PARK CITY COUNCIL WORK SESSION NOTES
SUMMIT COUNTY, UTAH
MAY 3, 2007

Present: **Mayor Dana Williams; Council members, Marianne Cone; Candace Erickson; Roger Harlan; Jim Hier; and Joe Kernan**

Tom Bakaly, City Manager; Mark Harrington, City Attorney; Alison Butz, Project Manager; Phyllis Robinson, Project Manager; Jon Weidenhamer, Project Manager; Dave Gustafson, Project Manager; Jan Scott, City Recorder; Ken Fisher, Recreation Director; Gary Hill, Grants and Budget Manager; Kathy Lundborg, Water Manager; Brooke Moss, Analyst; Kimberli Leier, Human Resources Manager; Seth Atkinson, Analyst

Ron Vine, ETC/Leisure Vision Consultants

1. Council questions/comments. Council member Jim Hier reported that he, Candace Erickson, and staff participated on a committee to evaluate special service requests, which are included in the budget report. The Chamber/Bureau Board of Directors met last week where a major topic of discussion was the change to commercial trash pick-up. He attended the inter-agency meeting where wildlife migration patterns were discussed and a transit site meeting. IHC held a ground-breaking and a special events meeting was held during the week with staff to discuss the Chamber Bureau's grant application process. He commended the Human Resources staff for organizing the awards dinner last night. Marianne Cone reported on a senior citizen task force meeting with Scott MacBeth from Mountainlands. Senior programs do not currently meet local needs and demographics are changing. She discussed a study from Arlington, Virginia *Draft Elder Readiness Plan* and urged Council to consider a similar plan. Park City is listed in *USA Today's* music festival list and she thanked Public Works for turning the fountain on at Miners Hospital.

Candace Erickson noted that much of the discussion at the RAB meeting this week was on a dog park. She felt it appropriate that the City Council and staff choose the site, rather than remanding the decision to RAB. The recreation needs assessment rated a dog park as the highest recreation need in the community. RAB is hoping that the location will be permanent and is looking forward to working on a plan for the Racquet Club, consistent with the needs identified in the survey. She discussed the Board of Health's public hearing relating to licensing tattooing and piercing businesses. Currently, tattoo parlors are unregulated. The Historical Society is moving ahead on its $8.95 million expansion project and the home tour is scheduled on June 16.

Roger Harlan commended staff on the quality of the budget flyer and last night's award dinner. He reported that traffic and safety improvements recommended by the joint transportation committee are moving ahead and it is contemplated that costs will be equally shared. The County is intending to expand library services in several communities. Ms. Erickson pointed out the confusing directional arrows on the pavement at the intersection of Holiday Ranch Loop Road and SR224. Mayor Williams spoke about the IHC ground-breaking at Quinns Junction and pointed out the success of forming task force groups for large projects.

Alison Butz explained that the City applied and was accepted to participate in a conference hosted by the Sonora Institute in Grand Junction, Colorado on June 6 - 9. Park City is among other cities from the western United States selected to join discussions about development and growth.

2. Sustainability Team FY 2008 Work Plan. Tom Bakaly explained that this team was formed in response to Council's commitment to sustainability issues and some tasks on the table relate to the previously assigned department. When new projects are introduced, this plan provides information with regard to other priorities and most fall under *Preservation of Community Character* or *Open and Responsive Government*. The goal of this discussion is to provide a sense of the sustainability work plan based on Council's goals. The City Manager explained that red entries indicate action items and if Council desires to upgrade a project to red, another red priority would drop or resources would be re-examined to accomplish more.

Phyllis Robinson introduced other members of the team, including Jon Weidenhamer, Dave Gustafson, and Alison Butz; members Patrick Putt and Max Paap were out of town. She explained that this is a collaborative work plan, covering the last quarter of 2007 and all of 2008. Top priorities identified by the team are based on Council direction from the Visioning Session in January and most projects are in progress, not just the ones designated in red. Members feel it is aggressive but manageable. The team is committed to the completion dates specified in the work plan, pending public process. Ms. Robinson asked for Council feedback on the work plan as presented, particularly the top priorities and the timing of projects.

With regard to noise, Council member Cone asked the status of re-visiting the outdoor deck issue and Tom Bakaly noted that Mr. Weidenhamer's focus will be walk-ability projects and noise on decks does not have a date. Ms. Cone clarified that she recalls a six month review date and discussion ensued regarding statements made about following up on the Ordinance during the public meeting. The City Manager felt that this topic may have a longer term component and an associated work load if deck use is expanded. Jonathan Weidenhamer pointed out that regulating noise involves the Police, Legal, and Code Enforcement Departments and is will take some study. Roger Harlan advised that Council should be judicious in what is asked of staff; the City doesn't have unlimited resources. There was confusion expressed by members regarding the term of the Ordinance and the City Recorder found the information on-line and read the following into the record:

> ***SECTION III. EFFECTIVE DATE.*** *This ordinance shall become effective upon publication; expire on November 24, 2006; automatically renew for an additional 3 months unless called up and repealed by City Council before November 24, 2006; and in any event expire no later than February 24, 2007.*

Jim Hier stated that in looking at the work plan, there is no way he is able to decipher the scope of anyone's workload and whether it is appropriate. He doesn't especially want to know this because he feels staff should be able to tell members directly if something can or can not be accomplished. Mr. Hier emphasized that he doesn't want to manage staff's time. Council and staff can communicate when there is an unforeseen issue that arises, that may result in postponing another project. He strongly believes that Council should not micro-manage staff.

Jim Hier expressed that proceeding with an RFP for both the Fire Station and the Snowcreek Parcel may be too aggressive, and Phyllis Robinson explained that staff will again discuss this next week in more detail. From a process perspective, it is desirable to have some clearing and grubbing on Snowcreek beginning in the fall of 2007 but since the new fire station won't be operational until the following spring, the City wouldn't be able to construct until then. It is contemplated that the award will be made to one group for both projects. Jim Hier asked if it is reasonable to have two projects in progress at the same time; the plan seems ambitious even with one contractor. Candy Erickson agreed and suggested publishing an RFP for both, but actually proceeding with one project at a time. Also, the contractor's performance can be evaluated before the second project is initiated. Mr. Hier felt that the RFP can be crafted so bids can be made on one or both. Tom Bakaly expressed interest in having the preparatory work done at the Snowcreek site this fall. The Mayor noted Council consensus to advertise both projects in an RFP. There was discussion about monitoring housing at Empire Pass and Jim Hier interjected that at some point, he would like to discuss the wind turbine at Quinns. Discussion ensued regarding cleaning up construction materials on the trail to Round Valley.

In response to a question from Council member Hier, Jonathan Weidenhamer explained that the Trails Master Plan will incorporate a walk-ability component and the completion date has been adjusted to July 1. In response to a question from Roger Harlan, Phyllis Robinson referred to a discussion at the Visioning Session relating to creating a long range sustainability plan for the City. Marianne Cone felt that this review answers questions about the status and timing of sustainability projects. She suggested eliminating forming a stakeholders group on the Historic District Design Guidelines to expedite the project. Ms. Robinson explained that this was discussed at the last joint work session with the Planning Commission where it was agreed that the process would be finalized when the Planning Director returns. Candace Erickson spoke about the need to maintain the Barn and Alison Butz stated that it will be painted and there was discussion about removing stored materials stored there. Ms. Erickson explained that the Friends of the Farm are anxious to proceed with a demonstration concept where patrons could look into the barn at a simulated setting. Matt Twombly reported that the farmhouse was painted yesterday.

Jim Hier suggested that the sustainability work plan be incorporated in the quarterly goal document so projects can analyzed in context with all projects and goals. Phyllis Robinson explained that the red highlighted goals would be transferred to the quarterly goal document. She admitted that the work plan is probably more detailed than members expected and will be used as an internal tracking tool for the team. Tom Bakaly summarized that this plan will be incorporated in the quarterly goal document.

3. Quarterly goal status report update. Council members reviewed goals and made minor modifications with regard to status and completion dates. Marianne Cone asked that *senior issues* be added to *Goal 6 – Regional Collaboration and Partnerships*. There as discussion about the effectiveness of the quarterly goal document in memorializing accomplishments.

4. Recreation needs assessment. Consultant Ron Vine, Leisure Vision/ETC Institute explained the firm's focus on surveys relating to transportation projects followed by customer service, school initiatives, and utilities. He explained his background with a master's degree in parks and recreation, Director of Parks and Recreation, and the City Manager in a community of about 140,000 in Kansas. The survey conducted in Park City included a full range of questions regarding usage, customer satisfaction, unmet needs, priorities for facilities and programs, and funding. The goal was to collect 400 surveys and 439 were submitted; 2,000 surveys were distributed. Mr. Vine pointed out that the results reflect a 95% level of confidence with a margin of error of plus or minus 4.7% and he referred to the executive summary and detailed background data on each question, specifically demographics of households. ETC has conducted about 450 surveys for parks and recreation over the past six years. Because they are continually working on projects on a national level, they have a data base of 70,000 citizen responses to parks and recreation surveys. Mr. Vine explained the use of *national benchmarking* questions and pointed out that the slide presentation will address current usage of facilities, satisfaction with facilities, unmet needs and priorities, new facilities and programs, and funding.

He stated that the facility used the most by residents is the Park City Racquet Club at 63%, then private fitness clubs, then the Park City Golf Club. It's good usage but not as frequent as other communities, but Park City recreation facilities are used by 90% of the community. Eighty percent of respondents indicated that the quality of the facility they used most was excellent or good; 30% excellent is the national average. Thirty-six percent of households indicated that that they participate in at least one program and 64% of the households indicated that they didn't. The nationwide average is 29% for participation in public recreation and 36% is significantly higher. Park City could easily attain ratings in the 40s. About 31% only participate in one program a year, but 69% of the households participated in two or more programs. Over 90% of participants considered the programs to be excellent or good, which is better than the national benchmark.

Mr. Vine relayed that 85% of households visited a park in the last 12 months. This is a very high number considering an average of 72%. Over 90% rated parks excellent to good; excellent at 37% with a national average of 30% and good at 55% with a national average of 53%. He reiterated that Park City is higher in participation in programs, usage, and quality. The mixed marketing strategy is a good approach; over half of the citizens indicated that they learn about recreation programs from the newspaper. *Play Magazine* is also a primary source, and then the radio at 38% which is one of the highest percentages ETC has seen in the country. The City's website is also effective. He explained the finding for not participating in programs more often and overall satisfaction with the overall value received from the Recreation Department. Thirty-eight percent of citizens responded that they are very satisfied and an additional 35% somewhat satisfied, for a total of 68%. Nationally, the number is 60% and only 3% in the survey replied that they are very dissatisfied. Ron Vine advised that a range of about 17% to 25% are out of the mix for recreation services and when certain questions are asked, there will be a corresponding number indicating disinterest.

With regard to unmet needs and priorities, Mr. Vine explained that 55% indicates that at least one member in the household has a need for an indoor fitness and exercise facility or an 18 hole golf course. An off-leash dog park was supported by 35% with a national benchmark of 25%. Jim Hier asked about the zip code analysis and Mr. Vine explained that only City residents were qualified to take the survey. Thirty-two percent of households relayed a need for ice skating rinks, and out of that 32%, 68% indicated that 100% of their needs are being met. He continued to explained that of the 36% who indicated a need for a dog park, only 7% felt 100% of their needs are being met; an additional 9% felt 75% of their needs are being met; and 51% felt their needs are not being met at all. Mr. Vine explained the importance of identifying unmet needs and the number one unmet need identified by households is an unleashed dog park, the second is indoor lap swimming lanes, followed by an outdoor leisure recreation swimming pool, indoor running/walking track, mountain bike skill course, and outdoor lap swimming lanes, etc. It has been discovered that people vote affirmatively for their first and second choices and just because something is identified as the largest unmet need does not mean that it is the most important. In Park City, the two most important projects are the 18 hole golf course and indoor fitness; the next group represents the off-leash dog park, outdoor leisure, outdoor and indoor tennis. Ken Fisher pointed out that the survey was conducted in February before any controversy on a dog park occurred.

Mr. Vine continued to explain that adult fitness and wellness programs at 53% is number one, followed by golf lessons, tennis lessons, water fitness, learn to skate, and youth sports. He stated that on a national basis, the highest rated need is adult fitness and wellness due to the large number of *baby-boomers*. He pointed out that the needs for programs are being met less than the needs for facilities and the gap is substantial. Forty percent of households identify wellness and fitness programs as an important need and there is room to increase programs by 50%. The features of the Racquet Club used most are the weight room and indoor tennis courts respectively. Improvements could include an expanded weight room, new walking and jogging track, an expanded fitness center, and new indoor lap lanes and 75% of households indicated they would use at least one of those. The number one program space is clearly a new walking and jogging track, followed by an expanded weight room. Forty-nine percent of households stated that they would use the facility at least once a week with over a third saying that they would use it several times a week. Currently, 17% of households use the Racquet Club on a weekly basis and there is potential to significantly increase participation if the most important facilities are built. Joe Kernan questioned if people would actually follow through with usage and Mr. Vine felt they will. Marianne Cone pointed out the number of residents who are outdoor people, i.e., hikers, skiers, walkers, etc. and aren't interested in using indoor facilities because there are so many recreational choices in Park City. Mr. Vine again referred to the 17% to 25% that will not use recreation facilities and/or programs but there is another group of 75% or higher that will participate in recreation given the right facilities. With regard to a plan, 54% supported renovating the Racquet Club.

Mr. Vine explained the basis of *an important unmet needs matrix.* There were 26 facilities analyzed, but the most important facilities are the first, second and third most important to people and those with the highest unmet need. The combination of applying these variables result in the ranking of dog park, indoor track, indoor lap lanes, outdoor leisure recreation pool, indoor leisure recreation pool, outdoor tennis courts, indoor fitness facility, and an 18 hole golf course. He explained that an indoor facility should include these recreational uses to capture users. With regard to funding expanded recreation services, 23% stated that they would pay nothing; 2% didn't know and 75% households indicated that they are willing to pay something. Forty-six percent indicated that they would vote in favor of a proposition, 20% might vote in favor, 15% are not sure and 19% would vote against. Ron Vine clarified that it is unusual to see over 50% in favor, about 40% is needed. Forty-six percent is a good solid number and it is desirable to keep the vote against number under 20% so that the ratio is 2:1. Propositions get defeated when the plan is to aggressive by trying to please everybody or if the wrong issues are brought before the voters.

Candace Erickson admitted that she was overwhelmed with the survey and confused by a couple of questions, i.e., interpretation of the meaning of programs and needs. Mr. Vine felt that often the people who are most knowledgeable can over-think issues, which is common when staff takes the surveys. He spoke about being directed not to include trails in the Park City survey, which is the most popular recreational amenity in the country. Roger Harlan asked what advice he would give the City Council, and Mr. Vine cautioned to accept the answers that you don't like as much as you accept the answers that you do like. He encouraged the City to conduct an operational performa before pursuing a bond issue so that these costs are considered. The Mayor discussed the private fitness industry negatively influencing the results of public recreation bond elections and Mr. Vine stated that this is an issue throughout the country. The recreation market is expanding so rapidly that no one industry dominates and each fits a different niche.

Joe Kernan pointed out that the City scored well with regard to satisfaction and asked how we compare to other communities in the nation. Mr. Vine agreed to provide more information by compiling comparisons on programs, condition of parks, and overall use. Mr. Kernan noted that 80% of the respondents were over 45 years old and if this statistic is a true representation of the community. Ron Vine explained that in situations where surveys may lead to a potential voter issue, ETC over-samples the population over 45 years old, because they consistently vote. It is preferred to take a conservative approach and the survey data can also be weighed with census information. Ken Fisher added that the Snyderville Basin Special Recreation District will be conducting a needs assessment survey during the month of June. Joe Kernan expressed that some facilities and programs, identified as high priorities, are under-utilized by the community. Ken Fisher felt that the results are a good indicator that some marketing and/or improvements are required to increase participation. Trends in recreation were discussed and the consistent and growing demand for fitness and wellness facilities. Candace Erickson referred to the lull in the City's tennis program which was revitalized with a professional staff and new programs. Mr. Vine added that more people over 45 are seeking the arts as opposed to recreation.

Marianne Cone expressed that the survey was easy to read and the results provide a lot of useful information. Jim Hier agreed. Mr. Vine thanked Council for the opportunity to work for them and relayed that staff was very professional and he personally ranks Ken Fisher in his top ten of clients.

5. Introduction of budget. Gary Hill reviewed the budget calendar. The operating budget recommended for 2008 is $36.7 million which is about a 6.6% increase from the 2007 original budget; a 1% increase for 2009 is contemplated. The purpose of the financial impact assessment report is to track changes in operating capital over ten years and the surplus allocated to the CIP. The City Manager Recommended Budget still anticipates $1 million a year in unallocated surplus, not including the surplus already budgeted for capital improvements, services, etc. Currently, there is about $44 million worth of unfunded projects and there are many future needs. Mr. Hill explained that projections assume no property tax increase and no decrease in anticipated sales tax growth.

Mr. Hill stated that PCMC has a market-based pay plan philosophy which is different than other cities in the state. Market is defined as the average of the top five communities identified in the comparison. Employees are compensated at the average rate and 15% within the target amount is considered market. Over the past four years, there has been an effort to get closer to the actual average and the pay plan committee is recommending that the gap be no more than 5%.

Pay Plan Committee member Brooke Moss explained the process for gathering salary information from select communities. The technical committee is comprised of Kim Leier and Kent Cashel who also provided data for the analysis. The Pay Plan Committee is representative of departments. Historically positions could not move more than one grade at a time but this year the committee created additional criteria for situations where moving more than one grade is appropriate. The committee feels confident that all positions are now at market. Because this pay plan drives higher costs, Mr. Kernan expressed concern that citizens understand and accept the market pay philosophy. Mr. Hill noted that staff is not compensated over-market and feels that the plan is equitable and defensible because of benchmark data. Mr. Kernan explained that the recreation needs assessment survey is a good tool to evaluate staff's performance. Kim Leier added that the year-end personnel report indicates that over the last four years, the City is retaining employees almost 2.5 years longer, specifically in police and water. This is significant because these positions represent the highest recruiting and training costs. She believes this trend is due to the effort to get closer to market. Mr. Kernan stated that this data is helpful. Candace Erickson felt that eliminating automatic bonuses to adjust salaries was a poor practice and supports paying employees market value. She recognized the higher cost of living in Park City; there are a limited number of affordable housing units and a real value of having employees live in the area. Ms. Leier interjected that the City is also seeing employees relocating within the School District boundaries and collecting a housing allowance. She is convinced that this is due to the move toward market. Brooke Moss emphasized that positions are based on an average and do not represent the highest salary in the comparison group. Kathy Lundborg stated that in the next pay plan in two years will reflect maintaining market.

Jim Hier stated that good performance and paying market are two separate evaluations. Exceptional performance is rewarded with bonuses not base pay. Joe Kernan agreed and added that reviewing quarterly goals is a good tool for measuring employee performance. The Mayor referred to past challenges in recruiting police officers and today the Department is now completely staffed. He supports staff's approach and other members expressed appreciation to committee members.

Mr. Hill explained that the Mayor's and City Council's compensation was also examined and compared with the Wasatch compensation group and another set of communities in Colorado Based on the analysis, it appears that Council members are 6% below the average stipend and the Mayor about 3% below his peers. Staff is recommending that the compensation for the Council be increased by $1,400 and the Mayor $1,000, coupled with a 2% increase in the stipend for the second year consistent with the pay plan policy. Jim Hier asked that Council compensation be recalculated without West Valley City and Marianne Cone suggested omitting St. George for the Mayor's calculation. Mr. Hill stated that staff will bring this back in a couple of weeks. Mr. Hier explained that the pay philosophy for staff and council is very different; cities are not competing for elected officials but for staff.

Seth Atlkinson explained the special service contract process and the composition of the committee, including Council members Hier and Erickson. A quantitative analysis was applied to every application based on specific criteria and each was ranked accordingly. Afterward, there was a qualitative discussion on other criteria to be considered, including distributing awards equitably to every category, identifying beneficiaries served, determining if programs fill a void, and advancing City Council goals by having the service provided. He explained that members asked, *Would the city step up and provide that service if it didn't exist?* He explained that after a final recommendation was completed, additional information supporting Mountain Mediation was received and the subcommittee now recommends funding. Jim Hier pointed out a discrepancy with the fireworks funding for the Chamber and there was discussion about arriving at an average number of doctor visits for individuals per year. Staff will check into these questions and special service contracts will return to work session on May 17.

Prepared by Janet M. Scott, City Recorder

PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
MAY 3, 2007

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 3 2007. Members in attendance were Dana Williams, Marianne Cone, Candace Erickson, Roger Harlan, Jim Hier, and Joe Kernan. Staff present was Tom Bakaly, City Manager and Mark Harrington, City Attorney.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

None.

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

1. Fountain at Miners Community Center - Carol Potter, Mountain Trails Foundation, thanked Council for turning on the fountain at the Miners Community Center.

2. Electronic voting – Kathy Dopp, election reform activist, stated that the mathematical method she developed for auditing vote counts was used in Cuyahoga County, Ohio. The state of Florida is scrapping its DRE machines and other states are considering doing the same. The Cuyahoga County audit revealed that the data base tables from the GEM server, which is no longer supported by Microsoft, did not match and was off by at least 100 votes or more. Additionally, the server is not capable of printing vote count reports, is not auditable at the machine-level and the optical scanners are unable to count the number of ballots. Ms. Dopp alleged that there are duplicate serial numbers on Diebold machines, so tracking inconsistencies is a challenge. It is easy to tamper with these machines and not be detected. She detailed the migration of computer vendors into the favor of federal government officials and emphasized the importance of local involvement in solving these problems. Utah is the most secretive state in the nation with regard to releasing election materials. There was discussion about optical scan ballots being more auditable than DREs. Council members agreed to hold a work session on this topic.

The Mayor invited members of the audience to comment on the budget, and with none, he closed the public input session.

IV WORK SESSION NOTES AND MINUTES OF MEETINGS OF MARCH 22, 2007 AND APRIL 19, 2007

Roger Harlan, "I move approval of the work session notes and minutes of the meetings of March 22 and April 19, 2007". Marianne Cone seconded. Motion carried unanimously.

V CONSENT AGENDA PUBLIC HEARINGS *(items listed will be open for public hearing prior to consideration for adoption or rejection; hearings may also be continued by vote of the Council)*

Consideration of awarding an Economic Development Grant to the Park Silly Sunday Market in the amount of $7,000 – The City Manager explained that Council discussed this last week in work session and approval is recommended. With no public input, the Mayor closed the public hearing.

VI CONSENT AGENDA *(items that have previously been discussed or are perceived as routine and may be approved by one motion. Listed items do not imply a predisposition for approval and may be removed by motion and discussed and acted upon under "Additional Discussion – Agenda Items")*

Candace Erickson, "I move we approve all three Consent Agenda items". Marianne Cone seconded. Motion unanimously carried.

1. Award of an Economic Development Grant to the Park Silly Sunday Market in the amount of $7,000 – See staff report.

2. Resolution extending the Park City Heights annexation task force – See staff report.

3. Resolution designating May 28 - June 2, 2007 as Summit County Weed Week in Park City, Utah – See staff report.

VII ADDITIONAL DISCUSSION – AGENDA ITEMS

None.

VIII 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, Marianne Cone, Candace Erickson, Roger Harlan, Jim Hier, and Joe Kernan. Tom Bakaly, City Manager was present. Roger Harlan, "<u>I move to close the meeting to discuss personnel</u> ". Marianne Cone seconded. <u>Motion carried unanimously</u>. The meeting opened at approximately 2:45 p.m. Jim Hier, "<u>I move to open the meeting</u>". Marianne Cone seconded. <u>Motion unanimously carried</u>.

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

PARK CITY SUMMIT COUNTY UTAH CORPORATE Seal MARCH 1, 1884

Janet M. Scott, City Recorder