiday Ranch Irrigation and Intake Structure
- Completion of AMR
- EPA Green Power Community of the Year Award in 2010
- Awarded $381,000 in energy grants
- Municipal solar projects at four building locations + eight water sites
- 29,000+ visits to ParkCityGreen.org
- Pumping efficiencies (VFD's)

Current Challenges

- Water Supply for Build Out
- UPDES Permit Compliance
- Mine Tunnel Management
- Regional Utility Collaboration
- Regional Regulatory Collaboration
- Irrigation/Snowmaking Deliveries
- Program Funding
- Water Rates
- Water Quality
- End User Engagement
- Managing Environmental Liabilities
- Keeping up with Technology
- Soil disposal limitations
- Public Outreach
- Storm Water Master Plan

Core Indicators



Utility Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Power (electric and/or gas) utility	70	6	78	Above
Sewer services	68	47	227	Above
Drinking water	42	207	226	Much below
Storm drainage	67	9	263	Much above
Recycling	71	84	249	Much above
Garbage collection	75	57	267	Above

Community Environment Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Cleanliness of Park City	80	11	150	Much above
Quality of overall natural environment in Park City	84	3	148	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	69	10	148	Much above
Air quality	81	5	185	Much above

Where Do We Go From Here?

Industry Trends

- Increasing Regulations
- Advanced Treatment & Monitoring
- Integrated Water Resources Planning
- Increased use of New Technology
- Energy Cost Inflation

Potential Level of Service Changes

- Public Information Availability
- Affordable Soil Disposal
- Improved Environmental Resources

New Opportunities

- Advanced Water Treatment Leading to Improved Water Quality
- Enhanced Monitoring
- Regional Collaboration
- Sustainable Business Program
- Climate Adaptation Planning
- Renewable Energy Financing
- Advancing Technologies
- Recycling Center Relocation
- Collaboration with JSSD
- Micro-Hydro Systems

Action Plan

2013-2014 Biennium

Operating Plan

- Quinn's Junction WTP
- McLeod Creek Intake Start up
- Sampling Plan
- Blending and Source Management Program

Capital Plan

- UPDES Related Facilities
- Pipeline Projects, Raw & Potable
- Replacement and Renewal Projects
- Soil Repository

Other Targets for Action

- Pursue Water Importation Options
- Integrated Water Solutions

Long Term Action Plan

- Integrated Drinking Water and UDPES Facilities for Compliance and Public Health
- Round Valley Reservoir
- Additional Water Procurement
- Continuous Tunnel Maintenance
- Water Conservation
- Continue to Improve Public Perception
- Monitor Regulatory Trends
- Improved Condition of the Natural Environment.
- Increased efficiency, public information, and data base management using technology
- New Soil Repository

Related Documents of Note:

- Water Conservation Plan
- Water Master Plan
- Environmental Strategic Plan
- Save Our Snow Community Action Plan
- Solid Waste Strategic Plan

Points for Council Discussion

- **Confirm Desired Outcomes**
- **Water Quality**

  Park City faces unique water quality challenges in potable and stream water quality due to the nature of our sources. These challenges coupled with future trends in increasing regulation and monitoring requirements will require the City to develop and maintain a sophisticated water quality program. Metals continue to be a concern and are being considered through integrated water resource planning.
- **Water Supply, Storage and Collaboration**

  Park City is currently participating in the Western Summit County Wholesale Water Importation Project (WSCWWIP) due diligence study. This project will consider a regional water system which local water districts will be able to share resources to meet long term water source and storage needs.
- **Water Capital Improvement Program**

  Significant improvements to the water infrastructure system have been constructed over the last 5 - 7 years. Most recently the Rockport importation and treatment project was finished and will come online late winter of 2012. As we look forward, there are many more exciting projects to be completed including renewal and replacement projects, advanced treatment projects, UPDES treatment facilities, and raw water system improvements.
- **Increased Utilization of Renewable Energy**

  Through the Environmental Strategic Plan, City Council has supported an increased utilization of renewable energy (Objective 2.3) and a reduced carbon intensity of the electricity utilized in Park City (Objective 1.4). Staff has become familiar with alternative possibilities for expanding the portfolio of solar energy in the region through myriad financing mechanisms, although most require financial investment from PCMC. Staff is also participating in a new coalition of local governments in Utah with the intent of spurring more solar development.

Quinn's Junction Water Treatment Plant, July 2011

McLeod Creek Intake Structure, December 2011

WORLD CLASS MULTI-SEASONAL RESORT COMMUNITY

PROGRAM	Department	SCORE	Vol II p. #	FY12 BASE	FY13 DEPT REQUEST	FY13 RT REC	FY13 REV	FY13 TOTAL REC COST	FY14 DEPT REQUEST	FY14 RT REC	FY14 REV	FY14 TOTAL REC COST
Special Events	Multiple Depts	129.75	26	**$1,650,621**	**$1,663,437**	**$1,660,497**	($479,518)	$1,180,979	**$1,664,758**	**$1,660,498**	($489,913)	$1,170,584
Economic and Redevelopment	Economy	125.25	28	**$425,786**	**$565,524**	**$550,524**	($100,000)	$450,524	**$565,524**	**$550,524**	($100,000)	$450,524
Technical Adjustment.11.WC				**-$31,566**	**-$451**	-$451	$0	-$451	**$86,953**	$86,953	$0	$86,953
Technical Adjustment.12.WC				**-$1,368**	-$2,130	-$2,130	$0	-$2,130	**$3,195**	$3,195	$0	$3,195
Technical Adjustment.57.WC				**$0**	**$2,593**	$2,593	$0	$2,593	**$9,314**	$9,314	$0	$9,314
				$2,043,473	**$2,228,972**	**$2,211,032**	($579,518)	**$1,631,514**	**$2,329,743**	**$2,310,483**	($589,913)	**$1,720,570**

Key

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4. Technical Adjustments: Vacancy Factor (Difference betweeen budget and actual); Health Insurance, Retirement (URS), and Pay Plan adjustments.

World Class, Multi-Seasonal Resort Community

We seek to remain competitive as world-class resort community while expanding our multi-seasonal economy through exploring diverse year round opportunities.

Tourism is the chief economic driver of Park City's economy. World renowned recreational opportunities are at the center of activity being complemented throughout the year through special events and unique locally owned businesses. Park City residents recognize the exceptional community benefits our economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with the community values of preserving the natural environment and small town flair and funk.

To support this goal, the city engages in various economic development and redevelopment efforts, including capital and infrastructure projects (parks, trails, recreation amenities, etc.), special events management (Sundance Film Festival, Arts Festival, Triple Crown Softball, etc.), and other general support for local and resort-based businesses.

Community Vision

Park City's sense of community, its unparalleled natural setting, and historic and small town charm form the basis for Park City's position as a World Class Multi-Seasonal Resort Community. The resort economy is at the heart of the Community's Vision. The benefits to the community of tourism are well documented, not the least of which is the abundance of tax dollars that come along with our chief export, ***World Class Skiing & Recreation****. These tax dollars are put to work to keep Park City, Park City, by supporting* ***Vibrant Arts & Culture*** *as well as to secure* ***Exceptional Resident Benefits.***

Desired Outcomes

The Community and the City Council have identified the following desired outcomes related to remaining competitive as a destination Mountain Resort Community:

- Proactive partnerships with major landowners in redevelopment efforts
- Extend the Lower Park Avenue RDA
- Balance tourism & local quality of life
- Further populate event calendar
- Unique & locally owned businesses

Key Strategies

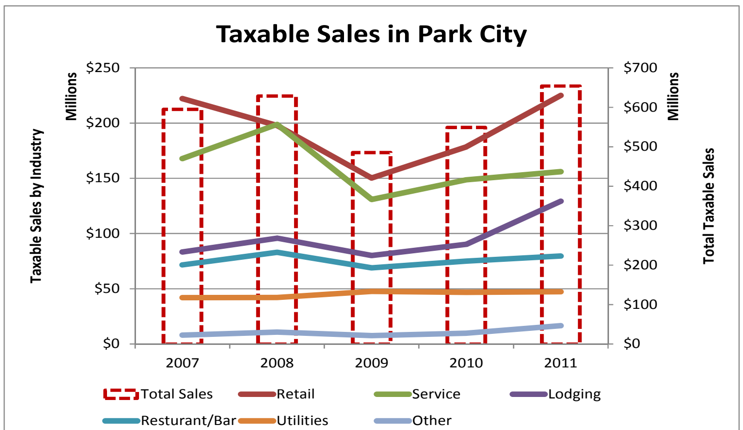
The following strategies have been identified as critical for achieving the Desired Outcomes:

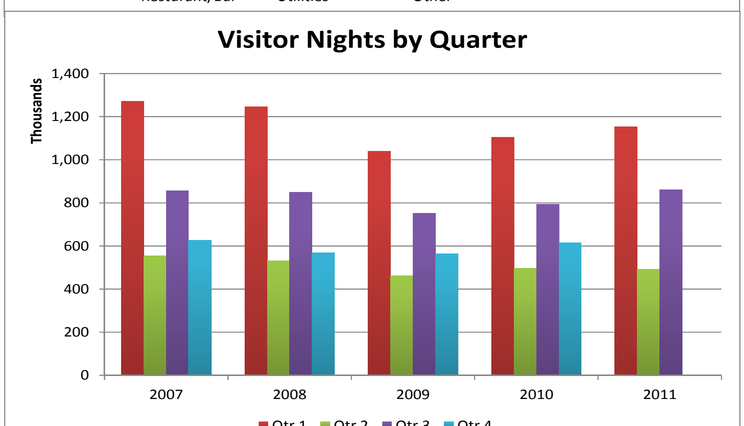
- **Support & Manage World Class Events**
  - ⇒ Plan, Partner & Facilitate
  - ⇒ Mitigate Impacts
  - ⇒ Expand Event Calendar
- **Pursue Economic Development Efforts**
  - ⇒ Redevelopment
  - ⇒ Partnerships
  - ⇒ Diversification of Business Type
  - ⇒ Studies & Analyses
- **Foster Positive Public Image**
  - ⇒ City Branding & Promotion
  - ⇒ Authenticity & Small Town Feel
- **Provide Amenities, Facilities & Infrastructure**
  - ⇒ Expansion of Cultural Tourism
  - ⇒ Transportation, Access, Utilities
  - ⇒ Maintenance of Existing Facilities
  - ⇒ Regional & Neighborhood Connectivity
  - ⇒ Capital Projects

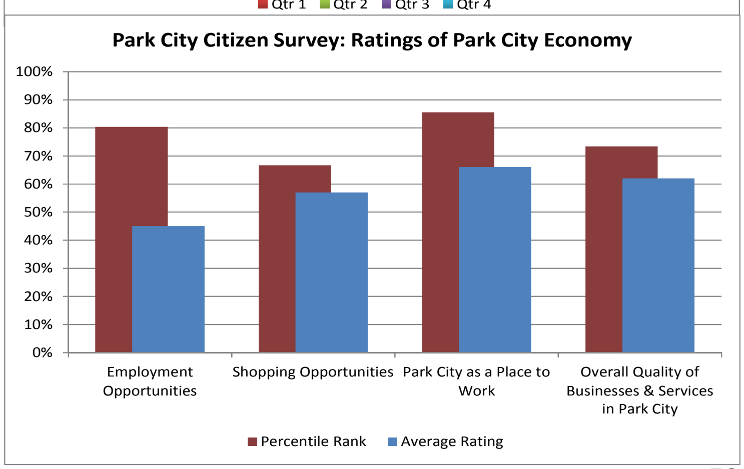
The State of World Class Multi-Seasonal Resort Community

Park City enjoys some of the finest recreation opportunities, parks, trails system, most expansive open space, and other amenities for any community in the world. Surveys and benchmarked measures show that residents and guests alike are very satisfied with related municipal services and that the City's programs and services, park space, facilities, etc. are comparable to or superior to other resort communities. The quality of service in Park City is generally high, with a small handful of areas of need identified.

Core Indicators







Recent Successes

Action Items Completed

- Completed City-wide Market Analysis & Carrying Capacity Studies
- Identified City's posture on Redevelopment as proactive
- Completed Marsac & Bonanza Tunnels & Public Art Projects
- Expanded Street Dining on Main
- Completed Event Center Study
- Extended Triple Crown Contract 5yrs

Savings/Efficiencies Gained

- Improved Regional Event Coordination

Current Challenges

- Operational & Maintenance Resources
- Special Event vs. Local Use of Facilities
- Competition for the Event Calendar
- Quality of Life Tradeoffs (noise, traffic, etc.)
- Maintaining Commitment to Public Art (including funding)
- Lack of Facilities
- Maintaining Technological Relevance
- Ensuring Sundance remains in Park City

Where Do We Go From Here?

Industry Trends

- Increased Competition in Destination Tourism Market
- Use of Events to Drive Economic Development
- Contraction of Public Art Programs
- Increased Use of New Technology

Potential Level of Service Changes

- Redevelopment of PCMR Resort Base
- Fiber Infrastructure at BOPA
- Main St./City Facilities Wi-Fi
- Business Resource Center Expansion (Business Accelerator/Incubator)

New Opportunities

- Public Private Partnerships
- Social Media
- Cultural Tourism
- Connection of Main St. with Resort Bases
- Interconnect/Ski Link

Action Plan

2013-2014 Biennium

Operating Plan

- Take More Facilitative Role in Events
- Implementation of BOPA and LPA Area Plans
- Secure LPA RDA Extension
- Institute Direct Business Recruitment Program
- Secure Sundance Agreement thru 2028 & Address MLK Conflict
- Define & Test City's Role in High Altitude Destination
- Woodward Facility

Capital Plan

- Dan's to Jans Implementation
- HPC/Main St. Projects
- Wi-Fi Network Infrastructure
- Increased Public Art Funding
- City Owned Property in Lower Park Avenue (Fire Station & Sr. Center)

Other Targets for Action

- Participate in Ski Resort Interconnect Concept Plan When Asked

Related Documents of Note:

- PC Year-Round Economic Generator Study
- Multi-Use Events Center Feasibility Study
- Economic Development Strategic Plan
- Market Analysis & Carrying Capacity Study
- Trails & Walkability Master Plan
- PAAB Strategic Plan
- BOPA Neighborhood Plan

Points for Council Discussion

- **City Participation in Neighborhood Plan Implementation**

  With the Bonanza Park (BOPA) Neighborhood Plan having been recently reviewed and proceeding toward adoption, staff will be quickly transitioning toward implementation of the Plan. A significant tenet of the plan is the use of partnerships to bring the vision to fruition.

  Through the 5 joint Council and Planning Commission meetings, the City identified our role in redevelopment as "proactive", meaning exploring partnership opportunities with private developers to influence the "gets". While entering these partnerships, we will continue to test the degree to which the City will participate. Is the City's role in more active or passive? Is the City willing to expand its toolbox to more direct financial involvement, such as tax rebates, mezzanine financing, etc? During visioning, staff will be prepared to discuss approaches to enhance the City's ability to influence place-making and to preserve the values identified in the Community Vision and otherwise facilitate more "gets".

- **Clarification of Gifting/Temporary Businesses During Sundance**

  The 20 year Sundance contract expires in 2028. There is a 10 year extension option in 2018, which requires notice by 2015. Staff believes Sundance may intend to use that option to either leave Park City, or at minimum ask to renegotiate the contract. As part of a debrief of this year's Festival, and ongoing policy discussions related to the overall presence of Sundance in town (gifting, licensing, balance of local merchant needs, MLK weekend) staff will return in early May to gain clarity of Council's policy goals and priorities.

- **Public Art Program Funding**

  The Public Art Advisory Board CIP was funded with $200,000 in 2003. They have spent more than $150,000 of the initial funding on various projects. Recent major projects funded by the 1% for Art Policy include the police station, Marsac Building, and the PCMARC. Competition for CIP funding is strong and the balance of PAAB funding is at-risk during each budget cycle. Although the anticipated HPC/ Main Street projects might provide limited opportunities to leverage funding for public art, would City Council consider providing additional funding each year in order to provide and promote public art in the community?

Attachment B

Park City Municipal Corporation
PROPOSED Exempt Pay Plan
Fiscal Year 2013
July 1, 2012 – June 30, 2013

			Grade Min	New Hire Max	Working Level	Top of Range
Grade 3			**$29,515.00**	**$39,108.00**	**$41,321.00**	**$44,273.00**
	11648	Information Technology Coordinator I				
Grade 4			**$33,454.00**	**$44,327.00**	**$46,836.00**	**$50,181.00**
	11650	Information Technology Coordinator II				
	15650	First Assistant Golf Pro				
	15470	Librarian				
	13210	Associate Planner				
	11520	Accountant				
	11210	Attorney I				
Grade 5			**$37,538.00**	**$49,738.00**	**$52,553.00**	**$56,307.00**
	15480	Senior Librarian				
	11652	Information Technology Coordinator III				
	13220	Planner I				
	12000	Environmental Sustainability Project Manager				
	15782	Recreation Supervisor				
	12220	Dispatch Coordinator				
	11220	Attorney II				
Grade 6			**$43,003.00**	**$56,979.00**	**$60,205.00**	**$64,505.00**
	13222	Planner II				
	13024	Building Inspector Supervisor				
	14270	Transportation Project Manager				
	14140	Parking & Fleet Administration Team Leader				
		Project Manager				
	12010	Housing Specialist				
	11370	HR Coordinator				
	13050	Plan Check Coordinator				
	13586	Ice Operations Manager				
	13588	Ice Business Operations Manager				
	11230	Attorney III				
	12020	Trails & Open Space Project Manager				
Grade 7			**$48,552.00**	**$64,331.00**	**$67,973.00**	**$72,828.00**
	15590	Parks & Golf Supervisor				
	12070	Senior Project Manager				
	14280	Transit Administration Team Leader				
	14540	Water Operations Team Leader				
	11890	Building Mt. Supervisor				
	11680	Systems Administrator				
	13072	Environmental Coordinator				
	11580	Accounting Manager				
	11792	Environmental Sustainability Manager				
	11660	GIS Administrator				
	13224	Senior Planner				
	15690	Golf Manager/Organizational Development Manager				
	13078	Deputy Chief Building Official				
	11240	Attorney IV				
	NEW	Budget Operations Manager				
	NEW	Capital Projects & Debt Manager				

Attachment B

		Grade Min	New Hire Max	Working Level	Top of Range
Grade 8		**$55,147.00**	**$73,069.00**	**$77,205.00**	**$82,720.00**
14550	Water Project Manager				
14490	Streets & Streetscapes Supervisor				
NEW	Organizational Development Manager				
11670	Network Engineer				
13230	Planner/Architect				
14272	Senior Transportation Planner				
15790	Recreation Manager				
Grade 9		**$60,617.00**	**$80,317.00**	**$84,863.00**	**$90,925.00**
14150	Public Works Operations Manager				
13080	Chief Building Official				
11250	Attorney V				
12180	Captain				
Grade 10		**$65,795.00**	**$87,178.00**	**$92,113.00**	**$98,692.00**
15490	Library Director				
13290	Planning Director				
12080	Economic Development Manager				
13390	Public & Community Affairs Manager				
Grade 11		**$70,747.00**	**$93,740.00**	**$99,046.00**	**$106,121.00**
14590	Water Manager				
11690	Information Technical & Customer Services Director				
11390	Human Resources Manager				
Grade 12		**$76,296.00**	**$101,092.00**	**$106,814.00**	**$114,444.00**
11990	Deputy City Manager				
13490	City Engineer				
11590	Finance Manager				
Grade 13		**$81,184.00**	**$107,569.00**	**$113,658.00**	**$121,776.00**
12190	Chief of Police				
14180	Transit and Transportation Manager				
11280	Deputy City Attorney				

Attachment B

Park City Municipal Corporation
PROPOSED Appointed Pay Plan
Fiscal Year 2013
July 1, 2012 – June 30, 2013

	Grade Min	New Hire Max	Working Level	Top of Range
Grade 1	**$90,817.00**	**$120,332.00**	**$127,143.00**	**$136,225.00**
	City Attorney			Executive
Grade 2	**$96,667.00**	**$128,083.45**	**$135,333.40**	**$145,000.00**
	City Manager			Executive

Attachment B

Park City Municipal Corporation
PROPOSED Non-Exempt Pay Plan
Fiscal Year 2013
July 1, 2012 – June 30, 2013

			Grade Min	New Hire Max	Working Level	Top of Range
Grade 1			**$7.25**	**$8.71**	**$9.05**	**$9.50**
Grade 2			**$7.25**	**$9.40**	**$9.89**	**$10.55**
	18810	General Office Clerk				
	15510	Parks I				
Grade 3			**$7.77**	**$10.29**	**$10.87**	**$11.65**
	11820	Building I				
	14410	Streets I				
	11510	Accounting Clerk				
Grade 4			**$8.64**	**$11.45**	**$12.10**	**$12.96**
	15412	Library Clerk				
	11822	Building II				
	11512	Accounting Clerk II				
	17720	Office Assistant I				
	15760	Recreation Front Desk Clerk				
Grade 5			**$9.53**	**$12.63**	**$13.35**	**$14.30**
	14210	Bus Driver I				
	17722	Office Assistant II				
	14412	Streets II				
Grade 6			**$10.41**	**$13.80**	**$14.58**	**$15.62**
	15512	Parks II				
	14212	Bus Driver II				
	15414	Library Assistant				
	15763	Front Desk Team Leader				
	17724	Office Assistant III				
Grade 7			**$11.41**	**$15.11**	**$15.97**	**$17.11**
	12204	Police Records Clerk				
	15514	Parks III				
	TITLE	Permit Technicial (Building Office Assistant III)				
	14214	Bus Driver III				
	14414	Streets III				
	11824	Building III				
	13540	Ice Rink Front Desk Supervisor				
	15422	Circulation Team Leader				
	11826	Ice Building Maintenance				
	14522	Water Worker II				
	12210	Dispatcher I				
	17730	Analyst I				

Attachment B

		Grade Min	New Hire Max	Working Level	Top of Range
Grade 8		**$13.03**	**$17.26**	**$18.24**	**$19.54**
11514	Accounting Clerk III				
15766	Racquet Club Coordinator				
11630	City Records Coordinator				
15516	Parks IV				
13528	Arena Operations Assistant				
14650	Mechanic I				
11110	City Recorder				
13056	Permit Processing Coordinator				
11330	Benefits Technician				
17732	Analyst II				
17732	Analyst II - Pro Shop				
14216	Bus Driver IV				
13060	Planning Technician				
NEW	Dispatcher II				
NEW	Administrative Secretary				
TITLE	Business License Specialist (Analyst II Finance)				
TITLE	Community Affairs Associate (Analyst II Sustainability)				
Grade 9		**$15.41**	**$20.42**	**$21.58**	**$23.12**
13010	Code Enforcement Officer				
14524	Water Worker III				
12206	Police Records Coordinator				
TITLE	Executive Assistant (Police Analyst II)				
12140	Police Officer				
14416	Streets IV				
11530	Payroll Coordinator				
15430	Cataloguing Librarian				
11202	Paralegal				
17734	Analyst III				
14652	Mechanic II				
11112	Senior Recorder				
15780	Recreation Coordinator				
11750	Events Coordinator				
NEW	Dispatcher III				
NEW	HR Generalist				
TITLE	Golf & Farm Coordinator				
TITLE	Business Marketing Coordinator (Analyst III - Recreation)				
Grade 10		**$17.39**	**$23.04**	**$24.34**	**$26.08**
14526	Water Worker IV				
13012	Senior Code Enforcement Officer				
14250	Transit Shift Supervisor				
13020	Building Inspector				
12142	Senior Police Officer				
12144	Detective				
14120	Public Works Inspector				
TITLE	Accountant (Analyst IV Finance)				
17736	Analyst IV				
Grade 11		**$19.81**	**$26.24**	**$27.73**	**$29.71**
14262	Transit Operations Team Leader				
13022	Senior Building Inspector				
17738	Analyst V				
14680	Fleet Operations Team Leader				
Grade 12		**$20.74**	**$27.48**	**$29.04**	**$31.11**
Grade 13		**$22.65**	**$30.29**	**$32.01**	**$34.30**
12160	Police Sergeant				

Park City Municipal Corporation
PROPOSED Part Time/Seasonal Pay Plan
Fiscal Year 2013
July 1, 2012 – June 30, 2013

			Grade Min	Grade Max
Grade 1			**$7.25**	**$9.50**
	28840	General Office Clerk I		
	28812	Work Study I		
	25410	Library Aide		
	25712	Official/Referee I		
	25610	Outside Services		
	25710	Recreation Aide		
	25720	Recreation Worker I		
	25740	Recreation Instructor Assistant		
Grade 2			**$7.25**	**$10.55**
	21810	Custodian I		
	28850	Intern I		
	25510	Parks I		
	28840	General Office Clerk II		
	25612	Range Attendant		
	25714	Official/Referee II		
	25722	Recreation Worker II		
	25742	Recreation Instructor I		
Grade 3			**$7.77**	**$11.65**
	21812	Custodian II		
	28852	Intern II		
	28844	General Office Clerk III		
	25614	Golf Course Starter		
	24110	Parking Enforcement Officer		
	24410	Streets I		
	21820	Building Maintenance I		
	25724	Recreation Worker III		
	25744	Recreation Instructor II		
Grade 4			**$8.64**	**$12.96**
	25412	Library Clerk		
	28860	Intern III		
	25760	Recreation Front Desk Clerk		
	27720	Office Assistant I		
	24510	Water Laborer I		
	21822	Building Maintenance II		
	25726	Recreation Worker IV		
	25746	Recreation Instructor III		
Grade 5			**$9.53**	**$14.30**
	22120	Reserve Police Officer Trainee		
	24210	Bus Driver I		
	27722	Office Assistant II		
	24512	Water Laborer II		
	22110	Crossing Guard		
	24412	Streets II		
	25728	Recreation Worker V		
	25748	Recreation Instructor IV		

Grade 6		**$10.41**	**$15.62**
	25414	Library Assistant	
		Grade Min	**Grade Max**
	22122	Reserve Police Officer	
	25650	Assistant Golf Pro	
	24610	Mechanic Assistant	
	24212	Bus Driver II	
	25512	Parks II	
	24514	Water Laborer III	
	27724	Office Assistant III	
	25730	Recreation Worker VI	
	25750	Recreation Instructor V	
Grade 7		**$11.41**	**$17.11**
	24414	Streets III	
	24214	Bus Driver III	
	25514	Parks III	
	22204	Police Records Clerk	
	22210	Dispatcher	
	21610	Technical Specialist	
Grade 8		**$13.03**	**$19.54**
	28854	Project Manager I	
	21514	Accounting Clerk III	
Grade 9		**$15.41**	**$23.12**
	23520	Skating Coordinator	
	23510	Hockey Coordinator	
	24122	Parking Adjudicator	
	25430	Cataloging Librarian	
	25752	Recreation Instructor VI	
Grade 10		**$17.39**	**$26.08**
	23020	Building Inspector	
	22124	Special Events Police Officer	
	28862	Project Manager II	
	21612	Technical Specialist II	
	21520	Accountant	
Grade 11		**$19.81**	**$29.71**
	23022	Senior Building Inspector	
Grade 12		**$20.74**	**$30.00**
	25110	Tennis Pro	
	21910	Administrative Law Judge	
	25754	Recreation Instructor VII	

Attachment C

TO: Tom Bakaly, City Manager

FROM: Phyllis Robinson & Jonathan Weidenhamer, Sustainability

CC: Brooke Moss, HR and Jed Briggs, Budget

DATE: May 28, 2012

RE: Proposed Sustainability Reorganization

In January 2012 the Environmental Sustainability Manager, Diane Foster, was appointed as the Interim Assistant City Manager. During that time, a portion of the responsibilities of that position was reallocated to the Environmental Sustainability Project Manager and the Trails and Open Space Project Manager. This provided continuity of service as well as provided professional development opportunities. At the end of April 2012, the interim ACM appointment was made permanent.

The Sustainability Managers, with the assistance of Brooke Moss and Jed Briggs, are proposing the following reorganization of the Sustainability Department to ensure continued high quality service and representation for the community, economy and environment internally and externally.

New job descriptions were created for the Environmental Sustainability Manager and the Trails and Open Space Project Manager. Both of these job descriptions were evaluated by the Pay Plan Committee.

Environmental Sustainability Manager proposed at E7. This position was reclassified by the pay plan committee from an E10 to an E7. It retains the implementation of the City's environmental strategic plan and the oversight and management of the city's environmental sustainability programs and staff. The environmental regulatory functions will move to the Deputy City Manager position. All open space acquisition and land management functions will be shifted to the Trails and Open Space Project Manager. An internal recruitment is recommended for this position.

Trails and Open Space Project Manager proposed at E6. This existing position held by Heinrich Deters is proposed to be reclassified from an E5 to an E6. This reflects the addition of the management project and program management responsibilities for the open space acquisition and land management functions from the former Environmental Sustainability Manager position.

Environmental Sustainability Project Manager remains at E5. This is an existing position currently held by Tyler Poulson. At this time we propose filling this position on a project basis, specifically to address the updating of the municipal and community carbon footprints. We will evaluate the scope of this position and placement once the Environmental Sustainability Manager position is filled and outstanding projects are completed.

Attachment C

Current Budgeted Costs & Proposed Reallocation

	Position Title	Grade	Total Compensation
11792-001	Existing Environmental Sustainability Manager Position	E10	-$140,948
11793-001	**New** Environmental Sustainability Manager	E07	$108,655
12020-001	**Increase** Sustainability Trails and Open Space/Project Manager E5 to E6	E06	$10,381
	INTERN(s) to support Sustainability Projects.	N/A	$15,000
	Reorganization Cost Savings		-$6,192

During this same time frame the Budget Officer, Bret Howser, moved into the Sustainability Department. He is currently doing work with the Economic Development Manager, along with other special projects including the 2030 Strategic Plan, financial analysis for a housing equity fund, assistance to the Planning Department on the economic analysis for the General Plan. We anticipate this position will become a contract position as of July 1, 2012 and is not included in the long term reorganization for the Sustainability Department. In addition to the current projects, we anticipate this contract position could be a resource to other departments for short term projects. Similarly, the Ice Arena Manager has been working with the Economic Development Manager on special projects related to economic development and recreation. This is a temporary career development assignment as time permits.

MEMO

TO: BROOKE MOSS/HUMAN RESOURCE MANAGER
Fr: CAPTAIN RICK L.RYAN
Re: RECORDS/DISPATCH REORGANIZATION
Date: MAY 2, 2012

The police department is proposing changes to the organizational structure of the Records Department and the Communications Division. The reason for the reorganization request of the current structure is driven by the retirement of the Records Coordinator and a look at how to best fill that vacancy as well as a number of other factors. The factors include but are not limited to the desire of current staff to take on more responsibilities creating opportunities not currently afforded to them as well as career advancement, the desire to make the organization more efficient and increase our customer service levels.

The proposed reorganization meets the criteria of the administrative policy for 'Salary Adjustments Outside of Adopted Pay Plan' and fulfills the objectives for reorganization in that it;

- Streamlines the organization reducing costs and management/supervisory positions where feasible
- Reduces overtime costs and allows for greater flexibility in both the Police Records and Dispatch divisions
- Enhances the utilization of employee competence and skills across the organization
- Creates culture responsibility, accountability and teamwork throughout the organization
- Creates opportunities and incentives for career development of non-management employees

The recommendation is that the Records Coordinator position be eliminated and that those job duties be absorbed by the current Communications Supervisor, Records Clerk and Full and Part time dispatchers. The role of the current Communications Supervisor would take on the supervisory role of the Records Coordinator and supervise both departments.

The elimination of the Records Coordinator position would allow us to hire one additional full time dispatcher. The addition of a full time dispatcher would allow the Communications Supervisor more flexibility with their own schedule to focus on department management rather than shift coverage for absentee employees.

The re-organization would also allow us to increase the part time dispatcher's hours which in turn would provide needed coverage in the records division to assist with citizens at the window. Additionally, the Dispatch staff would be cross trained in police records, which they assist with outside of the hours of 8am–5 pm. The increased knowledge and additional personnel would greatly increase our customer service level.

The efficiencies for this recommendation are as follows:

This position is recommended to move with the 2013-2014 budget recommendation. If the position moves in pay range the total compensation package for Records Coordinator will be $77,719.00

Wages: $48,085.00
Benefits: $29,634.00

The total compensation package for a full-time dispatcher is $62,073.00

Wages: $35,598.00
Benefits: $26,475.00

The part time dispatcher's hours would increase between 15-18 hours per week, at an average cost of $270.00 based on the average part time hourly wage of $15.00 per hour. Annual cost for this increase in hours would be $15,120.00 which will provide a net savings of $526.00 for the total compensation package.

	Current Cost	New Cost
Police Records Coordinator	$77,719.00	$0.00
Dispatcher I	$0.00	$62,073.00
Dispatcher I PT	$0.00	$15,120.00
Total	$77,719.00	$77,193.00

Cost Savings **$526.00**

It is neither practical nor feasible to wait to implement this change in the normal budget process as the vacancy has occurred after the current budget recommendation has gone to council. Waiting for the budget process to make this change would leave a full time supervisory (Records Coordinator) vacancy for the next 13 months which cannot be covered by existing staff.

The proposed reorganization will greatly improve communications within the organization and enhance the City's ability to cross train employees that in turn will provide a tremendous increase in our customer service levels to the walk in and call in public. Cross training also encourages employees to work together on projects, as well as broadens the scope of their responsibilities, enhancing job satisfaction.

Current department members will have an increase in responsibility and accountability as they take on additional opportunities provided with this reorganization.

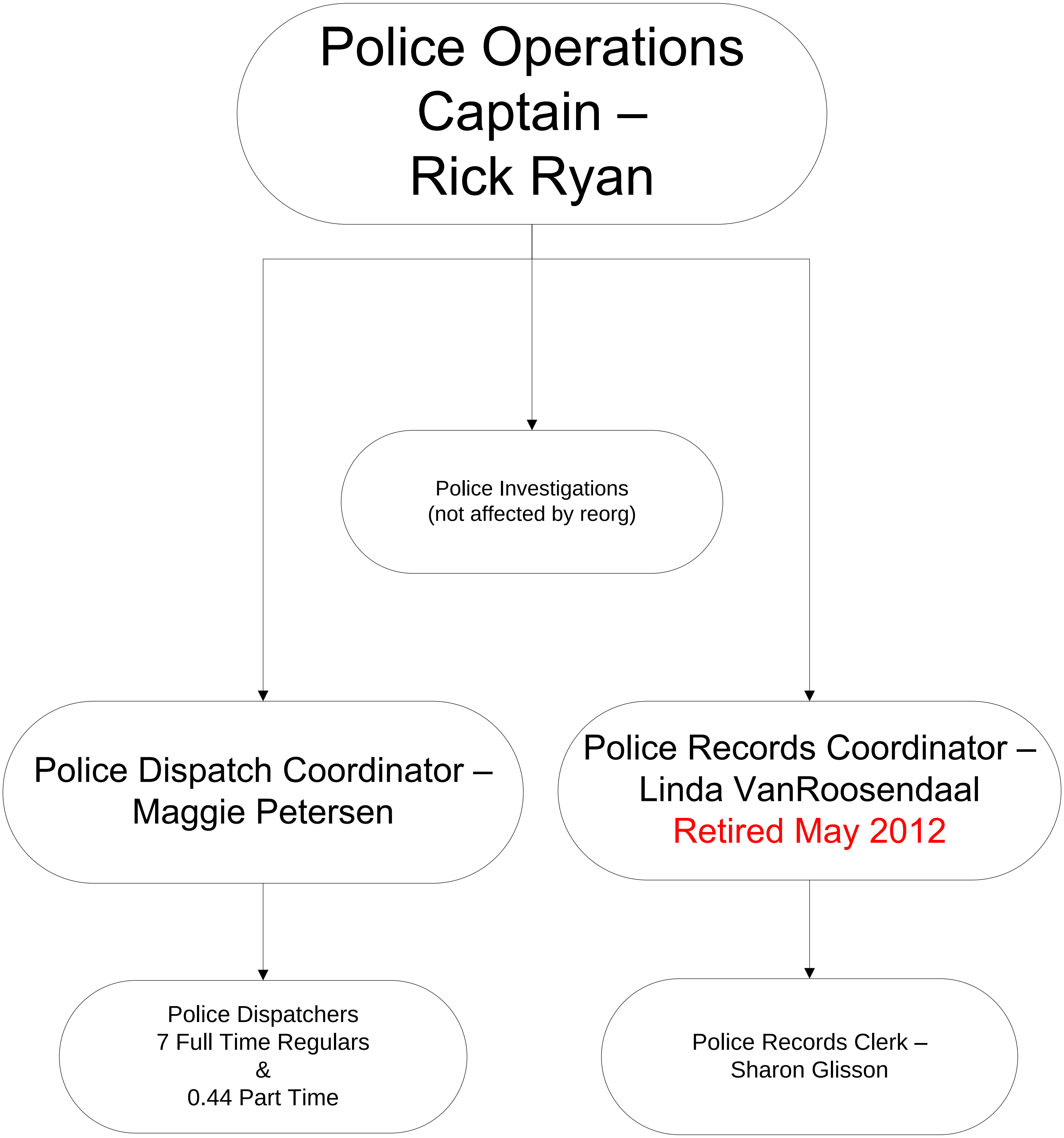
Current employees have been brought together to discuss the recommended changes and how these changes would affect them in their current assignments. Each employee without exception was supportive about the proposed changes and the opportunities for additional responsibility and Dispatchers are excited about the opportunity to work in direct contact with citizens needing assistance at the records window.

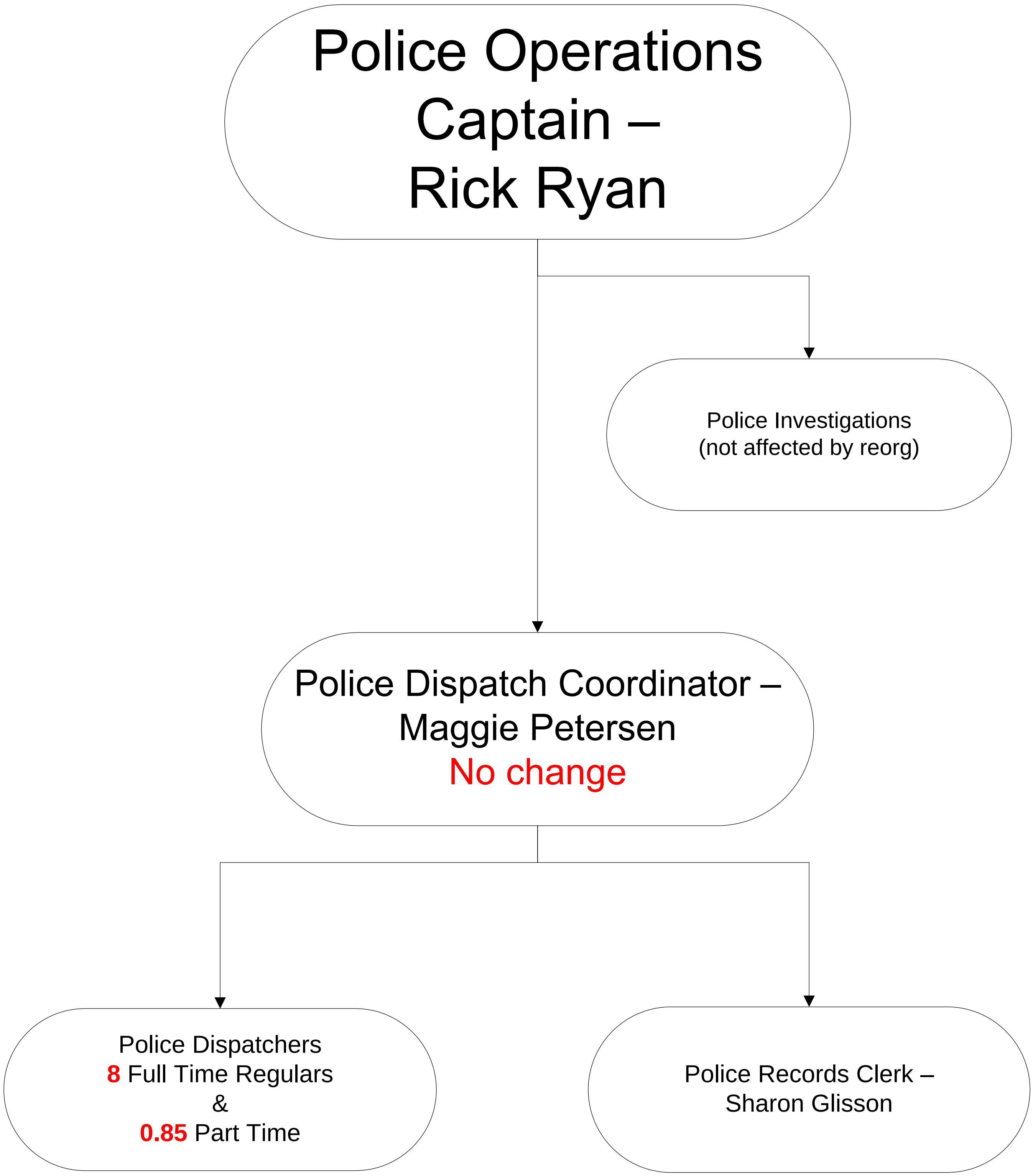
Additionally this will provide more supervisor responsibility and accountability for the Communications Supervisor but more importantly it will allow the Communications Supervisor the time needed to manage the departments and spend less time covering vacant shifts.

Increasing the responsibilities of existing staff will result in a higher level of job satisfaction, teamwork, commitment and supervision.

There is no request for an interim pay increase or interim position for the Communications Supervisor. However, there is a benefit to that position in fewer odd and additional hours required to cover shifts without additional compensation as the position is exempt.

With approval of this reorganization request we will see an increase in customer service levels both internally and externally as it applies to records requests and shift coverage in dispatch. We will see an increased job satisfaction level from all staff involved, from the Communications Supervisor to the part-time dispatcher. The City will see an annual net savings in overall costs, and the additional dispatcher position will also help reduce overtime of other dispatchers who need to take on additional shifts and position vacancies. Even though the overall salary cost savings are not substantial, overtime savings created by the increased ability for flexibility may be, as well as the value the reorganization gives in increased service levels.


Police Operations Captain – Rick Ryan
Police Investigations (not affected by reorg)
Police Dispatch Coordinator – Maggie Petersen
Police Records Coordinator – Linda VanRoosendaal
Retired May 2012
Police Dispatchers
7 Full Time Regulars
&
0.44 Part Time
Police Records Clerk – Sharon Glisson


Police Operations Captain – Rick Ryan
Police Investigations (not affected by reorg)
Police Dispatch Coordinator – Maggie Petersen
No change
Police Dispatchers
8 Full Time Regulars
&
0.85 Part Time
Police Records Clerk – Sharon Glisson

MEMO

To: Tom Bakaly
From: Brooke Moss, HR
CC: Jed Briggs, Lori Collett, Scott Robertson
Subject: Reorganization of the Human Resources Department
Date: April 9, 2012

Attached is the documentation to support a reorganization of the Human Resources department.

The situation: The Human Resources department has been down 1.5 FTE since October 2011 (Attached organizational chart #1). Although we were allowed to hire a part-time contracted consultant, we are still missing a full-time regular employee. While we have been able to maintain the service levels that are expected, it has become increasingly more and more difficult to meet the expected internal services needed. It is evident that under the current organizational structure we are unable to keep up on our workload in a long term capacity.

The proposed solution: In order to continue providing quality services I am requesting the ability to replace the full time regular employee lost and that the HR department reorganizes to the structure as seen in organizational chart #2. The replacement position would be the hire of a full-time HR Generalist as well as include a reclass of the current Benefit Technician to a second HR Generalist role. This change will allow our department to absorb the duties of the HR Coordinator role, at a higher level, as well as maintain the duties of the Benefits Technician. Two generalists would be cross trained and share responsibilities, which would allow for a great deal more flexibility as well as allow our department team to act more like an integrated unit. It would also produce a cost savings of $10,892 as seen in the chart below. Please look over these considerations and give me your thoughts.

Current Budgeted Costs:					
	1	HR Coordinator	HR Mgr	e06	$94,021
	1	Benefit Technician	HR Mgr	n08	$65,041
Total:					$159,062
Proposed Budgeted Costs:					
	2	HR Generalist	HR Mgr	n09	$74,085
Total:					$148,171
Cost Savings:					**$10,892**

Human Resources

HR Manager, Kim Leier

Employee or employment questions or issues
Benefits and Retirement administration
Contract negotiation
Department Budget
Complaints, Discipline, Investigations

HR Coordinator – Brooke Moss

Policy questions/clarification
Employee Issues
Performance Reviews
Department Policies Submission

Benefits Analyst – Dani Lo Feudo

FTR Employee paperwork & questions
Employee benefit questions
Sick, Maternity & Disability Leave questions & scheduling
City Scene and Birthday Calendar

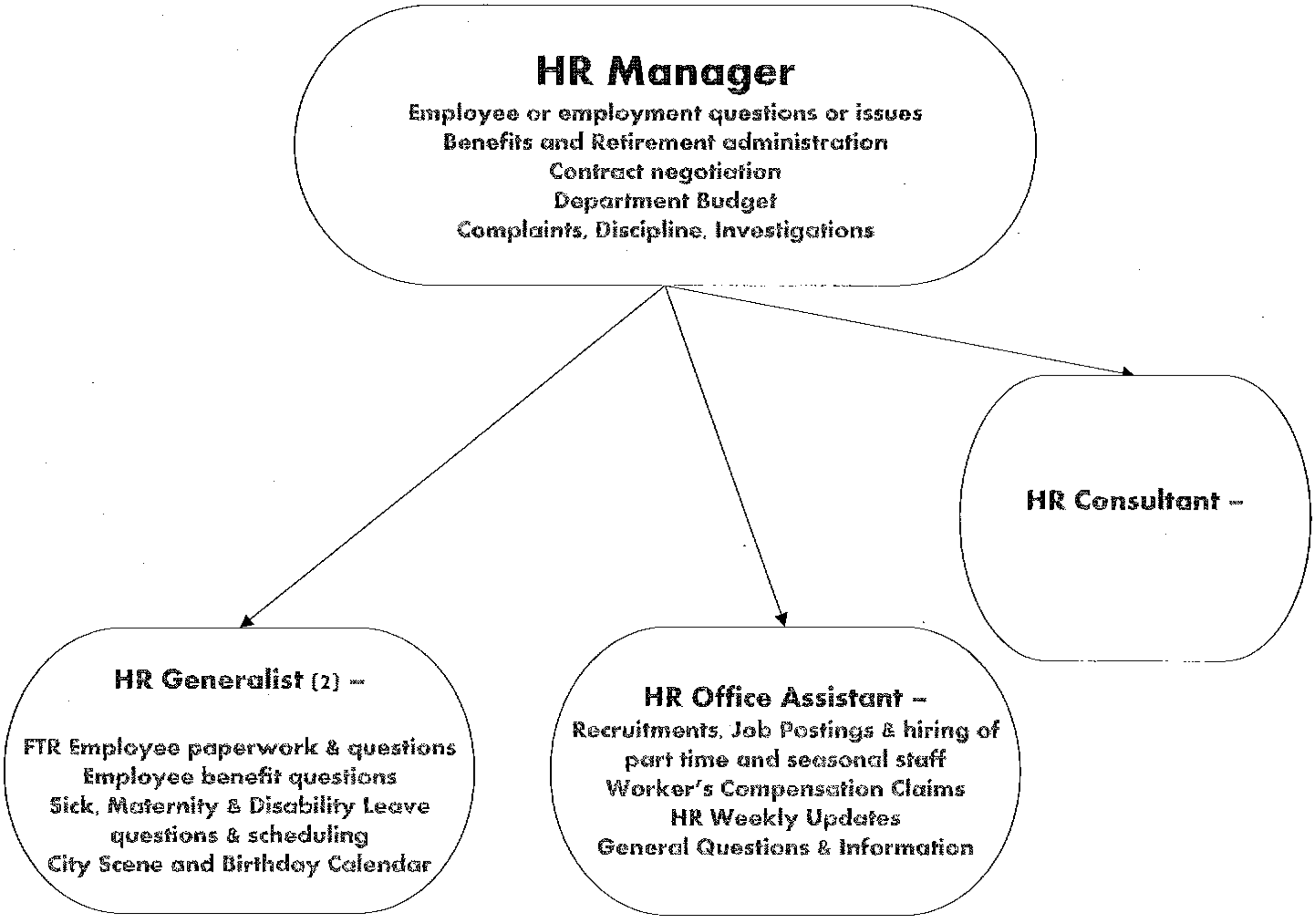
HR Assistant – Claire Desilets

Volunteers
HR Projects

HR Office Assistant – Susan Wynne

Recruitments, Job Postings & hiring of part time and seasonal staff
Worker's Compensation Claims
HR Weekly Updates
General Questions & Information

Human Resources



PARK CITY COUNCIL WORK SESSION MINUTES
SUMMIT COUNTY, UTAH
MAY 17, 2012

Present: **Mayor Dana Williams; Council members Andy Beerman; Alex Butwinski; Cindy Matsumoto; Dick Peek; and Liza Simpson**

Tom Bakaly, City Manager; Mark Harrington, City Attorney; Ken Fisher, Recreation Manager; Clint McAffee, Water Manager; Thomas Eddington, Planning Manager; Kayla Sintz, Planner; Nate Rockwood, Grants and Budget Analyst; and Jed Briggs, Budget Analyst

Chris Hague, Trailside resident; and Alison Butz, HPCA

1. Council questions/comments. Alex Butwinski spoke about the Art Board Meeting. Liza Simpson relayed Friends of the Farm business and pointed out damage on the China Bridge Parking Structure. Andy Beerman reported on a BOSAC, Summit Lands Conservancy, and Summit County Commission meetings. Dick Peek discussed attending the HPB tour of homes and the Justice Center awards.

Cindy Matsumoto referred to the manager's report and pointed out her concern on the location of the water smart meters for tying into homeowners' use. Diane Foster described the system, measuring five features, and explained that although it is not perfect, the data is much better than other methods. She referred to the report on the PC MARC parking and it was decided to discuss the carpool spaces during a work session. Ken Fisher explained that the parking plan is tied to LEED certification but the carpool section can be removed without jeopardizing the rating. This will return to Council. Having just returned from her trip, Ms. Matsumoto spoke about the popularity of outdoor dining in Italy.

Mayor Williams addressed SBWRD business and the annual open meetings law training for board members at Summit County. He presented a slide show of his trip to a biodiversity conference in China.

2. Round Valley reservoir testing. Clint McAffee explained that considering the concept for a reservoir is part of the due diligence the City committed to do with Weber Basin, Summit County Mountain Regional Water Special Service District and Summit Water to look at a regional water supply system. The groups are inventorying each entity's assets in terms of water rights, supply, and infrastructure to meet demands into the future. A large storage area has been identified as a primary need in order to accomplish the long-term water supply goals. Alternatives include importing water from East Canyon Reservoir which would require pumping and constructing a long pipe line. The Round Valley Reservoir fits well with the long term water supply solution for build-out in Park City. He relayed that the City is 10 to 15 years out from being in another water deficit situation. In 2005, Park City, through the Corps of Engineers, conducted a preliminary study on the site and testing the area is part of the due diligence stage.

Mr. McAffee stated that the ownership of the land is an issue. It is open space paid for with public money with a conservation easement intended to preserve the recreational value of the land. Staff found it important to meet with the major stakeholders including Summit Lands Conservancy, Mountain Trails Foundation, Summit County and the public. An open house was held on Tuesday. A Trailside resident was very opposed to the concept but other input he received was more understanding of the value of having water storage. The letter in the meeting packet from SLC indicates it has no position on the reservoir but is willing to allow testing on the property. Clint McAffee stated that staff's recommendation is to allow the testing to be conducted which is a two-day process and Park City staff will be on site. SLC also expressed an interest in monitoring the work which will involve digging 10 test beds with a rubber-tired backhoe. All efforts will be made to minimize disturbance and the holes will be immediately filled in and seeded. Staff would like to get the project underway as soon as possible.

In response to a question from Andy Beerman, Mr. McAffee explained that the geological formations will be examined which are the supporting structures and the soil would act as a seal. A plan for further work will be formulated which will likely require drilling into the bedrock. Mayor Williams felt it would be helpful to provide SLC with a document which highlights potential enhancements to the property benefitting the wildlife, stream corridor, etc. The Mayor invited public input.

Cheryl Fox, Executive Director SLC, asked about access and whether the test holes are on existing trails. Mr. McAffee explained that general access will be through the Trailside neighborhood. She asked if equipment remaining on the trails could be stipulated. Clint McAffee stated that Weber Basin is sensitive to this and City staff will also be there to make sure that disturbance is minimal, but he cannot guarantee that equipment will remain only on the trails.

The Mayor invited public input.

Chris Hague, Trailside resident, stated that the property was purchased with public money intended to preserve it. Backhoes and other equipment that will have to be used will destroy the beauty of the area and the City is going backwards. The Council in 2003 questioned the legality of these activities and it is shameful that Charlie Sturgis, Mountain Trails Foundation, is keeping a closed mouth because of the politics involved. Mayor Williams interjected that he takes offense to that comment which is completely inaccurate. Mr. Hague continued that people should be protecting our open space purchased with bond money and the reservoir is not a purpose within the purview of the purchase of the property. It is interesting that the reservoir is planned for the north end, as far away from Park City as possible. He understands that the terrain is supposed to be conducive to a reservoir but the adverse impacts will be felt by people outside Park City. Mr. Hague stated that he didn't mean to offend anyone but it is striking that some of the people that should be speaking out against this seem to be quiet.

Mayor Williams added that some of those who have been working on open space preservation for 25 years are not convinced either, however, water storage tanks are not an option. He stated that he doesn't necessarily disagree with Mr. Hague. Having the ability to store water is a real issue, and it isn't based on any growth approved in the last 20 years but based on what has been vested.

Liza Simpson believed that conducting the open house was worthwhile and Mr. McAffee recognized staff who organized the event. Members were supportive of proceeding.

3. Nominations to the Historic Site Inventory. Thomas Eddington explained that the ability to nominate to the HSI was discussed by the Historic Preservation Board a couple of weeks ago. The Code provides that property owners may nominate their sites to the HSI or the Planning Department who conducts research to determine whether a full intensive survey is warranted. The HPB is the only entity that can officially designate properties to the HSI and members decided they did not want to be in the position of nominating and conducting the research and preferred the current Code process. The intensive level surveys will go a long way in clearing up many issues experienced the past couple of years. He pointed out that the CIP includes a request for funding for intensive level surveys to begin the two to three year process for the Main Street District, National Register District, and landmark and significant structures. Mr. Eddington stated that the HSI is based on a more cursory basis.

Cindy Matsumoto asked why the HPB would be doing the survey work. Mr. Eddington explained that in order to bring a nomination forward, there needs to be data for the Planning Department to accept the application. The HPB is the designating body and the Planning Department updates the HSI annually. Ms. Matsumoto pointed out that the Council would not be asking other boards to do the work and Mr. Eddington felt that is why HPB members agreed to the current process. HPB members can approach planning staff with a request to look at a building and do an analysis. She reiterated that she doesn't understand why HPB members would be doing the work. Thomas Eddington explained that they can still request that staff do the research.

Ms. Matsumoto noted that there is no mention of a public hearing if staff decides a property doesn't meet the criteria of the Code. Kayla Sintz suggested that the HPB be informed of any inquiry not meeting the criteria at a public meeting. Cindy Matsumoto felt there should be an opportunity for public input as there may be more information. Thomas Eddington pointed out that the HPB could also call-up the matter, request more analysis and then take the matter to a formal public hearing. Ms. Matsumoto pointed out that it will be two years before the HSI is complete.

The Mayor asked what triggers a review and Mr. Eddington explained that a request for review can be formal or informal and staff and owners have the authority to nominate. Mark Harrington interjected that this is similar to the process for zoning where applications are submitted by the Planning Department or property owners. This is very consistent. Thomas Eddington felt that the HSI is thorough given the addition of the criteria in 2009. When applications go through HDDR, staff can make a determination on conducting an intensive survey.

Dick Peek agreed that a random person nominating a property is inappropriate but he felt that the Historical Society should be able to nominate and staff do the research. He wasn't sure if it is appropriate that the HPB nominate and designate and suggested fee structures for research on behalf of the Historical Society. The Historical Society has a lot of data which has been shared with the Planning Department and is still being used. Mr. Peek felt that having an advocacy group like the Historical Society to be able to nominate is a positive change.

Liza Simpson thanked staff for bringing this matter back because she understands the process better, including that informal requests can be made to the planning staff to research a property which already exists. Thomas Eddington pointed out that it keeps the process centralized rather than entities acting independently. Andy Beerman suggested that once or twice a year the HPB could invite the Historical Society to a public meeting for the purpose of making recommendations for nominations with follow-up from staff. This formalizes requests somewhat. Thomas Eddington stated that the HPB board has a voting member from the Historical Society.

Alex Butwinski asked if the Board can do both. He supported having a fee that would prohibit people from frivolously nominating a property. A fee structure would also give the Historical Society an opportunity to disagree with staff's determination. It is not clear that requests can be made to staff and if that is the practice, it should be codified.

Cindy Matsumoto understood the fee was $1,000 for the Younger's application and Thomas Eddington responded that it was the fee for a determination of significance and their house did not meet the criteria because of the modification to the facade and roof structure but the HPB ruled contrary to the criteria. Tom Bakaly asked members if they want to decentralize the technical review for designation. The HPB is still able to designate and everyone is able to request the technical review. Decentralizing the technical review may prompt conflicting opinions. He assumed this issue is related to the demolition of the shed at 920 Empire Avenue and if this is the case, this specific situation should be addressed or a policy discussion about decentralizing the technical review should occur. Cindy Matsumoto stated that there may have been no mistake but it would be nice to air opinions publicly. The Mayor pointed out that the HPB has public input sessions and public hearings.

Mr. Eddington relayed that all three criteria must be met, including age of the structure, essential historic form group and façade, and local significance so the determination is objective. Dick Peek explained that it is not his intent to open it up to everyone but the Historical Society consists of experts; it is a licensed non-profit and should be allowed to nominate to the HSI. He felt staff, the property owner, Historical Society and possibly the HPB should be able to nominate. Mark Harington relayed there is a way to frame it to satisfy due process requirements and directing staff to make a nomination as opposed to making the nomination creates no functional difference. He reiterated the zoning example where the Planning Commission may direct staff to initiate a zoning process and this is essentially the same thing.

Mayor Williams pointed out that the HPB has final authority which may trigger a public hearing and the City Attorney explained that process can be added. If the HPB requests staff to initiate a review the results should be brought back to the board with an opportunity for public input.

Mark Harrington emphasized the importance of balancing property rights and predictability of the listing which has a huge impact on people's property rights. The whole concept of the list is not supposed to be fluid. There is an annual review to update the HSI but not a constant sense of unknown by those making development decisions based on the listing. Liza Simpson stated that she is uncomfortable giving the Historical Society the power to nominate properties. The way to address this issue is to make sure that all of the nominations come back to the HPB at a public meeting not just the ones with a positive recommendation. Thomas Eddington believed this can be accomplished. Ms. Simpson pointed out that the Historical Society is still able to chime in on a property and supplement information. The Mayor suggested that the Historical Society simply talk to property owners about nominating their homes. Dick Peek spoke about the economic benefits of historic preservation and having a third party non-profit organization being able to nominate sites to the HSI which is a good thing and an improvement to the current Code. Alex Butwinski pointed out that if a property is never nominated, it will never go to a public meeting and the Historical Society will not have an opportunity to present its case.

Andy Beerman stated that the HPB has the ability now to make a request which is basically the same as nominating a property. If the Historical Society can make the same requests, the Code doesn't have to be changed, just the process. Dick Peek believes one triggers a public hearing and the other doesn't. The Historical Society has a significant data base to add to the City's knowledge base which may influence the HSI over time. Mark Harrington suggested adding an opportunity 30 days prior to the staff's annual review for either the HPB or the Historical Society to submit requests for the staff to include on its review list. The disposition of staff's recommendation has to be part of the annual report so if the HPB disagrees, the decisions can be called-up and revisited at a public hearing. This provides some predictability to the annual process rather than accommodating ad hoc determinations.

Cindy Matsumoto clarified that she was interested in the public hearing component and directing staff to clarify the process. Tom Bakaly understood consensus to have a public review of all requests. Dick Peek again emphasized that his request was to just add the Historical Society and the process remain the same as it is now.

Liza Simpson recited the current process, emphasizing that a Historical Society representative is a voting member on the HPB. The perfect venue already exists and the only piece missing is not having a public meeting on negative determinations. She doesn't feel the Historical Society should be added as a nominating body and Mr. Peek again clarified his request that the Historical Society be able to nominate. The Mayor polled members and Cindy Matsumoto, Alex Butwinski and Dick Peek supported Historical Society nominations. Alex Butwinski explained that he wants someone other than staff be able to nominate, specifically the HPB and Historical Society. Tom Bakaly pointed out that the HPB has declined nominations because of the associated research. Dick Peek stated that research is an unreasonable request to make of a board and Cindy Matsumoto felt it is an odd request. Thomas Eddington believed there has to be some exercise to determine if the property meets the criteria of the Code and if staff is asked to research, there is no change.

Dick Peek reiterated his recommendation of adding HPB and the Historical Society as nominating entities to determine if the HPB can nominate and designate, and review the fee structure. Andy Beerman discussed altering the process so that the Planning Department presents positive and negative recommendations at a public hearing without changing the Code. Dick Peek felt it puts nominations into a process where appeals could go to the Board of Adjustment. Tom Bakaly pointed out that the Council would be giving a non-profit the ability to determine whether or not something met City Code. Mark Harrington disagreed. The Historical Society would be given the authority to apply but not make determinations. Cindy Matsumoto again expressed that adding a public hearing component satisfies her concerns.

The Mayor suggested that this matter return to Council and in the meantime that Councilmembers Peek and Matsumoto meet with staff to reach agreement on process. Mark Harrington stated that the option will represent the majority of Council looking to expand the nomination process. In addition to that, staff will bring one or two options back that illustrate formalizing the public process with or without an amendment to the LMC.

4. Capital Improvements Budgets. Nate Rockwood explained that the CIP process begins with Visioning and the presentation of the FIAR. In February, budget staff meets with managers to review potential modifications to current projects and to submit new project requests. Project requests are evaluated by the CIP Committee, consisting primarily of project managers and projects are ranked by established criteria. Once the capital budget is prepared, it is presented to the City Manager who makes adjustments if needed. The CIP is broken out into different funding types based on the flexibility of the funding. Mr. Rockwood explained that the CIP Committee focuses primarily on the transfer from the General Fund which can fund any capital projects outside of transit, water and golf. This year, based on FIAR projections and the operating budget, it was determined that approximately $3.2 million is available for adjustments in 2012 and about $3 million each for FY2013-14. Of this, approximately $2 million goes toward on-going CIP projects which he named and two new additions for public art and aquatic equipment replacement. He referred to a list of new CIP projects which are water or transit fund related with the remaining $1 million of the

General Fund transfer. There is some flexibility with regard to the timing of projects like the soils repository which helped with funding as many projects as possible. He pointed out the projects not recommended for funding, some of which were considered operating requests or something the asset management fund would cover.

Cindy Matsumoto pointed out that the Pavement Management Program should include Old Town. Nate Rockwood explained that the program focuses on pavement work as opposed to reconstructing streets in Old Town. She asked at what point streets need to be reconstructed as opposed to repaired. Matt Cassel explained that reconstructions occur basically when the utilities need to be replaced which dictate the life of the road. The asphalt itself can easily be replaced through a Pavement Management Program. Exceptions like Royal Street and Deer Valley Drive were discussed. The Mayor pointed out the failed infrastructure in Old Town streets. Andy Beerman noted that it is only a matter of time when the streets in Prospector or Park Meadows will need to be replaced. When the Council addresses the funding for OTIS, funding for other parts of town should be considered.

Nate Rockwood stated that the CIP contains funding for intensive historic surveys and budget software. Jed Briggs explained that the budget staff has been using Excel spreadsheets for a number of years to create the budget. This approach is somewhat archaic and staff has been exploring software that could really help in the BFO process, performance measurements, and transparency tools tied to reporting, like mobile apps for the public. He pointed out Park City's progressive budget system but the software is needed to match the approach. The quote is for five years. Tom Bakaly noted that a new software system will bring all of the budget programs together, whether or not the City continues with the BFO approach. Mr. Briggs interjected that it can do incremental budgets as well; it is a very dynamic system with a lot of development and training involved.

Alex Butwinski hoped that staff will not be asking for more money for software in the fifth year. Andy Beerman cautioned on choosing software too soon and asked for assurances that flexibility is built into the cost. Mr. Rockwood responded that it is extremely flexible, which was one of the considerations in looking at the bids. The likely award will be the most flexible. Jed Briggs pointed out that it may be used for data-based applications other than budget but the BFO component will be customized. If the budget approach reverts back to an incremental budget, the software will help produce a great product. There are now over 200 spreadsheets in the budget document and if there is a change to a spreadsheet all of them would be updated automatically with the software. Interactive tools will also be available to the public.

Tom Bakaly stated that OTIS, downtown projects and open space are not funded. The Empire Street reconstruction is slated for this summer and a contract will be coming to Council for the project for design and engineering next week which is not typical because it is not budgeted. The intent is to keep the project moving forward. He encouraged Council to think about a comprehensive funding strategy for all OTIS projects rather than funding them incrementally. This was not done last year. Nate Rockwood added that the water line replacement for Empire Avenue is funded by the Water Fund but the street portion has never been budgeted. Tom Bakaly noted that the costs for reconstructing Empire may be bridged with the fund balance in the CIP and other places and staff can return next week with options. All members were supportive of doing the project this summer.

Alex Butwinski felt that OTIS should be funded but a bridge plan should be considered this year. Liza Simpson discussed working on tying associated revenue sources with projects. Cindy Matsumoto suggested formulating a street plan broader than Old Town and investing $500,000 a year toward street projects. Mayor Williams remarked on installing unused conduit.

Nate Rockwood suggested starting with authorizing a revenue bond to build a fund and then bond for large projects and use cash for some of the smaller projects on the list. Ms. Simpson discussed using a property tax increase and Ms. Matsumoto pointed out that an increase is projected to raise only $500,000 annually and she would rather use another mechanism raising more revenue for OTIS and downtown projects. Andy Beerman felt that increasing the resort cities sales tax by .5% is a good option to fund a number of projects. A property tax is too much pain for so little gain. Increasing the resort cities sales tax will raise $3 million a year. The Mayor reminded members that the County and School District are intending to raise taxes this year. Cindy Matsumoto expressed that she would like to hear from the public about a resort cities sales tax increase.

Alison Butz, HPCA, stated that the membership likes the idea of tying associated revenue sources to tourist attractions.

Mr. Beerman spoke using new resort cities tax revenues to free up $500,000 or more in the General Fund that now goes toward economy-based and tourist-related expenditures. Mr. Bakaly explained that the restaurant tax and transient room tax have a much stronger connection to tourism than resort cities tax. Resort cities sales tax is tied to the impacts of being a resort town and having a high number of visitors added to the population. Liza Simpson felt that discussing a property tax increase should occur annually. Cindy Matsumoto relayed that if voters do not approve an increase to the resort cities sales tax, there has to be a source for projects and a property tax increase may be necessary. Andy Beerman pointed out that businesses are hit harder by a property tax increase. If the City comes up with a long term street replacement plan, a property tax increase may be considered, but even a 6% increase will raise only 15% of what is needed. He believed the resort cities sales tax places the majority of the burden on tourists rather than residents.

Prepared by Janet M. Scott, City Recorder

PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
MAY 17, 2012

I ROLL CALL

Mayor Dana Williams called the regular meeting of the City Council to order at approximately 6 p.m. at the Marsac Municipal Building on Thursday, May 17, 2012. Members in attendance were Dana Williams, Andy Beerman, Alex Butwinski, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Mark Harrington, City Attorney; Nate Rockwood, Grants, Debt, and Capital Budget Manager; Kirsten Whetstone, Planner; and Kent Cashel, Transportation Director.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

None.

III PUBLIC INPUT *(Any matter of City business not scheduled on the agenda)*

None.

IV MINUTES OF MEETINGS OF APRIL 26, 2012 AND MAY 3, 2012

Alex Butwinski clarified language in the Study Session regarding emails between members and corrected circuit financing to read conduit financing. Liza Simpson, "I move to approve the minutes of April 26th and May 3rd (as corrected)". Alex Butwinski seconded. Motion unanimously carried.

V NEW BUSINESS

1. Consideration of a Resolution designating May 14 – 19, 2012 as National Invasive Weed Awareness Week in Park City, Utah – Liza Simpson complained about not having a list of weeds included. Andy Beerman, "I move we designate May 14-19, 2012 as National Invasive Weed Awareness Week in Park City, Utah". Alex Butwinski seconded. Motion unanimously carried. Ms. Matsumoto requested a list of noxious weeds.

2. Consideration of an Ordinance amending the plat for 573 Main Street and 564/572 Park Avenue, Park City, Utah – The Mayor invited public input. There was none. Dick Peek, "I move we continue New Business Item No. 2 to June 7, 2012". Andy Beerman seconded. Motion unanimously carried.

3. Consideration of an Ordinance approving the 7700 Marsac Avenue Subdivision, Park City, Utah – The Mayor invited opened the public hearing; there was no public input. Liza Simpson, "I move that we continue the consideration of an Ordinance

approving the 7700 Marsac Avenue Subdivision to a date uncertain". Alex Butwinski seconded. Motion unanimously carried.

4. Consideration of an Ordinance approving a condominium conversion for the 7700 Marsac Avenue Subdivision, Park City, Utah – Alex Butwinski, "I move to continue the consideration of an Ordinance approving a condominium conversion for the 7700 Marsac Avenue Subdivision to a date uncertain". Dick Peek seconded. Motion unanimously carried.

5. Consideration of an Ordinance amending the 200 Ridge Avenue Subdivision, Park City, Utah – the Mayor opened the public hearing; there was no public input. Cindy Matsumoto, "I move to continue Item No. 5, 200 Ridge Avenue, to a date uncertain". Liza Simpson seconded. Motion unanimously carried.

6. Public hearing on the issuance and sale of up to $5,000,000 aggregate principal amount of water revenue bonds of the City; and providing for related matters – Nate Rockwood explained that a public hearing is a requirement in the bond process. The City Council approved the Resolution authorizing the date of the public hearing and the notice of the bonds two weeks ago. There was no public input and the public hearing was closed.

7. Consideration of an Ordinance annexing approximately 29 acres of property located in the southwest corner of the SR248 and US40 interchange in the Quinn's Junction Area, known as the Quinn's Partnership Annexation, into the corporate limits of Park City, Utah and amending the Official Zoning Map of Park City to rezone the property Community Transition with a Regional Commercial Overlay designation – Kirsten Whetstone introduced Peter Pillman from IBI who introduced his team including Greg Erickson, the landlord. The Mayor stated that he appreciated the efforts of the Planning Commission and understood its decision. The City Council has a different charge. She added that the Planning Commission held five meetings on the annexation and accomplished a lot.

Kirsten Whetstone displayed a map of the property and pointed out the annexation boundary area and adjacent zoning. A public hearing is scheduled tonight and a continuation is recommended to May 24, 2012. On January 26, 2012, the City Council approved an annexation agreement and accepted the annexation petition. The proposed zoning is the Community Transition Zone with a Regional Commercial Overlay. Because of the terms of the Settlement Agreement, there is a Master Planned Development presented in tandem with the annexation, including a 374,000 square foot movie studio center. After the work session in February, the Planning Commission held four public hearings and the plans were further refined. The MPD will guide the administrative CUP reviewed by the Planning Department staff. She displayed and discussed a number of slides including adjacent properties, the access point, and illustrated an exhibit regarding context. She stated that the Planning Commission voted 4:2 to forward a negative recommendation on the annexation and the MPD.

The Planning Staff has reviewed the annexation with the Land Management Code, General Plan, and the state's provisions. Staff took a broader view than the Planning Commission with regard to the General Plan and considers this key property within the Park City annexation expansion area, likely to be annexed at some point. She urged members to consider reviewing this project under City codes as opposed to having it processed by the County. She referred to a comparison of codes which were similar but the Annexation Agreement further refines the project and considering the Settlement Agreement is a unique situation. She stated that the General Plan is in the process of being updated but the vision considers diversity in the economy and the Annexation Agreement provides some protection for Sundance and the Park City brand. Ms. Whetstone pointed out that the property was contemplated as a potential commercial receiving zone.

Peter Pillman, IBI, through a Power Point presentation, summarized the topics to be addressed. He displayed a map of the property; the main access is SR248 and US40 and internal circulation was explained. The trail plan connecting into the trail network is a benefit and a good the facility is a good destination. The original site plan included casitas which were removed to better showcase open space and Building #7 was moved from the north corner to mitigate visual impacts. Part of the mitigation was providing screening through landscaping externally and internally. He addressed screening the 50 foot sound stage building with trellised work and trees which also helps provide shade and screening for the zone between them which contains trailers and trucks. More landscaping was added for Building #7 as well to buffer views coming from Kamas. Certain buildings are specified at certain heights. The road has been moved off of the City property line to provide potential access to City property and the truck ingress and egress between Buildings #6 and #8 have been removed from the plans as a result of a meeting with UDOT.

Mr. Pillman pointed out that the campus is split into two pieces, a public access component and the secured piece with perimeter fencing. Buildings were analyzed for placement of green roofs and Building #8 was selected which is intended to blend into the landscape. Building #7 has a partial green roof with an office component in front of the high walls of the sound stage which the Planning Commission felt might provide some visual benefits. The Planning Commission discussed breaking up the sound stage building walls with color. A number of slides were shown from different vantage points to illustrate mitigation measures. He pointed out that the buildings do not break the ridgeline and the berm is eight to twelve feet high. He spoke about design guidelines, drought tolerant plantings and placing fire pits throughout the project.

Mr. Pillman recognized that parking has been a topic of discussion. Parking will be phased in tandem with the development of buildings and the Settlement Agreement provides for 1,000 parking stalls which are allowed by Code. QJP believes this number is required; the film studio is a different use than anything else in the City. Off-site parking doesn't work very well for the studio because most people come and go at all hours making it hard to carpool or do other things to reduce parking. The parking meets Park City Code but is not a reduction below the requirement. Mr. Pillman explained that the design is clustered and the Settlement Agreement requires zero percent open space but there is 40% open space on site. He pointed out areas for snow storage on-site and clarified parking locations. Public transit was another discussion and he pointed out three possible locations on the site. The potential trail connection to Park City Heights would provide trial users access to public restrooms and food services. The berm varies in elevation and distance from the road to make it more interesting and effective and the same grasses will be used on the roof. Aspects of the project from different locations were reviewed.

Dick Peek asked if a fence will be installed on the berm and Craig Haan, IBI, explained that the fence will be connected to the building. Mr. Pillman presented the fencing plan and the seven foot perimeter fence requested will function well. The fencing is higher at the gates which will have an aesthetic treatment. He showed examples of fencing materials and styles. Native drought tolerant plantings, deciduous trees and evergreens will be used. Mr. Pillman described a number of architectural zones within the project. There was a discussion of having a green roof on the sound stage but it didn't seem as if it would be effective. Mr. Pillman suggested installing a number of fire pits throughout the site.

Peter Pillman felt the film studio project will embrace, showcase and encourage arts and culture, and contribute to a year-round offering of different uses and activities, including the trail. He felt the project will attract a diverse demographic. The studio will contribute to a sustainable economy as a new industry and provide public services by increasing national, regional and local employment offerings. He felt the tourist economy can be enhanced through unique attractions that could be hosted on the property. The film studio could nurture and grow the success of the Sundance Film Festival, promote the film industry within the state of Utah, and increase awareness of Park City's international brand of Park City. Social equity impacts include fostering community diversity, attracting part-time and permanent residents, attracting and enhancing year-round events and activity offerings, and enhancing the community's identity and image. Increase and diversity educational offerings.

He continued to explain that the School District and colleges are interested in having a campus here. Demonstrating responsible environmental stewardship, promoting the transit and trail connections to help cut down on vehicle miles traveled are all goals of the project. Green building design and construction aiming to the LEED Silver Standard baseline is also a commitment. The plan includes water conservation by planting native drought tolerant plants and storm water management to minimize and filter the run-off. He felt these attributes contribute to the community. Mr. Pillman added that the Planning Commission was complimentary with regard to the transition in the design which is summarized in his presentation.

In response to questions from Alex Buwinski, Mr. Pillman clarified that requested parking was illustrated and the restrooms will be in the buildings. The trailhead with signage will be located on the corner. The landscaping will be scattered throughout the berm and not necessarily on the top. The Mayor understood parking is phased with the development of the buildings. Mr. Pillman relayed that the studio building will be the first element constructed and it is unknown when the hotel will come on line, but that parking will be underground.

Dick Peek asked if the installation of the security fencing will be similarly phased and Mr. Pillman believed the security fence would probably run the perimeter and would have to be installed when the studio is built. In response to a question from Andy Beerman regarding number of stalls, he stated that there are 886 on the plan. He explained that needs were evaluated against the Code and if everything was operating at once with no shared parking, the number is about 1,800. It was determined at least 30% will be shared. The County Code is about 1,000 and City Code is almost 1,000 without reductions and he felt it helpful if Mr. Penrod described operations. Andy Beerman understood that the number for the secured area at the studio is 450 stalls.

Brent Penrod, Raleigh Studios, stated that reducing parking would be problematic. He explained that an average television show (20,000 to 30,000 square foot stage space), may require 350 employees. There is interest in the insert stages and office building space if Raleigh was able to occupy that as well, and another 300 people may be on site. The nature of production is that along with the one show, there will be somewhere between 20 and 40 trucks or trailers. Lumber deliveries and grip and electric trucks staged by the lighting shop come and go. There is a surface parking and a surface staging need for normal activities. He hoped that all three stages can be accommodated plus the creative space. Mr. Penrod emphasized the need for security because the facility is open 24/7 to the tenants and he spoke about charging for parking to cover security costs. Typically service vehicles are parked as close to the stage area as possible.

Ms. Matsumoto asked about the potential early hours of production. Brent Penrod explained that sometimes there are night shoots but the normal day is about 12 to 15 hours. It was pointed out that the project meets the City's night sky ordinance. Mr. Pillman added that outdoor lighting is shielded and if areas are not being used, Raleigh has suggested that it be shut off. Mr. Butwinski asked about outdoor generators. Mr. Pillman explained that this was discussed by the Planning Commission. Mr. Penrod interjected that each stage has permanent power with a dedicated transformer. When more power is needed, silent generators are used. Production generators are silent because they are used for exterior filming. Ms. Simpson asked if a dump station for the trailers will be available on-site and Mr. Penrod stated that the service is off-site. Her concern was increased vehicle trips. Propane is delivered on site.

Andy Beerman acknowledged exceptions tied to the project because of consideration of economic benefits. He asked about job creation. Mr. Penrod explained that a movie made in Baton Rouge cost $25 million and about 90% went back to the community. The studio itself has few employees but a production employs 350 people easily using local vendors for services, materials and supplies. Almost all production people would be local because of the good crew base. It was pointed out that the Louisiana studio was a lot larger. Brent Penrod believed that there would be a minimum of one production per year. Seventy percent would include at least two movies with a potential community benefit of $54 million. Six hundred people would be employed on-site full time. Mr. Beerman asked about Raleigh's commitment to the project and Mr. Penrod expressed that it is a partnership and a long-term commitment. This is an exceptional opportunity for Raleigh for many reasons and a lot of thought has gone into its success. Raleigh may not be a tenant but will be here to manage the facility.

The Mayor opened the public hearing.

Jerry Grenetti, resident, expressed concerns about the taxpayer having to help Raleigh out if the project fails. Brent Penrod stated that there is no request for public money and components on-site will sustain the operation. The approach is cautious.

Bob Derber, resident, voiced his appreciation of the work of the Planning Commission and felt that the public has not been very vocal because of its trust in the Commission and the City Council.

Jerry Grenetti asked if a study has been done on the wildlife. Mr. Pillman explained that they have not but the site is currently fenced.

Kirsten Whetstone referred to staff questions outlined in the staff report. She asked about considering a provision in the LMC regarding waiving certain elements of the General Plan, as described in the Annexation Agreement. She detailed the conditions that would be impacted by either decision. Mr. Butwinski complimented the Planning Commission on crafting the conditions, specifically Jack Thomas. The Commission is charged with compliance with the General Plan and its recommendation was appropriate. He emphasized that the City Council must consider the special conditions surrounding the annexation which is to arrive at solutions to make the project work and he will consider the waiver.

Liza Simpson acknowledged there was no wildlife study and that this is a unique situation and agreed with Mr. Butwinski and staff's recommendation. Andy Beerman stated that he doesn't agree with it at this point and agreed with the Planning Commission that the project does not comply with the General Plan in any way. He will continue listening but he does not perceive enough "gets" to justify compromising principles and is not there yet. Dick Peed agreed with Mr. Beerman and would say no. Cindy Matsumoto stated that she has not made a decision yet. Mayor Williams summarized that members are split.

Ms. Whetstone clarified that a wildlife study was submitted identifying species on site as part of the general application and that data is linked on the City's website. The information is available; no mitigation efforts needed.

With regard to mitigation of environmental issues, the Mayor supported staff's recommendation. He felt all members want to understand parking better and Ms. Whetstone described the analysis and the resulting 957 number but the Commission reduced it to 668 with shared parking and some of the support uses in the hotel were eliminated. Mark Harrington interjected that staff disagrees with the assertion that the Settlement Agreement specified minimum parking; it is silent with regard to the actual number and the LMC clearly states minimum requirements unless reduced through the MPD process. He believes that reduction can be stipulated by the Council as part of the MPD. The more relevant question relates to operational requirements. He encouraged Council to focus on impervious surface coverage as opposed to number of stalls.

Dick Peek asked about the load in and out and the timing of resort traffic on SR2248. Mr. Pillman explained that direction is to avoid activity during those times which would be managed. A traffic study is posted which considers Park City Heights' traffic impacts. Mr. Penrod felt that this can be easily managed. He added that there is a 1,600 square foot meeting space proposed which may be a benefit for conventions, especially in the off season. Andy Beerman felt that the challenge will be offering a convenient bed base and expressed his confusion about the parking.

Alex Butwinski asked about structured parking and Mr. Penrod stated that 150 parking stalls will be constructed under the hotel. Mr. Butwinski hoped there may be opportunities to build more structured parking and to acquire state funding. Mr. Penrod relayed that enhanced transit may provide solutions.

Cindy Matsumoto asked why Raleigh feels Park City is such a great opportunity and asked about the partnership with Sundance. Brent Penrod pointed out the uniqueness of the project and its great environment and any affiliation with Sundance would be positive. He hopes Sundance will lease the studio every year and other space if needed. Park City is a special place.

Tom Bakaly asked the number and willingness of retail and hotel employees to park at the Park and Ride and shuttled to the site. It could also be used for construction parking. Mr. Penrod relayed this is easily accomplished with shift workers. Ms. Simpson spoke about better calculating the total number of studio parking spaces at the administrative CUP review and Ms. Whetstone expressed that there will be more information in terms of number of employees at that point. Ms. Simpson pointed out that the studio is the wild card compared to other uses. Ms. Whetstone stated that the condition currently reads 668 but a 20% adjustment up or down could be made at the time of CUP review. She emphasized that there may be an additional 30 to 40 on-street spaces not included in the 668 number.

Andy Beerman asked about bonding. Ms. Whetstone stated that the Commission's main concern related to the landscaping. The Building Department collects a bond with a building permit for remediating the site in the event the project ceases. Mark Harrington explained that the question is whether Council wants additional bonding beyond what is currently specified because of the magnitude of the project. He further explained that the flexibility of the CUP is proposed because the Planning Commission was running out of time and the tenant spaces are still undefined. Both sides want to see this narrowed as much as possible for predictability. The phasing plan goes a long way to address the first part of that. The question may be if there is a way to bridge the gap on the last phase as it relates to the Park and Ride or a more specific trigger to build the last section that staff recommends to be eliminated.

Because of the visibility of the project, Mr. Beerman requested a condition for adequate bonding and Mr. Harrington felt members should provide some direction on elements that need to be mitigated in conjunction with the phasing. There hasn't been as much progress on the building phasing compared to the parking and Council may have to provide standards with regard to the buildings, as recommended by the Planning Commission to address this possibility. The Building Department can provide recommendations and the CUP would be subject to call-up if Council does not feel it meets the criteria, but he felt confident that staff can define standards.

The Mayor asked if conditions have been agreed to by the applicant. Mark Harrington stated that a meeting has been held on potential redlines which are considered non-substantive. Of course, the biggest issues lie with the parking and the contribution for the public trail.

The Mayor questioned how many annexations have met the General Plan. He recalled the discussion about Flagstaff which didn't meet the General Plan and the City Council is not required to look at the General Plan with regard to where the property is coming from or going to. He understands and respects the Planning Commission review of the General Plan, but it is not Council's only consideration. He felt that a lot of property annexed into the City in the past didn't fit the General Plan and this practice needs to be recognized.

Mark Harrington felt it is a matter on how strictly the mandates of the General Plan are viewed. The General Plan needs to be balanced with pragmatic considerations. He felt that the way Commission Strachan framed it was too focused on the litigation which is inaccurate because the bigger problem is the lack of hard zoning on the County borders. Members are faced to make a decision without having a traditional determination of growth boundaries as most municipalities are afforded and it is a guessing game with regard to planning for impacts on the community. That has created a more natural tension with the Counties which is a matter of the different priorities reflected by each jurisdiction's plans. He felt the Annexation Code utilizes both the legislative plan and the General Plan as decisions points that all annexations have been consistent with the Code and the General Plan in totality. The question is which priorities and various interests are the bases of the decision which are within the discretion provided in the Annexation Code which is broader than the General Plan. It is ultimately a legislative determination in terms of quantifying the values of the community and sacrificing those ideals for the pragmatic ones that wouldn't be employed two miles down the road. Mr. Harrington acknowledged that this is a hard decision and the one Council members are faced with.

Ms. Simpson stated that her concern with this project all along has been its appearance. She would love to have open space surrounding us, but that is unrealistic, and every time open space is considered, it has to be balanced with economic opportunities for the community. This property will be developed and the applicant, the design group and the Planning Commission have done a heroic job of making the project better which is a balance with the shortfalls with the General Plan. Alex Butwinski asked the applicant if he agrees with the conditions proposed, other than parking. Mr. Penrod stated yes, it is very close. In response to a question from the Mayor regarding timing, Mark Harrington relayed that by tomorrow parties have to agree. The main issues are parking and the trail.

Andy Beerman understands that every annexation has exceptions to parts of the General Plan but with this application, the City has given away so many of its tools. He doesn't think that it meets major tenants of the General Plan. The economic benefits are possible but uncertain and he personally is not willing to comprise our principles on the speculation. Ms. Simpson interjected that it would be his principles not "ours".

Cindy Matsumoto agreed with Ms. Simpson about the importance of the appearance of the project and is hopeful that the berm, landscaping and green roofs will be effective. She is also concerned that the project is economically viable.

With regard to conditions, Dick Peek stated that during the tour of the property there was talk about using the City's adjacent open space as a potential path for run-off to enhance the wetlands. He wants to make it clear that the site drainage would be to Code and that no increase in off-site run-off be allowed. There is a substantial amount of hard surface adjacent to the area. He suggested deleting the language after the semi-colon on Condition #29 regarding shadowing LEED standards. Mark Harrington explained that the condition is stating a fact that shadow does not require certification. The Mayor acknowledged that verification is expensive and the City has not pursued it because of the impact to tax payers, but certification would be a positive in terms of marketing the studio. He asked the applicant if certification could be considered and Mr. Penrod felt it is worthwhile to address.

Dick Peek suggested that no projected image, back-lit, or moving image display signs be visible from off-site. Kirsten Whetstone assured Council that the project will comply with the City's Sign Code. Discussion ensued on types of signs prohibited in the Sign Code. In response to a question from Andy Beerman regarding the lighting in the atrium, Peter Pillman responded that the atrium will be held to the Night Sky Ordinance requirements.

Dick Peek understood that not all of the conditions in the Annexation Agreement are identified in the conditions of approval in the Ordinance and felt there should be a statement incorporating all conditions. Mark Harrington referred to Condition of Approval #2, which incorporates the Annexation Agreement by expressed reference.

Mayor Williams felt that gas fireplaces are not functional or fitting with regard to the effort to reduce the City's carbon footprint. Alex Butwinski and Dick Peek agreed. Mr. Butwinski felt this could be addressed in Condition #39. In response to a question from Liza Simpson, Kirsten Whetstone estimated that over 100 parking spaces were planned for the far north end (later removed). Ms. Simpson stated that she doesn't have a problem with the higher number, she would like it reduced some, but would rather see efforts into how much the parking could be semi-permeable in consideration of run-off problems. The Mayor asked the applicant to consider using the Park-and-Ride which will reduce the parking number. Brent Penrod felt that the Park-and-Ride can accommodate full-time employees, shift and construction workers but not for the people who come and go. It is difficult to reduce the parking and make the facility viable. In response to a comment from Dick Peek, Mr. Penrod explained the differences between location and studio filming and the importance of adequate parking for its success.

Ms. Matsumoto believed the most exposed view is from the north and asked if the Planning Commission discussed the berm on City property. Peter Pillman pointed out that the uses off of the corner have been removed and the open space buffer was increased on the approaching corner. The building on the corner was moved in so that there is more landscaping on the Raleigh site than illustrated. Mark Harrington explained that the Planning Commission generally had the view that the applicant should be mitigating its impacts on its own property and not utilizing City property or the Park-and-Ride. Cindy Matsumoto stated that she would like to see a revised site plan to see what that would look because that area is the most exposed on our view corridor. The Mayor suggested that the street be moved 100 feet east and some landscaping installed between the property line and the road and he spoke about potentially blocking the visual impacts of Buildings #1A, #1C, and #1E. Craig Haan added that the design incorporates berming and swells to manage water. Cindy Matsumoto expressed she can support landscaping on City's open space as part of the project. Dick Peek disagreed.

Liza Simpson asked if secured parking could be used for special events if there are no productions going on at the time. Brent Penrod responded absolutely; anything to keep the studio active is of interest. In the event of an emergency the facility can be used as shelter for the community. Mr. Pillman assured Ms. Matsumoto that the landscape plan will be revised so that it reflects as much coverage as possible on the property.

Alex Butwinski pointed out the City's commitment to providing transit to the Park-and-Ride. Kent Cashel stated that service is anticipated because of Park City Heights coming on line within two years. Mayor Williams interjected that this project does not trigger transportation there because service to the area was anticipated before Raleigh. Mr. Cashel agreed that service is included in the short term transit plan and Mr. Butwinski felt the plan may need to be accelerated if it is addressed in the conditions.

The Mayor believed there is agreement on eliminating the fire pits and more berming on the corner from Building #2 to SR248 and below Building #2. There was discussion on hitting real LEED standards rather than shadowing them. Dick Peek commented on the importance of Code compliance with regard to signs, atrium lighting, hours of operation, and storm water management. Performance bonding was another point. Alex Butwinski understood parking to be 682; he referred to language giving the Planning Director latitude to adjust the number by 20% if a need is demonstrated. Mark Harrington clarified that there is language in the LMC that addresses a demonstrated need but a trigger to get to the last phase of parking could be identified. It could be tied to specifics measuring use or additional visual mitigation. He referred to Ms. Simpson's suggestion of using a different surface material. The Mayor spoke about under-parking The Montage and the proposed PCMR development by using mass transit but in his opinion, this project is different. Cindy Matsumoto referred to comments that adequate parking makes the facility economically viable which is important to her.

Andy Beerman stated that the Settlement Agreement refers to acquiring funding from the state for structured parking. It was pointed out that this is no longer feasible and Kirsten Whetstone stated that the Agreement reflects this. Alex Butwinski agreed that the success of the project is important.

Discussion ensued on the recommendation to approve or deny. Mark Harrington clarified that the Conditions of Approval are not recommended by the Planning Commission. They were modified by the Planning Commission to reflect conditions as noted if the Council moved forward with annexing the property but the Commission clearly rendered a negative recommendation. The Mayor asked if the mitigation discussed tonight changes Council members Beerman's and Peek's opinions. Mr. Peek stated that he has not made a decision yet and needs another week to decide. Cindy Matsumoto suggested moving forward with conditions to approve and deciding at the meeting whether or not to approve them. Alex Butwinski, Liza Simpson and Cindy Matsumoto supported moving ahead. Mark Harrington asked the importance of the trail connection. Kirsten Whetstone described Park City Heights' trail plan and staff is suggesting a portion be constructed by the applicant which crosses City property and would require an easement. The Mayor didn't feel that the trail will be used by the general public and making it a mandatory trail head is not something he is worried about. The City Attorney understood that members are more concerned about the trail connection than trailhead parking and amenities. The trail will be a benefit for hotel patrons. Andy Beerman stated he is comfortable with just the trail, paved or unpaved and is not very concerned with amenities like rest rooms.

The City Manager explained that the Annexation Ordinance will be amended for possible approval next week. If it is not approved, the deadline will expire and a negative recommendation will have to be ratified. The findings will be for approval, as conditioned. The Mayor requested a motion to continue to May 24, 2012. Cindy Matsumoto, "I so move". Andy Beerman seconded. Motion unanimously carried.

8. Consideration of a Resolution adopting the Revised Budget for Fiscal Year 2012-2013 and the Proposed Budget for Fiscal Year 2013-2014 for Park City Municipal Corporation and its related agencies – The Mayor opened the public hearing.

Tom Fey, resident, suggested that a balance sheet be added to the budget website because it would allow the public to see if the City has an unfunded pension liability, the level of debt and how much debt has been amortized. He would like to know how much of the $10 million debt amount represents debt reduction and what portion represents interest. The Country is headed into a financial catastrophe which burdens tax payers. He noted that the capital budget is high and it appears $5 million is anticipated to be funded with additional bonding which makes a balance sheet relevant.

With no further input, the Mayor asked for a motion to continue the public hearing to May 24th. Liza Simpson, "I so move". Alex Butwinski seconded. Motion unanimously carried.

Tom Bakaly explained that the work session discussion addressed the cost of the reconstruction of Empire Avenue which will be bridged with other funding alternatives. The General Fund will be examined as well for funding capital projects. He stated that he will update Mr. Fey at a scheduled luncheon meeting tomorrow.

VII ADJOURNMENT

With no further business, the regular meeting of the City Council was adjourned.

MEMORANDUM OF CLOSED SESSION

The City Council met in closed session at approximately 2 p.m. Members in attendance were Mayor Dana Williams, Andy Beerman, Alex Butwinski, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Diane Foster, Deputy City Manager; Tom Daley; Deputy City Attorney, Jim Blankenau, Environmental Regulatory Program Manager; Joan Card, Environmental Regulatory Manager; Jason Christensen, Environmental Regulatory Counsel; Jon Weidenhamer, Economic Development Manager; Thomas Eddington, Planning Manager; and Mark Harrington, City Attorney.

Liza Simpson, "I move to close the meeting to discuss property and litigation". Andy Beerman seconded. Motion carried unanimously. The meeting opened at approximately 3:30 p.m. Alex Butwinski, "I move to open the meeting". Liza Simpson seconded. Motion unanimously carried.

The City Council met again in closed session after the regular session. Alex Butwinski, "I move to close the meeting to discuss property and litigation". Andy Beerman seconded. Motion unanimously carried. Alex Butwinski, "I move to adjourn". Dick Peek seconded. Motion unanimously carried.

The meeting for which these minutes were prepared was noticed by posting at least 24 hours in advance and by delivery to the news media two days prior to the meeting.

Prepared by Janet M. Scott, City Recorder

City Council
Staff Report

Author:	**Tina Adkinson, Front Desk Team Leader PC MARC**
Subject:	**Food and Beverage Concession at the PC MARC**
Date:	**May 31, 2012**
Type of Item:	**Administrative**

Summary Recommendation:
Authorize the City Manager to execute the concession agreement (Attachment 1) with Caroline Kiley (Perks LLC) for the pool deck food and beverage concession at Park City Municipal Athletic and Recreation Center, in a form approved by the City Attorney.

Topic:
Food and beverage concession agreement at the PC MARC.

Background
The PC MARC does not have any food and beverage concession on site with the exception of three vending machines. The vending machines provide patrons with small snacks such as yogurt, chips, candy, ice cream and beverages such as sports drink, juice, and soda. Many patrons at the PC MARC have inquired about food service on the pool deck during the summer season. In May of 2012 a Request for Proposal (RFP) was advertised for a concessionaire to operate pool deck food service at the PC MARC. The RFP was published in the Park Record for two consecutive weeks in May of 2012.

The applicants were asked to describe their food & beverage experience, provide a description of proposed menu & pricing and a statement of how they see the relationship between the concession and PC MARC being mutually beneficial to both. They were also asked to provide two references. Responses to the RFP were due on May 11, 2012.

Analysis
Two proposals for the pool deck food vendor were submitted. A selection committee made up of Tina Adkinson, Jessica Moran and Ken Fisher reviewed the proposals and then interviewed each of the respondents.

	Caroline Kiley	James Doilney
Job experience	Owner/founder of Perks Espresso/ Kiley Carts. Mobile vending experience in lobbies of St. Marks' Hospital and Salt Lake Regional Medical Center 1997-2002. Direct new restaurant launches overseas & staff/counter manager at Salt Lake Roasting Company for 2 years.	Owner/operator of Corner Store and Nature's Wraps. Over 25 years of food and beverage service between James and Kim Hurley (GM of Nature's Wraps). Kim would be the contact for the pool deck food service.
Menu options, variety, pricing, health	Smoothies, sandwiches, Panini's, fresh fruit, non-vending machine items. Wide variety, average pricing $4-5. Items healthy for all ages.	Wraps, salads, hot dog, pork sandwich, chips, candy, soda. Moderate variety range, average pricing $5. Wraps and salads healthy, other menu items questionable on health.
Compatibility with PC MARC patrons and pool deck food service	Menu caters to both adults and children. Menu items target all patrons of PC MARC (pool, fitness, tennis, camps). Sandwiches would be pre-made offsite. Paninis and smoothies made to order with availability of "special orders".	Menu caters mostly to adults with a couple of kid friendly items. Most items on menu specific for pool deck and pool patrons. Most items would be pre-made, off site. "Special/ made-to-order" wraps available for delivery from Nature's Wraps.
Strategy for eliminating waste and use of environmentally friendly products.	Use of plastic baskets with single sheet tissue for all entrée items. Napkin dispenser to encourage single sheet use. Smoothies in recyclable plastic. Providing own receptacles for recycle next to service counter.	Use of plastic baskets with single sheet tissue for all entrée items. Salads in recyclable plastic. Providing own receptacles for recycle next to service counter.

The selection committee was unanimous in selecting Caroline Kiley The main reasons were: overall strength of proposal, past experience operating a mobile food cart, variety of menu, price, health conscious menu items that cater to all patrons of the PC MARC, , and the ability to create made to order items on site.

The highlights of the concession agreement are:

- The term of this Agreement will be from June 11, 2012 through September 15, 2014.
- The PC MARC is not requesting rent to be paid by concessionaire or collecting a percent of sales. The reason for this is that we view this as a service to patrons and didn't look at this as a way to directly collect revenue. The concessionaire has a significant startup cost for the cart and the necessary equipment.
- All site improvements are the responsibility of the concessionaire and must be approved by the Recreation Manager
- Concessionaire pays food and beverage fees including food, equipment, cost of repair, supplies.
- Concessionaire pays all employee costs.
- Alcoholic beverages are not permitted.

- Minimum hours of operation are 12 p.m. to 4:00 pm, Monday through Sunday. Concessionaire may operate extended hours if desired.
- Length of pool season is May 15 through September 15 of each of the three years during agreement.

Department Review:
This report has been reviewed and or input given by the City Manager, Legal and Recreation departments.

Alternatives:

A. Approve the Request: Authorize the City Manager to execute the concession agreement (Attachment 1) with Caroline Kiley (Perks LLC) for the pool deck food and beverage concession at Park City Municipal Athletic and Recreation Center, in a form approved by the City Attorney.

B. Deny the Request: This would result in food service unavailable throughout the summer.

C. Continue the Item: Council could continue the item and direct staff to provide further information at a future date.

D. Do Nothing: This would result in a lack of clarity and confusion on how to proceed with the pool deck food vendor.

Significant Impacts: By approving the concession agreement with Caroline Kiley (Perks LLC), the PC MARC will be better able to serve the needs of patrons and the community by providing food service on the pool deck during peak swim hours.

Consequences of not taking the recommended action: By not approving this concession agreement the PC MARC will not have any food service other than vending machines.

Recommendation:. Authorize the City Manager to execute the concession agreement (Attachment 1) with Caroline Kiley (Perks LLC) for the pool deck food and beverage concession at Park City Municipal Athletic and Recreation Center, in a form approved by the City Attorney.

EXHIBIT A
SCOPE OF SERVICES

1. Description of Food and Beverage service:

a. Concessionaire shall perform the food and beverage concession for Park City Municipal Athletic Recreation Center (herein after the “MARC”) in the pool deck area located at 1200 Little Kate Rd. The Concessionaire shall provide food and beverage to the MARC patrons, on MARC property. Items for sale will include non-alcoholic beverages, smoothies, fresh fruit, paninis, sandwiches, healthy snacks. Concessionaire can set up a BBQ area in a space agreed upon by MARC during the term of this Agreement. Sale of alcoholic beverages is not permitted.

b. Concessionaire warrants that all equipment used during its performance of this agreement is reliable and serviced to avoid major breakdowns during the pool season.

c. Concessionaire shall be in close communication with the MARC manager to ensure quality service.

d. Outside suppliers are used at Concessionaire’s own discretion and liability. Menu items and prices must be approved by MARC management before seasonal operations begin.

e. All improvements are the responsibility of the Concessionaire and must have approval of the MARC manager. The City will provide access to electricity and water.

f. Concessionaire is responsible for providing all necessary equipment for operation.

g. Concessionaire equipment must be removed from MARC property be October 1 of each year (2012, 2013, 2014).

h. All structures and signage used by Concessionaire must be approved by the MARC manager prior to display.

i. Concessionaire is responsible for securing concession area when not in use. The City is not responsible for any theft, loss, or damage that Concessionaire may experience.

j. All product storage is the responsibility of the Concessionaire. The MARC building is not available for dry storage or for refrigerated or frozen food storage. Any temporary storage must be approved by the MARC manager.

City Council Staff Report

Author: Roger McClain
Water Project Manager
Subject: LAST CHANCE WATERLINE REPLACEMENT PHASE 2 - CONSTRUCTION AGREEMENT
Department: Public Works
Date: May 31, 2012
Type of Item: Administrative

Summary Recommendations:
Staff recommends Council authorize the City Manager to execute a Construction Agreement, consistent with Park City Municipal Corporation's standard contract/agreement and in a form approved by the City Attorney, with Whitaker Construction, Inc., for the construction of the Last Chance Waterline Replacement Phase 2 for a lump sum amount of $468,800.00.

Description:
Water System Infrastructure.

Topic:
Water transmission line replacement from the base of Deer Valley Ski Resort's Little Kate ski run to a location in the Last Chance Ski Run east of Royal Street Replacement is in accordance with the Water Strategic Plan's Infrastructure Strategies & Polices to Develop and Implement Infrastructure Replacement & Renewal Plan

Background:
The Last Chance water transmission line is located in the Wide West, Little Kate, and Last Chance ski runs and conveys culinary water from the Last Chance Pump Station, which is located adjacent to the Snow Park Lodge in Lower Deer Valley, to the upper Deer Valley service area. The 10-inch and 12-inch diameter water transmission line was originally installed in 1982 and 1997 respectively and is the sole means of delivering culinary, fire protection, and snowmaking water to a large portion of the Upper Deer Valley area.

In late summer of 2011 two water line breaks occurred along the ski run in the vicinity of the Snow Park Lodge. These breaks were repaired by Water Department crews and upon examination of the pipe condition by staff and subsequently a corrosion expert it was determined that the pipe is severely corroded and presents a high likelihood of near-term failures.

Due to the criticality of the Last Chance Waterline and the potential for major property damage and threat to the health and safety of residents and guests in the event of a water line break, the PC Water Department began actions to facilitate immediate replacement of the pipeline. Meetings with Deer Valley Resort were held to establish a construction schedule that would minimize disruption to the Deer Valley Summer Concert Series and the upcoming snow making and ski seasons. To expedite waterline construction, Contractors were prequalified for the replacement of the entire 4,100 linear feet of transmission line while a design for the waterline replacement was being prepared.

With limited construction time available, the waterline replacement in the fall of 2011 consisted of approximately 900 linear feet of pipe replacement for which City Council authorized the City Manager, on September 15, 2011, to execute a Construction Agreement with SCI, Inc. for the construction of the Last Chance Waterline Replacement. During the winter of 2011/2012 the remainder of Last Chance Transmission Line was reviewed and it was determined that the waterline should be replaced to a location where water system pressure is consistent with the existing pipe's pressure rating. This replacement constitutes Phase 2. The pipe not included in the Phases 1 and 2 replacement projects, approximately 1,300 feet, will be excavated and the pipe condition evaluated as part of the Phase 2 project.

The PC Water Department continues to work closely with Deer Valley Resort and has developed an Emergency Operations Plan in the event a pipe failure occurs in the upper segments of the pipeline during the summer or ski season.

Proposed Construction:
The Last Chance Waterline Replacement Phase 2 consists of the replacement of approximately 1,900 feet of ductile iron waterline with 12-inch diameter welded steel pipe and fittings. The pipe alignment will parallel the existing waterline alignment from the bottom of Little Kate ski run, up Little Kate ski run, where it will be connected to the existing Last Chance ductile iron transmission line. Steel pipe and fittings will be supplied with a protective exterior coating and an interior cement mortar lining. A passive cathodic corrosion protection system will be installed on all new pipe, fittings, and valves. The remaining transmission line between Phase 2 and Royal Street will be potholed and visually examined for pipe condition during the Phase 2 work.

The project is scheduled to be completed late fall and the work in the ski run completed by October 1, 2012.

Analysis:
<u>Construction Contract:</u>
Prequalification of Contractors for the Last Chance Waterline Replacement and Pump Station Modifications construction project was advertised in the Park Record on August 10, 13, and 17, 2011, and on the Park City Website beginning August 10, 2011. Five proposals were received, reviewed, and evaluated by a team of City Staff. Three contractors were selected to be able to submit bids.

Contractor	***Prequalified***
VanCon, Inc.	No
SCI, Inc.	Yes
Counterpoint Construction Inc.	Yes
Lyndon Jones Construction	No
Whitaker Construction, Inc.	Yes

The Phase 2 bid package was issued to the pre-qualified bidders on May 4, 2012 and a non-mandatory pre-bid meeting was held on May 15, 2012. Three bids were received and opened on September 15, 2011. The following summarizes the bids:

Contractor	Total Bid
Engineer's Estimate	***$667,173***
SCI, Inc.	$509,355
Counterpoint Construction Inc.	$468,560
Whitaker Construction, Inc.	$433,800

Whitaker Construction, Inc., is the lowest responsive bidder. Bid Documents were verified by the Engineer, Bowen Collins & Associates Engineering, and Staff. Staff therefore recommends Whitaker Construction, Inc., as the successful Bidder.

Additive Alternate Bid Schedule bid prices by the lowest responsive bidder were reviewed by Staff and determined to be responsive. Staff therefore recommends Additive Alternate Bid Schedules B and C, $11,000 and $24,000 respectively, be included in the contract.

The funding for the project is water service fees and is part of the proposed FY13 CIP under Water Department Infrastructure Improvements. The funding a part of the Water Department's annually budgeted Asset Management/Replacement Program.

The City's Project Manager, Roger McClain, will be working under the guidance of the Water Manager.

Department Review:
This report has been reviewed by representatives of Public Works, Legal, and the City Manager's Office and their comments have been integrated into this report.

Alternatives:

A. Approve the Request:
Council could accept the Bid and authorize the City Manager to execute a Construction Agreement, consistent with Park City Municipal Corporation's standard contract/agreement and in a form approved by the City Attorney, with Whitaker Construction, Inc., for the construction of the Last Chance Waterline Replacement Phase 2 in the amount of $468,800.00

B. Deny the Request:
Council could deny Staff's request. Denying the request would delay the replacement of the pipeline until the spring/summer of 2013, and would and result in potential water service loss in Upper Deer Valley and property damage and threat to the health and safety of residents and guests in the event of a pipe failure.

C. Continue the Item:
Council could continue the request. Continuing the request and not awarding the Contract within thirty (30) days would result in a delay to the start of construction and potential inability to complete the work prior to area closures for the preparation of ski operations (by October 28, 2012).

D. Do Nothing:
Staff does not recommend this alternative. Doing nothing would delay the pipeline replacement until the spring/summer of 2013, and would result in potential water service

loss in Upper Deer Valley and property damage and threat to the health and safety of residents and guests in the event of a pipe failure.

Significant Impacts:
The costs associated with this project are approved in the FY2013 CIP budget.

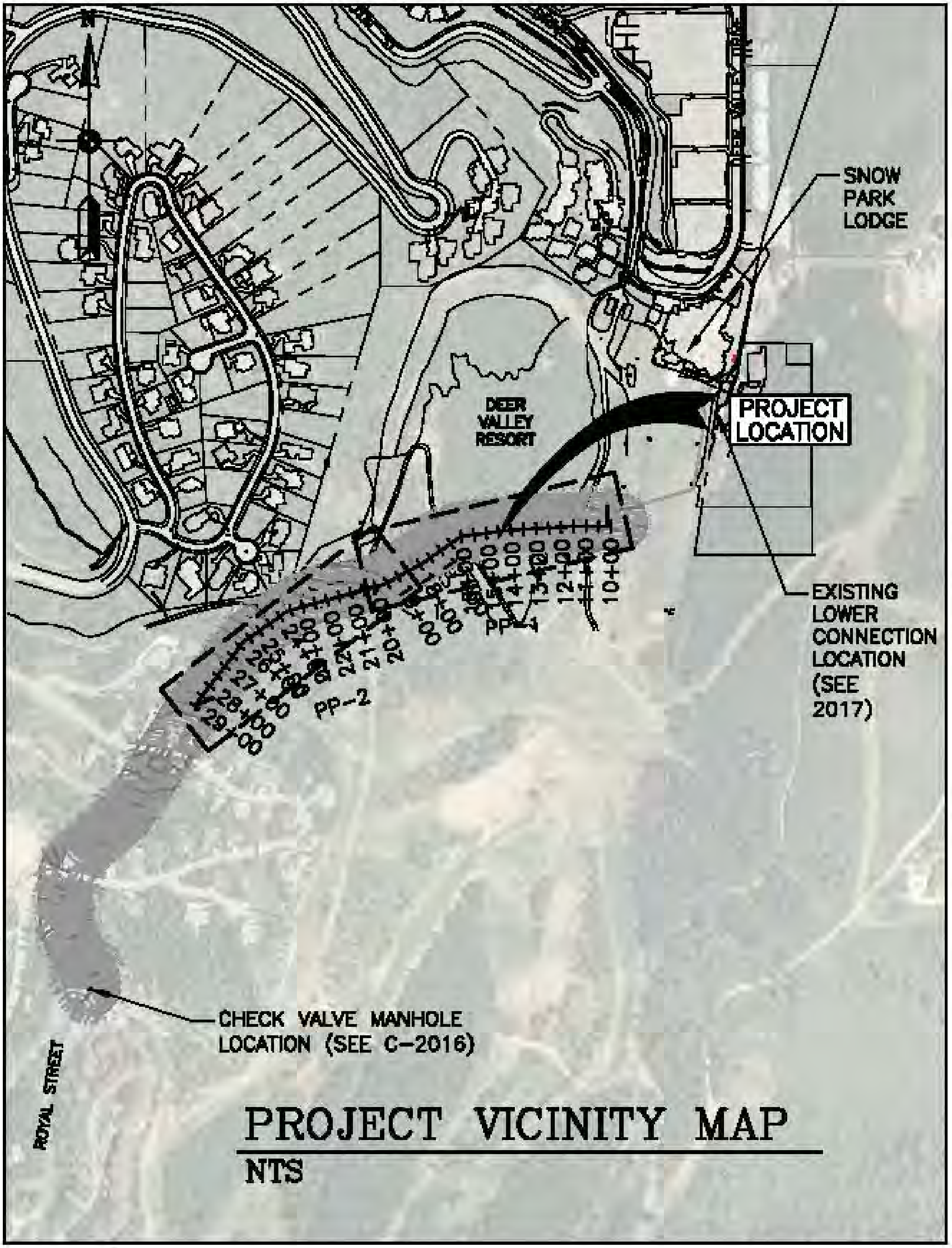
The replacement of the waterline is critical to the operation of the water conveyance system and the delivery of water to meet existing obligations.

Recommendation:
Staff requests and recommends Council accept the Bid submitted by Whitaker Construction, Inc., and authorize the City Manager to execute a Construction Agreement, consistent with Park City Municipal Corporation's standard contract/agreement and in a form approved by the City Attorney, with Whitaker Construction, Inc., for the construction of the Last Chance Waterline Replacement Phase 2 in the amount of $468,800.00

EXHIBIT A
Scope of Work
Last Chance Waterline Replacement Phase 2,
Construction Agreement

DESCRIPTION AND SITE OF WORK: For the project known as the LAST CHANCE WATERLINE REPLACEMENT PHASE 2 (hereinafter "Project"), the Work consists of the furnishing and installing of all materials, labor, equipment, survey/engineering, and special services in accordance with the Design Requirements and the Project Specifications required to construct the Last Chance Waterline Replacement Phase 2, complete, including but not limited to welded and testing steel pipe, fittings, high performance butterfly valves, concrete work, appurtenances, site grading, connection to existing ductile iron pipe, cathodic protection, materials testing. Work included in Additive Alternative Bid Schedules B and C are included. The work is located on Deer Valley Resort near 2250 Deer Valley Drive South, Park City, UT 84060-5108. In addition, the Work includes potholing, for purposes of a condition assessment, the existing water transmission line as indicated on the Drawings.

COMPLETION OF WORK: All WORK shall be completed by October 1, 2012. Time is of the essence.



SNOW PARK LODGE
DEER VALLEY RESORT
PROJECT LOCATION
EXISTING LOWER CONNECTION LOCATION (SEE 2017)
PP-1
PP-2
CHECK VALVE MANHOLE LOCATION (SEE C-2016)
ROYAL STREET
PROJECT VICINITY MAP
NTS

BID TABULATION

PARK CITY MUNICIPAL CORPORATION
LAST CHANCE WATERLINE REPLACEMENT PHASE 2
Bids Opened at 2:00 pm on May 21, 2012

				Average of Bids		1 SCI Inc		2 Counterpoint Construction		3 Whitaker	
Item No.	**Classification of Unit Price Work**	**Qnty**	**Unit**	**Unit Price**	**Amount**	**Unit Price**	**Amount**	**Unit Price**	**Amount**	**Unit Price**	**Amount**
	Bid Schedule A										
A1	Mobilization / Demobilization	1	LS	$23,500.00	$23,500.00	$25,000.00	$25,000.00	$25,500.00	$25,500.00	$20,000.00	$20,000.00
A2	Furnish and Install 12.75-inch (OD) 0.250 wall Steel Waterline, 35-mil Polyurethane Coat, Mortar Lined, weld bell x plain end, including pipe and fittings, STA 10+00 to 29+00, Complete	1	LS	$335,796.00	$335,796.00	$374,605.00	$374,605.00	$321,783.00	$321,783.00	$311,000.00	$311,000.00
A3	Lower Connection to Existing 12-inch Welded Steel Pipeline	1	LS	$4,581.33	$4,581.33	$5,000.00	$5,000.00	$4,244.00	$4,244.00	$4,500.00	$4,500.00
A4	Upper Connection to Existing 10-inch CL350 DI Pipe	1	LS	$9,384.33	$9,384.33	$12,500.00	$12,500.00	$8,153.00	$8,153.00	$7,500.00	$7,500.00
A5	Lower Disconnect from Existing 12-inch CL350 DI Pipe	1	LS	$3,037.67	$3,037.67	$4,500.00	$4,500.00	$113.00	$113.00	$4,500.00	$4,500.00
A6	2-inch High Pressure (525 psi) Air/Vacuum Valve Station, Complete	2	EA	$11,030.67	$22,061.33	$10,000.00	$20,000.00	$10,092.00	$20,184.00	$13,000.00	$26,000.00
A7	3-inch High Pressure (525 psi) Air/Vacuum Valve Station, Complete	1	EA	$14,703.33	$14,703.33	$12,000.00	$12,000.00	$18,110.00	$18,110.00	$14,000.00	$14,000.00
A8	Trench Stabilization Material	300	CY	$37.67	$11,300.00	$15.00	$4,500.00	$61.00	$18,300.00	$37.00	$11,100.00
A9	Cathodic Protection Test Station, Type I, Complete	1	EA	$1,966.33	$1,966.33	$2,050.00	$2,050.00	$2,049.00	$2,049.00	$1,800.00	$1,800.00
A10	Cathodic Protection Test Station, Type F, Complete	2	EA	$2,783.33	$5,566.67	$2,050.00	$4,100.00	$4,500.00	$9,000.00	$1,800.00	$3,600.00
A11	Cathodic Protection Test Station, Type A, Complete	2	EA	$2,783.33	$5,566.67	$2,050.00	$4,100.00	$4,500.00	$9,000.00	$1,800.00	$3,600.00
A12	Existing Pipe Condition Assessment (locate and expose 5 linear feet minimum of existing 10-inch ductile iron pipe located farther up the hill than new pipe project area; leave open for Owner assessment; install new bedding as required, backfill with excavated material), Complete	4	EA	$2,027.00	$8,108.00	$4,000.00	$16,000.00	$1,781.00	$7,124.00	$300.00	$1,200.00
A13	Bid Contingency Allowance (this dollar amount shall be included in the base bid by all contractors)	1	LS	$25,000.00	$25,000.00	$25,000.00	$25,000.00	$25,000.00	$25,000.00	$25,000.00	$25,000.00
	Base Bid Total				**$470,571.67**		**$509,355.00**		**$468,560.00**		**$433,800.00**

				Average of Bids		1 SCI Inc		2 Counterpoint Construction		3 Whitaker	
Item No.	**Classification of Unit Price Work**	**Qnty**	**Unit**	**Unit Price**	**Amount**	**Unit Price**	**Amount**	**Unit Price**	**Amount**	**Unit Price**	**Amount**
	Additive Alternate Bid Schedule B										
B1	Install Buried 12-inch High Performance Butterfly Valve, Complete	1	EA	$9,666.67	$9,666.67	$8,000.00	$8,000.00	$10,000.00	$10,000.00	$11,000.00	$11,000.00
	Additive Alternate Bid Schedule C										
C1	Replace Existing Check Valve and Air/vac Valve Manhole (located at Royal Street) with new 7-foot manhole, 10-inch ductile iron connecting pipe, fittings, couplings, 10-inch check valve, 2-inch combination air valve, 1-inch Sch 40 316 Stainless Steel bypass connections and two bronze ball valves, all rated for 250 psi working pressure, Complete	1	LS	$30,500.00	$30,500.00	$32,500.00	$32,500.00	$35,000.00	$35,000.00	$24,000.00	$24,000.00
	Additive Alternate Bid Schedule D										
D1	Install 1-inch Sch 40, 316 Stainless Steel Bypass Line with two 1-inch Bronze ball valves, double strap bronze tapping saddles, in existing check valve/air valve manhole located at Royal Street (250 psi), Complete	1	LS	$3,266.67	$3,266.67	$4,000.00	$4,000.00	$1,500.00	$1,500.00	$4,300.00	$4,300.00