

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, December 15, 2011.

3:30 p.m. Litigation and property

4:40 p.m.	Council questions/comments	
4:50 p.m.	Presentation of National Citizen Participation Survey	P. 5 - 148
5:50 p.m.	Break	

6:00 p.m.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Swearing in of Police Officers Corev Allinson and Jesse Bates

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

IV WORK SESSION NOTES AND MINUTES OF MEETING OF DECEMBER 1, 2011

P. 149 - 157

V 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”*)

1. Consideration of acceptance of Comprehensive Annual Financial Report for 2011 P. 158 - 160
2. Consideration of a change order to the 3rd Street Stairs Construction Agreement with Northridge Construction, Inc., for additional work in an amount of \$48,802, in a form approved by the City Attorney P. 161 - 162
3. Consideration of a Memorandum of Understanding for the Destination Tourism and Community Events Partnership, in a form approved by the City Attorney P. 163 - 183
4. Consideration of Contract Amendment No. 2 with Applied Geotechnical Engineering Consultants (AGEC) for design and construction management services for the Royal Street Emergency Repairs in a form approved by the City Attorney for an amount of \$3,237, in a form approved by the City Attorney P. 184 - 174
5. Consideration of final payment to Granite Construction Company for the Royal Street Emergency Repairs for an amount of \$384,315, in a form approved by the City Attorney P. 175 - 189
6. Consideration of authorization of the following Insurance premium payments for the 2012 City insurance placement covering a one-year period January 1, 2012 through January 1, 2013: Premium payment to States Self-Insurers Risk Retention Group, Inc, premium payment to States Self-Insurers Risk Retention Group, Inc for Potable Water Treatment Operations insurance supplements, \$127,676 premium payment to Workers Compensation Fund, \$85,453 premium payment to Affiliated FM for property, boiler and machinery insurance, and \$1,630 premium payment to Hartford for property insurance for 1255 Iron Horse Drive P. 190 - 193

VI NEW BUSINESS (*New items with presentations and/or anticipated detailed discussions*)

1. Consideration of a Resolution for Building Department fee waivers on new Renewable Energy Projects in 2012 P. 194 - 196
2. Consideration of a Resolution accepting the designation of specified areas within Park City Municipal Corporation limits to be Utah Recycling Market Development Zones P. 197 - 199

VII OLD BUSINESS (*Continued items*)

1. Consideration of an Ordinance approving a plat amendment for Lot 2 of Morning Star Estates, Park City, Utah
 - (a) Public hearing
 - (b) **Motion to continue to January 5, 2012**
2. Consideration of a Resolution adopting retention and classification schedules for certain records maintained by Park City Municipal Corporation pursuant to the Utah Governmental Records Access and Management Act and replacing Resolution No. 33-08 in its entirety P. 200 - 209
 - (a) Public hearing
 - (b) Action

VIII ADDITIONAL DISCUSSION – AGENDA ITEMS

IX 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.

**PARK CITY COUNCIL
HOLIDAY RECESS
DECEMBER 2011**

PUBLIC NOTICE IS HEREBY GIVEN that the City Council of Park City, Utah will **not** hold its regularly scheduled meetings on Thursday, December 22 and Thursday, December 29, 2011.

Posted: 12/12/11

See: www.parkcity.org

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

December 2011

22 **Holiday recess**

29 **Holiday recess**

January 2012

5 Swearing-in
Quarterly goals
BRC update
BFO discussion
Ordinance approving a plat amendment for Lot 2 of Morning Star Estates, Park City, Utah
Resolution forming the Park City Heights Special Assessment District
Quinns Water Treatment Plant construction management contract amendment – RMc
Appointments – Mayor Pro Tem and ETDAB
Professional Services Contract with Dave Miner for financial consulting services
6 *Manager's quarterly meeting*
12 **Cindy gone**
Bonanza Park substation
KAC update on 2012 Arts Festival – work
Library Facility Needs Report - work
Event Policy and Fee resolution amendment – event fees
PC Marc ribbon-cutting
19 **No meeting – Sundance Film Festival Opener**
26

February 2012

2 **No meeting**
2-3 *Visioning Session*
9
16
20 *Presidents Day – City offices closed*
23 **No meeting**

March 2012

1
8
15 Treasure LOI
22 Convention sale licensing and associated fees - March
29

Pending Items:

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



City Council Staff Report

Subject: Community Satisfaction Survey
Author: Phyllis McDonough Robinson, Community & Public Affairs Manager
Department: Sustainability
Date: December 15, 2011
Type of Item: Informational

Summary Recommendation: Staff recommends that the Council discuss and provide input on the results of the Citizen Satisfaction Survey. This year's survey creates a baseline and Staff recommends that we conduct this survey biennially.

Topic/Description:
Community Satisfaction Survey

Background:

Park City has conducted numerous surveys to gauge citizen satisfaction on a broad array of topics. Earlier this year the City conducted a community satisfaction survey to rate citizen satisfaction with publicly provided services, as well as to measure overall quality of life issues. The survey was conducted by the National Research Center, a research team specializing in performance measurement and evaluation. The purpose of the survey is to rate both the quality and level of satisfaction with a broad range of municipal and other government services, as well as to measure overall quality of life, community engagement and civic participation. In July 2011 Park City Municipal asked 1,200 randomly selected households to participate in the National Citizen Survey. The National Citizen Survey is a collaborative effort between the International City/County Management Association (ICMA) and the National Research Center. Our participation provides us with local data as well as benchmark data against the more than 500 other communities across the nation that also participates in the National Citizen Survey. As a member of the Community Performance Measurement program of ICMA, the data gathered through the NCS uploads directly into the performance measurement reports and data bases, also.

Analysis:

The NCS provides a statistically valid survey of resident opinions about community and services provided by local government. The survey and its administration are standardized to assure high quality survey methods and comparable results across jurisdictions. The survey was customized for Park City in close cooperation with City staff. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. Our response rate for the survey was 29 percent with a margin of error of plus five or minus five percent in the responses

The survey included a series of questions to gauge community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic

engagement in the community also were measured in the survey. The survey questions measured community strengths and weaknesses, as well as service strengths and weaknesses.

Eight main areas were evaluated in the NCS: Overall Community Quality, Community Design, Economic Sustainability, Public Safety, Environmental Sustainability, Recreation and Wellness, Community Inclusiveness, Civic Engagement and Public Trust. Below are some of the high level findings from the survey. Additional information can be found in the Exhibits to this staff report. Exhibit A is the survey instrument. Exhibit B is the full report on the survey. Exhibit C is the Benchmark Report that compares our results to other jurisdictions across the nation. Exhibit D is a subgroup comparison report that analyzes responses by community tenure, housing tenure, household income and age.

- Most residents experienced a good quality of life in Park City and believed the City was a good place to live. The overall quality of life in Park City was rated as “excellent” or “good” by 97% of respondents. Almost all reported they plan on staying in Park City for the next five years.
- A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were the overall image or reputation of Park City, overall appearance of Park City, and recreational opportunities. Among the characteristics receiving the least positive ratings were the availability of affordable quality housing, the variety of housing options, and the availability of affordable quality child care. Of the 29 characteristics for which comparisons were available, 24 were above the national benchmark comparison, two were similar and three were below (affordable housing, variety of housing stock and affordable childcare).
- Residents in Park City are very civically engaged. Close to half had attended a meeting of local elected public officials or other local public meeting in the previous 12 months and 96% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in Park City, which was much higher than the benchmark.
- Survey respondents demonstrated strong trust in local government. A majority (70 percent) 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. Ninety-five percent ranked the overall image or reputation of Park City as excellent or good. These are all much higher than the benchmark data.
- Among residents who had interacted with an employee of Park City in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”
- On average, residents gave favorable ratings to a majority of local government services. City services rated were able to be compared to the benchmark database. Of the 36 services for which comparisons were available, 28 were above the benchmark comparison, seven were similar to the benchmark comparison and one was below.

Consistency with Community Visioning

The findings from the NCA reinforce the key learnings from Community Visioning. The NCS shows a highly engaged community for whom recreation is a key driver. This was also revealed during the 2009 community visioning interviews. When asked what brought them here, the majority of responses were for skiing (#1) and the community (#2). People said they stay because of the community/people (#1) and the mountain lifestyle (#2). Ninety-three percent of NCS respondents rated the Quality of the Overall Natural Environment as Excellent (57%) or Good (36%). Both the NCS and Community Visioning highlighted a concern about the pace of growth. Sixty-one percent of NCS respondents thought the pace of growth was either much too fast (18%) or somewhat too fast (43%). When asked what would make people leave Park City in the community visioning interviews, the number one answer was too much change or growth. Affordable housing was identified as a key issue in both processes. The top answer to “what don’t we like to admit” in the community interviews was that we had “growing income gaps and that our workforce was being pushed out of Park City. Quality, affordable housing received the lowest community characteristic rating in the NCS, along with diversity of housing stock and availability of affordable quality child care.

Applying the Findings

The NCS is a rich database of information that can be used by the City Council, staff and stakeholders. For the City, the NCS helps us to better understand the services that are most important to residents and can help to focus limited resources. Data such as this can also be useful when making bond presentations for it shows a government with a high degree of community satisfaction, public trust and stability. Stakeholders, such as the nonprofit community, will find the data useful for grant applications. Immediate next steps include incorporating the findings into the General Plan, especially the sections on transportation, housing, economic and environmental sustainability. We have already started using the jurisdiction benchmarks in our pre-budget work sessions with Council. The data from the NCS will be incorporated to refine our BFO process and help in prioritizing levels of service and program enhancements/reductions discussions during Council Visioning and in the budget season Dr. Tom Miller, President of the National Research Center, will attend the Council meeting to present and discuss the findings with the Council.

Department Review:

The City Attorney and City Manager reviewed this report.

Recommendation:

Staff recommends that the Council discuss and provide input on the results of the Citizen Satisfaction Survey. This year’s survey creates a baseline and Staff recommends that we conduct this survey biennially.

Exhibits

- A: Survey Instrument
- B: Survey Report
- C: Benchmark Report
- D: Subgroup Comparison Report



PARK CITY, UT DRAFT 2011



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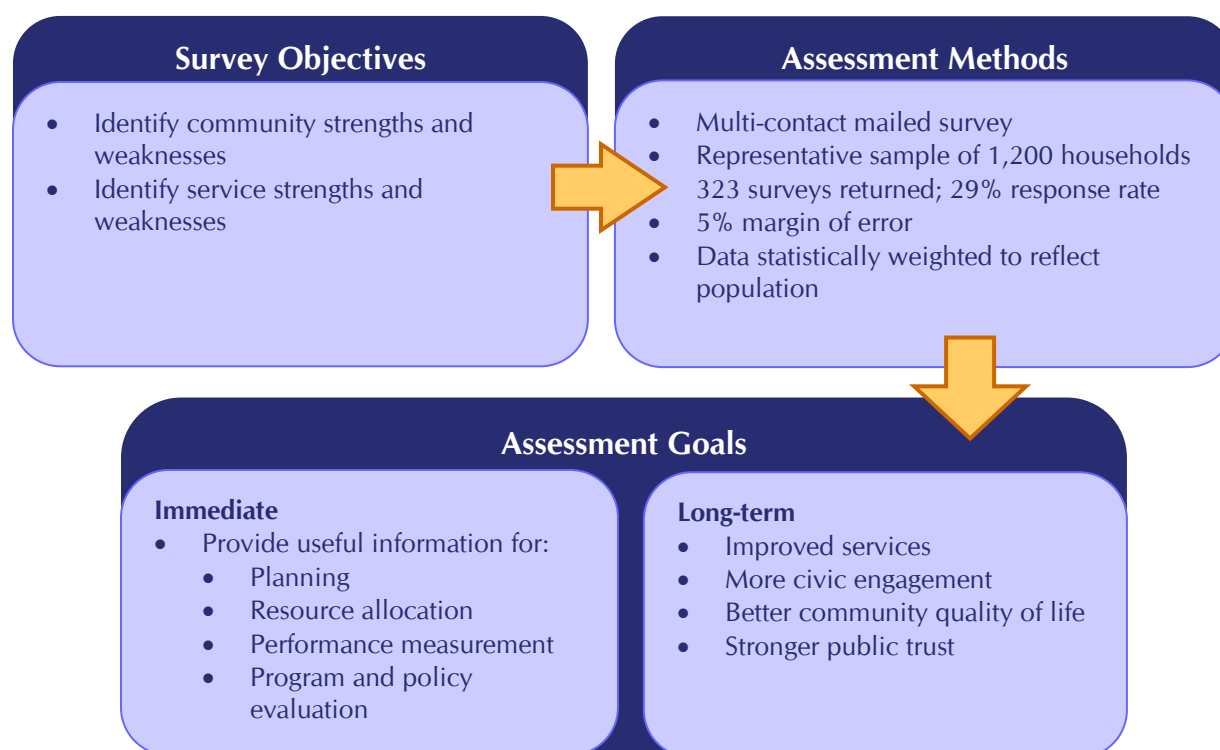
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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The NCS was developed by NRC to provide a statistically valid survey of resident opinions about community and services provided by local government. The survey results may be used by staff, elected officials and other stakeholders for community planning and resource allocation, program improvement and policy making.

FIGURE 1: THE NATIONAL CITIZEN SURVEY™ METHODS AND GOALS



The NCS focuses on a series of community characteristics and local government services, as well as issues of public trust. Resident behaviors related to civic engagement in the community also were measured in the survey.

FIGURE 2: THE NATIONAL CITIZEN SURVEY™ FOCUS AREAS



The survey and its administration are standardized to assure high quality research methods and directly comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage-paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community. A total of 323 completed surveys were obtained, providing an overall response rate of 29%. Typically, response rates obtained on citizen surveys range from 25% to 40%.

The National Citizen Survey™ customized for Park City was developed in close cooperation with local jurisdiction staff. Park City staff selected items from a menu of questions about services and community issues and provided the appropriate letterhead and signatures for mailings. Park City staff also augmented The National Citizen Survey™ basic service through a variety of options including crosstabulations of results and several custom questions.

UNDERSTANDING THE RESULTS

As shown in Figure 2, this report is based around respondents' opinions about eight larger categories: community quality, community design, public safety, environmental sustainability, recreation and wellness, community inclusiveness, civic engagement and public trust. Each report section begins with residents' ratings of community characteristics and is followed by residents' ratings of service quality. For all evaluative questions, the percent of residents rating the service or community feature as "excellent" or "good" is presented. To see the full set of responses for each question on the survey, please see Appendix A: Complete Survey Frequencies.

Margin of Error

The margin of error around results for the Park City Survey (323 completed surveys) is plus or minus five percentage points. This is a measure of the precision of your results; a larger number of completed surveys gives a smaller (more precise) margin of error, while a smaller number of surveys yields a larger margin of error. With your margin of error, you may conclude that when 60% of survey respondents report that a particular service is "excellent" or "good," somewhere between 55-65% of all residents are likely to feel that way.

Comparing Survey Results

Certain kinds of services tend to be thought better of by residents in many communities across the country. For example, public safety services tend to be received better than transportation services by residents of most American communities. Where possible, the better comparison is not from one service to another in Park City, but from Park City services to services like them provided by other jurisdictions.

Benchmark Comparisons

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

Park City chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the Park City survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, Park City results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of Park City's rating to the benchmark.

“Don’t Know” Responses and Rounding

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select more than one answer. When the total exceeds 100% in a table for a multiple response question, it is because some respondents did select more than one response. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of percentages being rounded to the nearest whole number.

For more information on understanding The NCS report, please see Appendix B: Survey Methodology.

EXECUTIVE SUMMARY

This report of the Park City survey provides the opinions of a representative sample of residents about community quality of life, service delivery, civic participation and unique issues of local interest. A periodic sounding of resident opinion offers staff, elected officials and other stakeholders an opportunity to identify challenges and to plan for and evaluate improvements and to sustain services and amenities for long-term success.

Most residents experienced a good quality of life in Park City and believed the City was a good place to live. The overall quality of life in Park City was rated as “excellent” or “good” by 97% of respondents. Almost all reported they plan on staying in Park City for the next five years.

A variety of characteristics of the community was evaluated by those participating in the study. Among the characteristics receiving the most favorable ratings were the overall image or reputation of Park City, overall appearance of Park City, and recreational opportunities. Among the characteristics receiving the least positive ratings were the availability of affordable quality housing, the variety of housing options, and the availability of affordable quality child care.

Ratings of community characteristics were compared to the benchmark database. Of the 29 characteristics for which comparisons were available, 24 were above the national benchmark comparison, two were similar to the national benchmark comparison and three were below.

Residents in Park City were very civically engaged. Close to half had attended a meeting of local elected public officials or other local public meeting in the previous 12 months and 96% had provided help to a friend or neighbor. A majority had volunteered their time to some group or activity in Park City, which was much higher than the benchmark.

In general, survey respondents demonstrated strong trust in local government. A majority rated the overall direction being taken by Park City as “good” or “excellent.” This was much higher than the benchmark. Those residents who had interacted with an employee of Park City in the previous 12 months gave high marks to those employees. Most rated their overall impression of employees as “excellent” or “good.”

On average, residents gave favorable ratings to a majority of local government services. City services rated were able to be compared to the benchmark database. Of the 36 services for which comparisons were available, 28 were above the benchmark comparison, seven were similar to the benchmark comparison and one was below.

A Key Driver Analysis was conducted for Park City which examined the relationships between ratings of each service and ratings of Park City's services overall. Those key driver services that correlated most strongly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, Park City can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Services found to be influential in ratings of overall service quality from the Key Driver Analysis were:

- Police services
- Recreation centers and facilities

Of these services, that deserving the most attention may be that which was similar to the benchmark comparison: police services. For recreation centers and facilities, Park City was above the benchmark and should continue to ensure high quality performance.

COMMUNITY RATINGS

OVERALL COMMUNITY QUALITY

Overall quality of community life may be the single best indicator of success in providing the natural ambience, services and amenities that make for an attractive community. The National Citizen Survey™ contained many questions related to quality of community life in Park City – not only direct questions about quality of life overall and in neighborhoods, but questions to measure residents' commitment to Park City. Residents were asked whether they planned to move soon or if they would recommend Park City to others. Intentions to stay and willingness to make recommendations provide evidence that Park City offers services and amenities that work.

Most of Park City's residents gave high ratings to their neighborhoods and the community as a place to live. Further, most reported they would recommend the community to others and plan to stay for the next five years.

FIGURE 3: RATINGS OF OVERALL COMMUNITY QUALITY

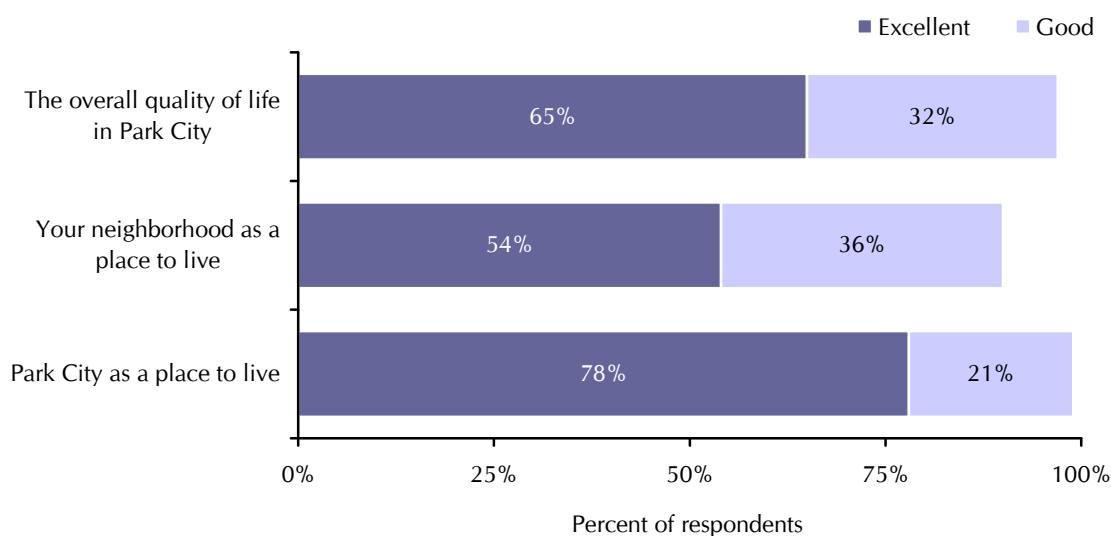


FIGURE 4: LIKELIHOOD OF REMAINING IN COMMUNITY AND RECOMMENDING COMMUNITY

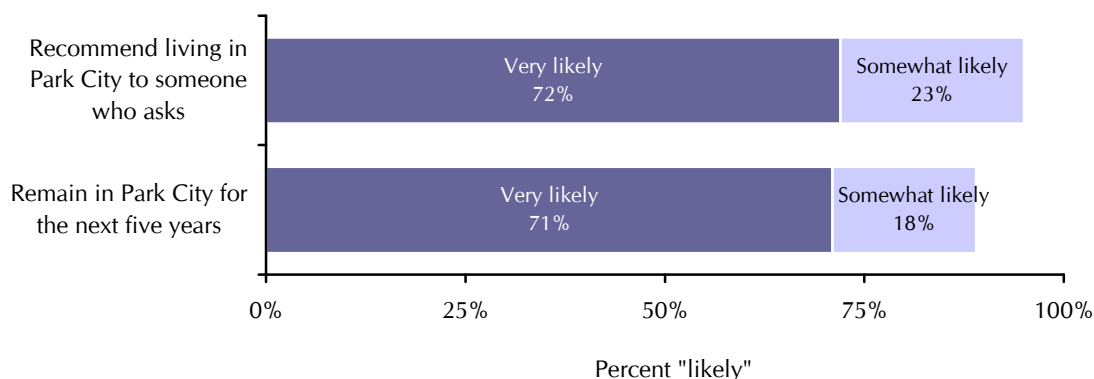


FIGURE 5: OVERALL COMMUNITY QUALITY BENCHMARKS

	Comparison to benchmark
Overall quality of life in Park City	Much above
Your neighborhood as place to live	Much above
Park City as a place to live	Much above
Recommend living in Park City to someone who asks	Much above
Remain in Park City for the next five years	Much above

COMMUNITY DESIGN

Transportation

The ability to move easily throughout a community can greatly affect the quality of life of residents by diminishing time wasted in traffic congestion and by providing opportunities to travel quickly and safely by modes other than the automobile. High quality options for resident mobility not only require local government to remove barriers to flow but they require government programs and policies that create quality opportunities for all modes of travel.

Residents responding to the survey were given a list of five aspects of mobility to rate on a scale of “excellent,” “good,” “fair” and “poor.” All five aspects of community transportation were rated much above the benchmark.

FIGURE 6: RATINGS OF TRANSPORTATION IN COMMUNITY

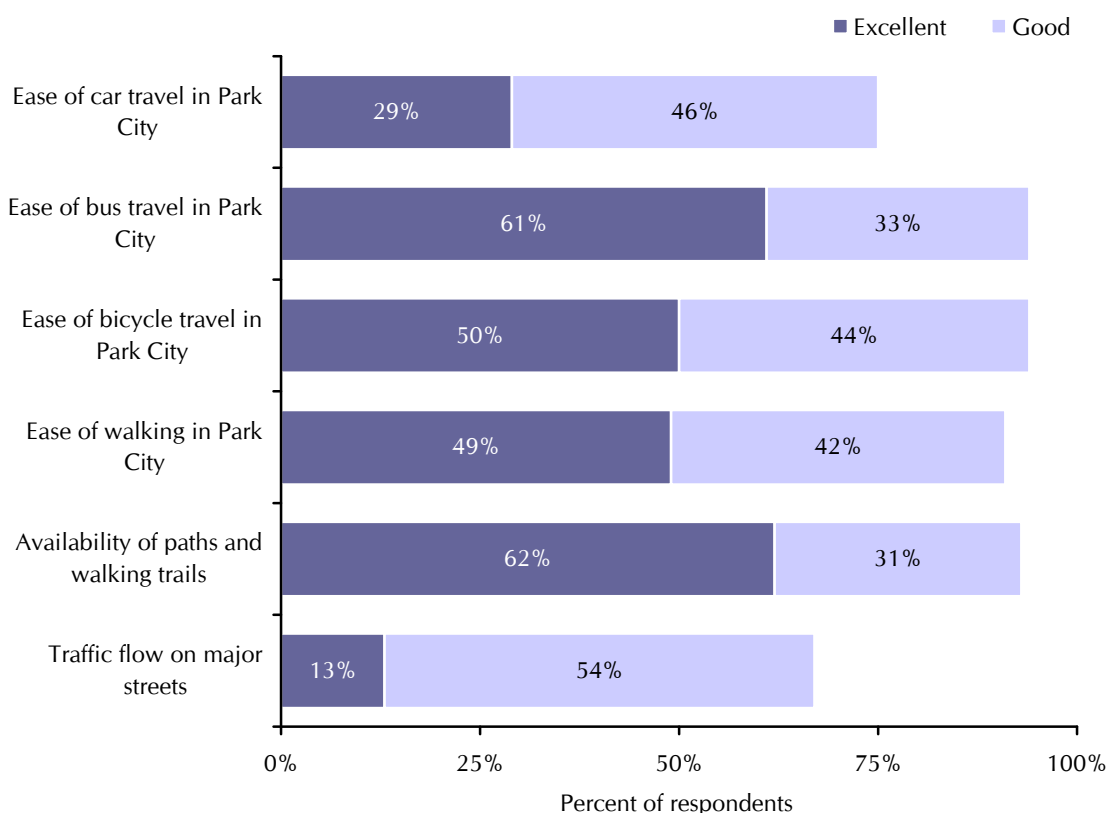


FIGURE 7: COMMUNITY TRANSPORTATION BENCHMARKS

	Comparison to benchmark
Ease of car travel in Park City	Much above
Ease of bicycle travel in Park City	Much above
Ease of walking in Park City	Much above
Availability of paths and walking trails	Much above
Traffic flow on major streets	Much above

Eight transportation services were rated in Park City. As compared to most communities across America, ratings tended to be somewhat favorable. Six were above the benchmark and two were similar to the benchmark.

FIGURE 8: RATINGS OF TRANSPORTATION AND PARKING SERVICES

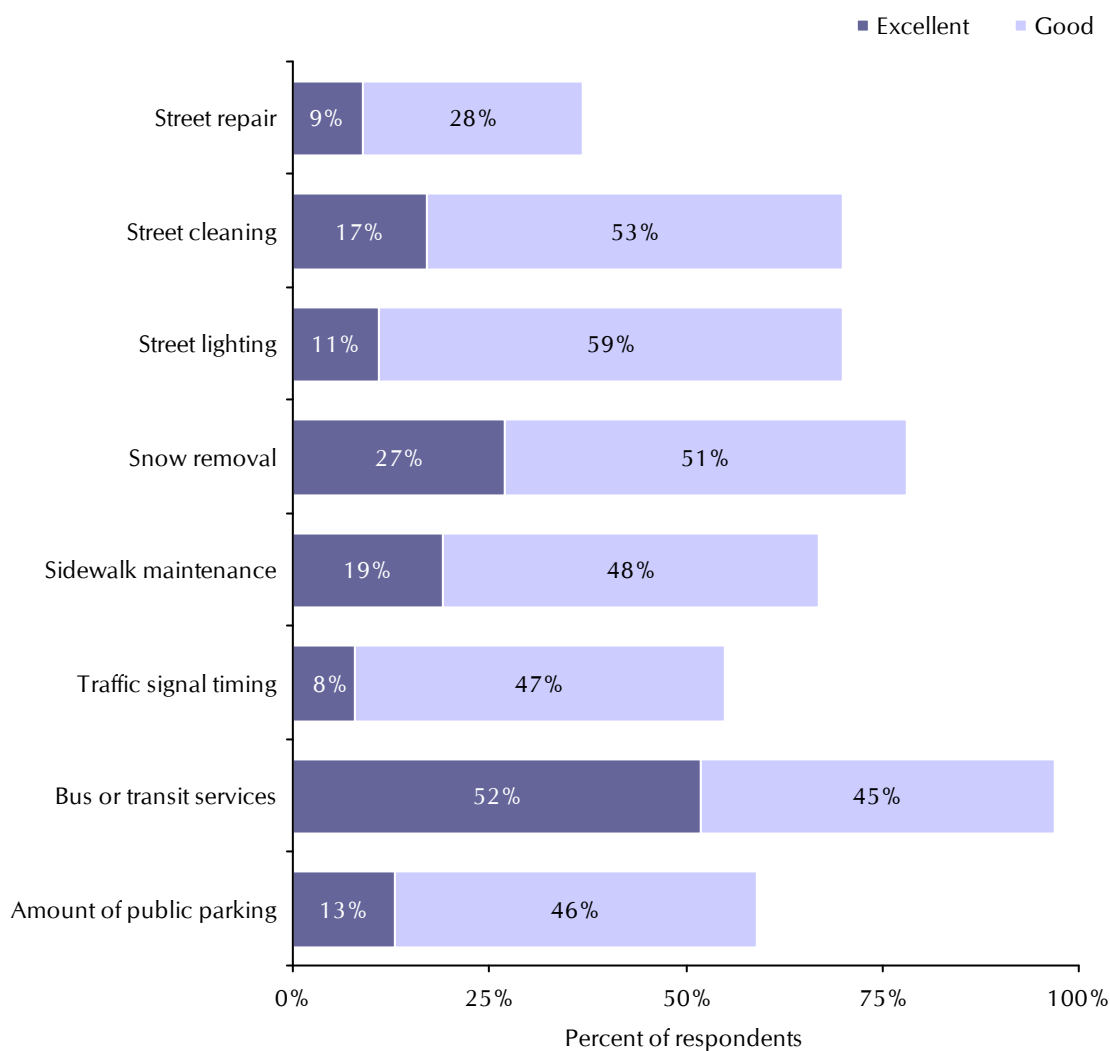


FIGURE 9: TRANSPORTATION AND PARKING SERVICES BENCHMARKS

	Comparison to benchmark
Street repair	Similar
Street cleaning	Above
Street lighting	Above
Snow removal	Much above
Sidewalk maintenance	Much above
Traffic signal timing	Similar
Bus or transit services	Much above
Amount of public parking	Much above

By measuring choice of travel mode over time, communities can monitor their success in providing attractive alternatives to the traditional mode of travel, the single-occupied automobile. When asked how they typically traveled to work, single-occupancy (SOV) travel was the main mode of use. However, 4% of work commute trips were made by transit, 5% by bicycle and 7% by foot.

FIGURE 10: FREQUENCY OF BUS USE IN LAST 12 MONTHS

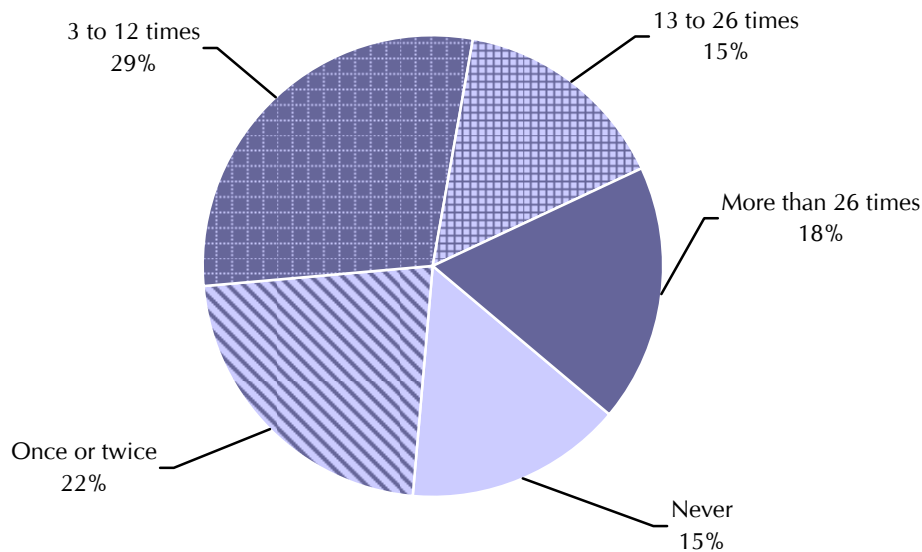


FIGURE 11: FREQUENCY OF BUS USE BENCHMARKS

	Comparison to benchmark
Ridden a local bus within Park City	Much more

FIGURE 12: MODE OF TRAVEL USED FOR WORK COMMUTE

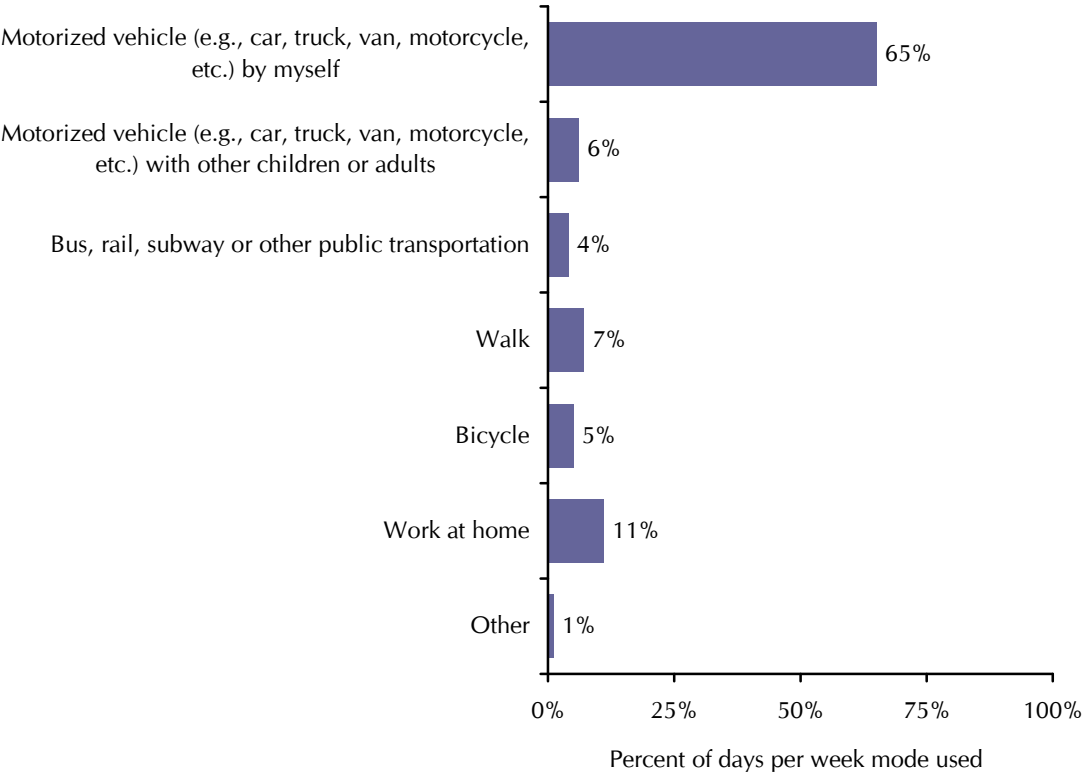


FIGURE 13: DRIVE ALONE BENCHMARKS

	Comparison to benchmark
Average percent of work commute trips made by driving alone	Much less

Housing

Housing variety and affordability are not luxuries for any community. When there are too few options for housing style and affordability, the characteristics of a community tilt toward a single group, often of well-off residents. While this may seem attractive to a community, the absence of affordable townhomes, condominiums, mobile homes, single family detached homes and apartments means that in addition to losing the vibrancy of diverse thoughts and lifestyles, the community loses the service workers that sustain all communities – police officers, school teachers, house painters and electricians. These workers must live elsewhere and commute in at great personal cost and to the detriment of traffic flow and air quality. Furthermore lower income residents pay so much of their income to rent or mortgage that little remains to bolster their own quality of life or local business.

The survey of Park City residents asked respondents to reflect on the availability of affordable housing as well as the variety of housing options. The availability of affordable housing was rated as “excellent” or “good” by 27% of respondents, while the variety of housing options was rated as “excellent” or “good” by 40% of respondents. The rating of perceived affordable housing availability was much worse in Park City than the ratings, on average, in comparison jurisdictions.

FIGURE 14: RATINGS OF HOUSING IN COMMUNITY

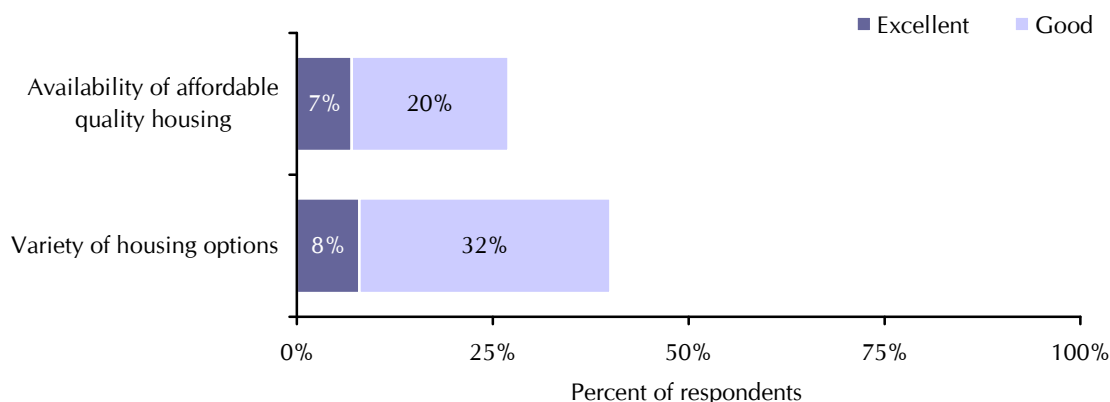


FIGURE 15: HOUSING CHARACTERISTICS BENCHMARKS

	Comparison to benchmark
Availability of affordable quality housing	Much below
Variety of housing options	Much below

To augment the perceptions of affordable housing in Park City, the cost of housing as reported in the survey was compared to residents’ reported monthly income to create a rough estimate of the proportion of residents of Park City experiencing housing cost stress. About 40% of survey participants were found to pay housing costs of more than 30% of their monthly household income.

FIGURE 16: PROPORTION OF RESPONDENTS WHOSE HOUSING COSTS ARE "AFFORDABLE"

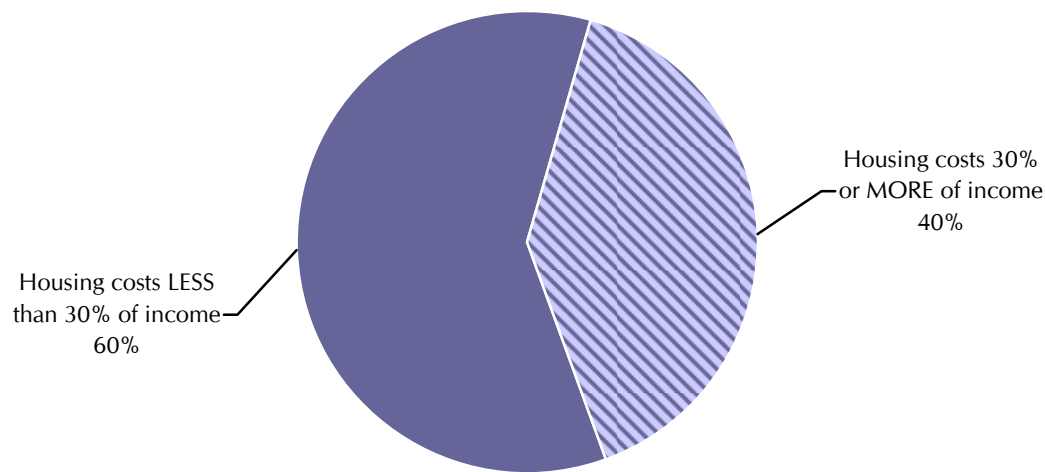


FIGURE 17: HOUSING COSTS BENCHMARKS

	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	More

Land Use and Zoning

Community development contributes to a feeling among residents and even visitors of the attention given to the speed of growth, the location of residences and businesses, the kind of housing that is appropriate for the community and the ease of access to commerce, green space and residences. Even the community's overall appearance often is attributed to the planning and enforcement functions of the local jurisdiction. Residents will appreciate an attractive, well-planned community. The NCS questionnaire asked residents to evaluate the quality of new development, the appearance of Park City and the speed of population growth. Problems with the appearance of property were rated, and the quality of land use planning, zoning and code enforcement services were evaluated.

The overall quality of new development in Park City was rated as "excellent" by 13% of respondents and as "good" by an additional 47%. The overall appearance of Park City was rated as "excellent" or "good" by 97% of respondents and was much higher than the benchmark. When rating to what extent run down buildings, weed lots or junk vehicles were a problem in Park City, 2% thought they were a "major" problem. The services of land use, planning and zoning, code enforcement and animal control were rated above the benchmark.

FIGURE 18: RATINGS OF THE COMMUNITY'S "BUILT ENVIRONMENT"

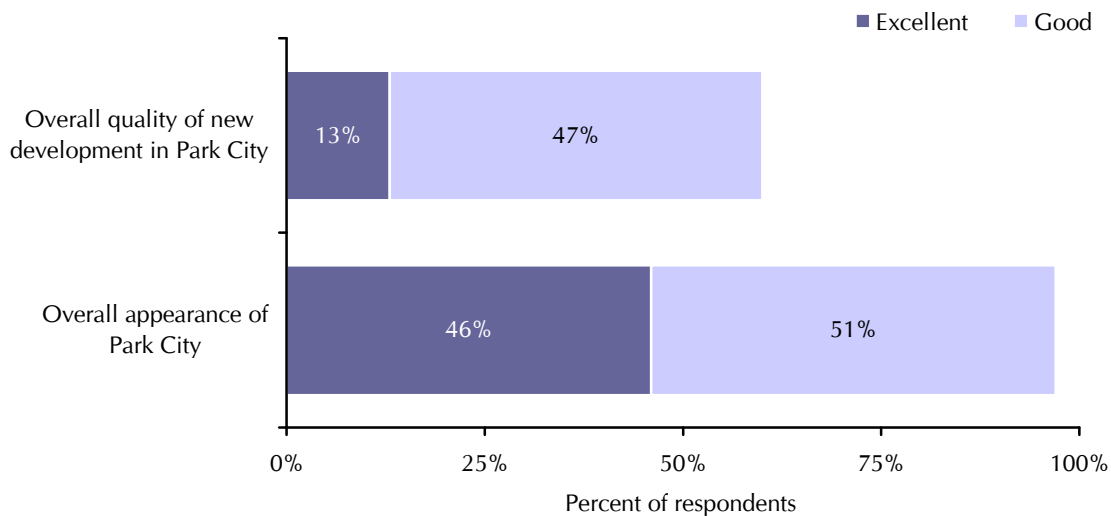


FIGURE 19: BUILT ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Quality of new development in Park City	Similar
Overall appearance of Park City	Much above

FIGURE 20: RATINGS OF POPULATION GROWTH

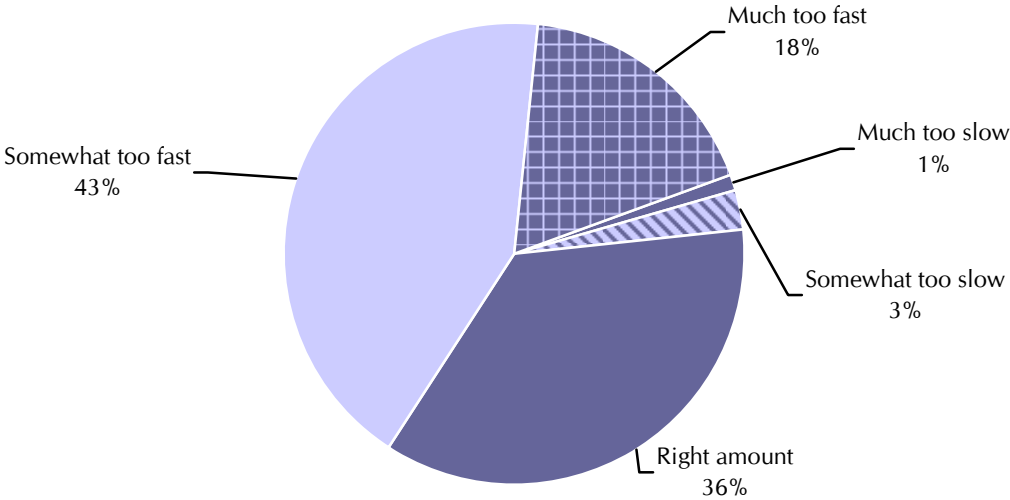


FIGURE 21: POPULATION GROWTH BENCHMARKS

Comparison to benchmark	
Population growth seen as too fast	Much more

FIGURE 22: RATINGS OF NUISANCE PROBLEMS

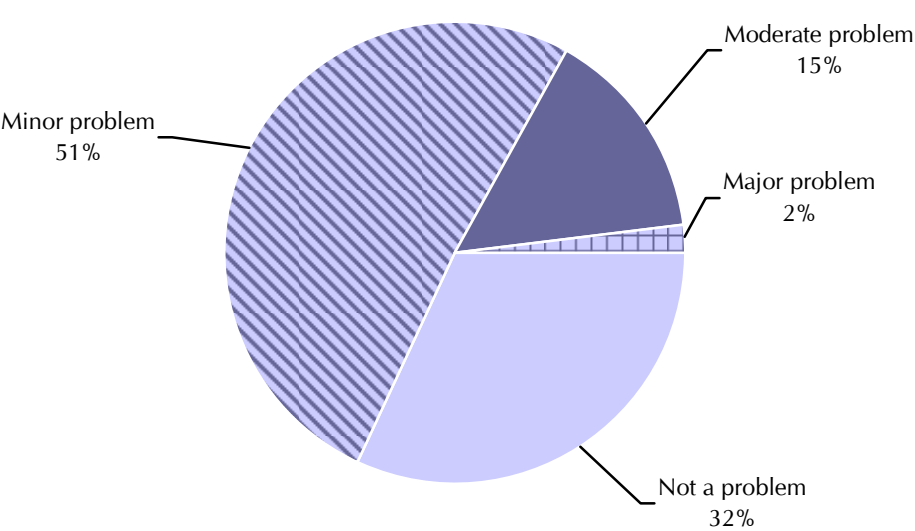


FIGURE 23: NUISANCE PROBLEMS BENCHMARKS

Comparison to benchmark	
Run down buildings, weed lots and junk vehicles seen as a "major" problem	Much less

FIGURE 24: RATINGS OF PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES

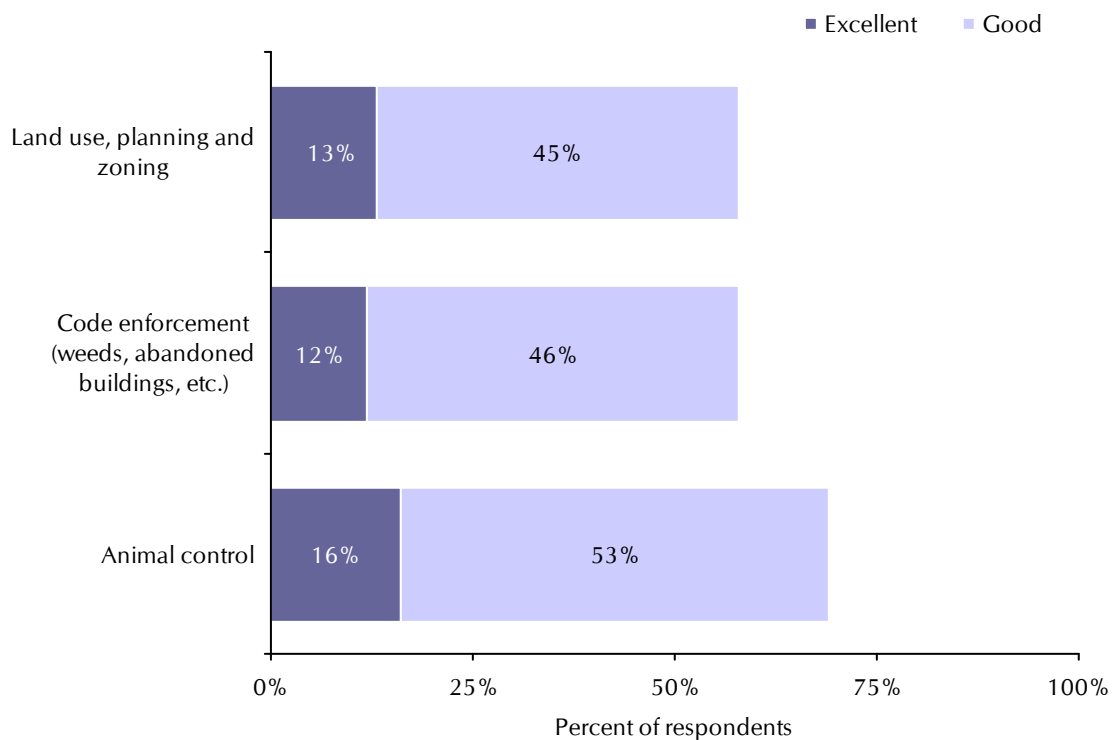


FIGURE 25: PLANNING AND COMMUNITY CODE ENFORCEMENT SERVICES BENCHMARKS

	Comparison to benchmark
Land use, planning and zoning	Much above
Code enforcement (weeds, abandoned buildings, etc.)	Much above
Animal control	Above

ECONOMIC SUSTAINABILITY

The United States has been in recession since late 2007 with an accelerated downturn occurring in the fourth quarter of 2008. Officially we emerged from recession in the third quarter of 2009, but high unemployment lingers, keeping a lid on a strong recovery. Many readers worry that the ill health of the economy will color how residents perceive their environment and the services that local government delivers. NRC researchers have found that the economic downturn has chastened Americans' view of their own economic futures but has not colored their perspectives about community services or quality of life.

Survey respondents were asked to rate a number of community features related to economic opportunity and growth. The most positively rated features were Park City as a place to work and the overall quality of business and service establishments. Employment opportunities received the lowest rating, but was much above the benchmark.

FIGURE 26: RATINGS OF ECONOMIC SUSTAINABILITY AND OPPORTUNITIES

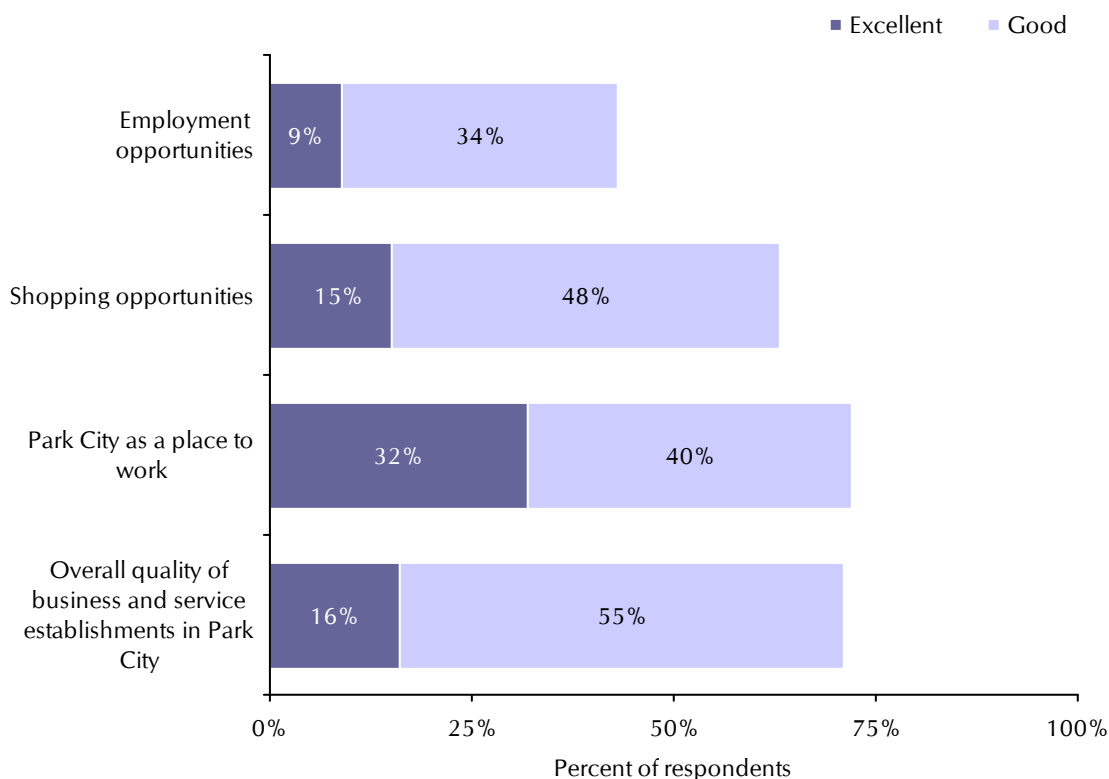


FIGURE 27: ECONOMIC SUSTAINABILITY AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Employment opportunities	Much above
Shopping opportunities	Much above
Park City as a place to work	Much above
Overall quality of business and service establishments in Park City	Above

Residents were asked to evaluate the speed of jobs growth and retail growth on a scale from “much too slow” to “much too fast.” When asked about the rate of jobs growth in Park City, 62% responded that it was “too slow,” while 16% reported retail growth as “too slow.” The proportion of residents that believed retail growth was too slow was much less compared to other jurisdictions, as was the proportion who believed that jobs growth was too slow.

FIGURE 28: RATINGS OF RETAIL AND JOBS GROWTH

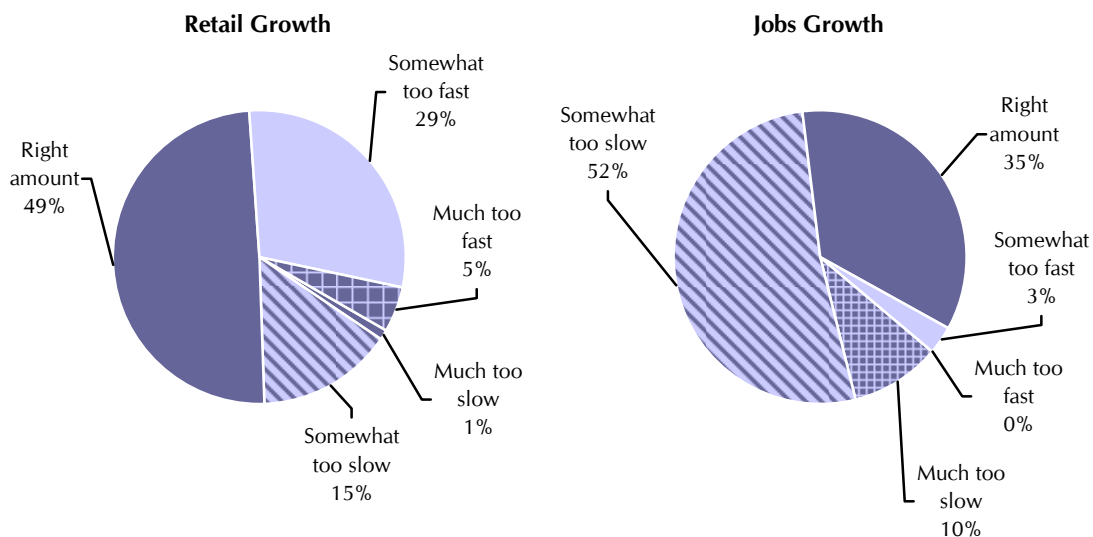


FIGURE 29: RETAIL AND JOBS GROWTH BENCHMARKS

	Comparison to benchmark
Retail growth seen as too slow	Much less
Jobs growth seen as too slow	Much less

FIGURE 30: RATINGS OF ECONOMIC DEVELOPMENT SERVICES

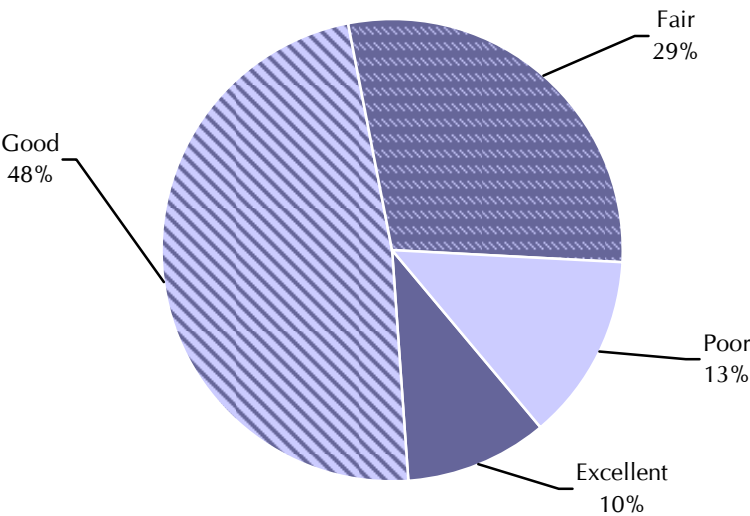


FIGURE 31: ECONOMIC DEVELOPMENT SERVICES BENCHMARKS

Comparison to benchmark	
Economic development	Much above

Residents were asked to reflect on their economic prospects in the near term. Twenty-four percent of Park City residents expected that the coming six months would have a “somewhat” or “very” positive impact on their family, while 37% felt that the economic future would be “somewhat” or “very” negative. The percent of residents with an optimistic outlook on their household income was much greater than that of comparison jurisdictions.

FIGURE 32: RATINGS OF PERSONAL ECONOMIC FUTURE

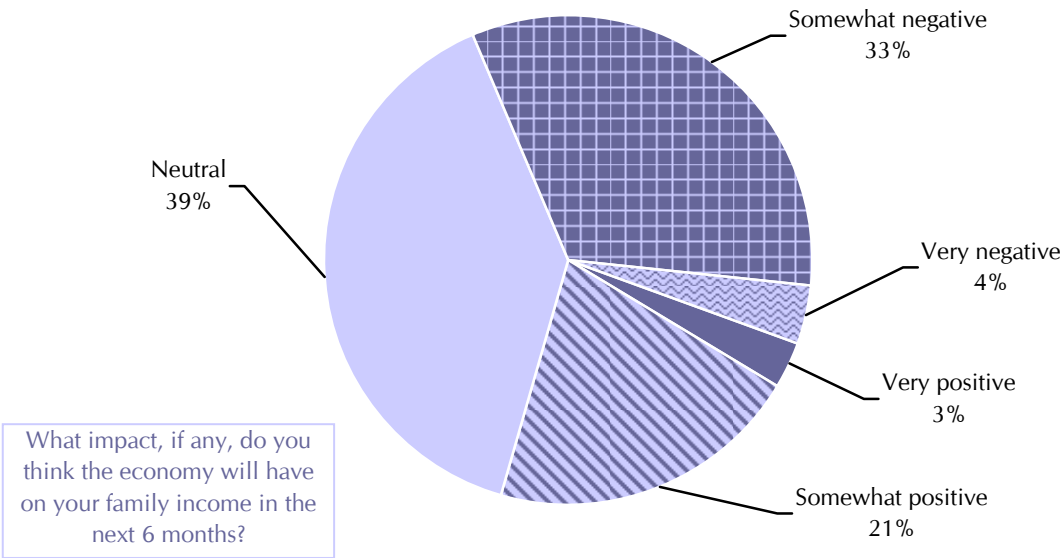


FIGURE 33: PERSONAL ECONOMIC FUTURE BENCHMARKS

	Comparison to benchmark
Positive impact of economy on household income	Much above

PUBLIC SAFETY

Safety from violent or property crimes creates the cornerstone of an attractive community. No one wants to live in fear of crime, fire or natural hazards, and communities in which residents feel protected or unthreatened are communities that are more likely to show growth in population, commerce and property value.

Residents were asked to rate their feelings of safety from violent crimes, property crimes, fire and environmental dangers and to evaluate the local agencies whose main charge is to provide protection from these dangers. Nearly all gave positive ratings of safety in Park City. About 96% of those completing the questionnaire said they felt “very” or “somewhat” safe from violent crimes and 78% felt “very” or “somewhat” safe from environmental hazards.

FIGURE 34: RATINGS OF COMMUNITY AND PERSONAL PUBLIC SAFETY

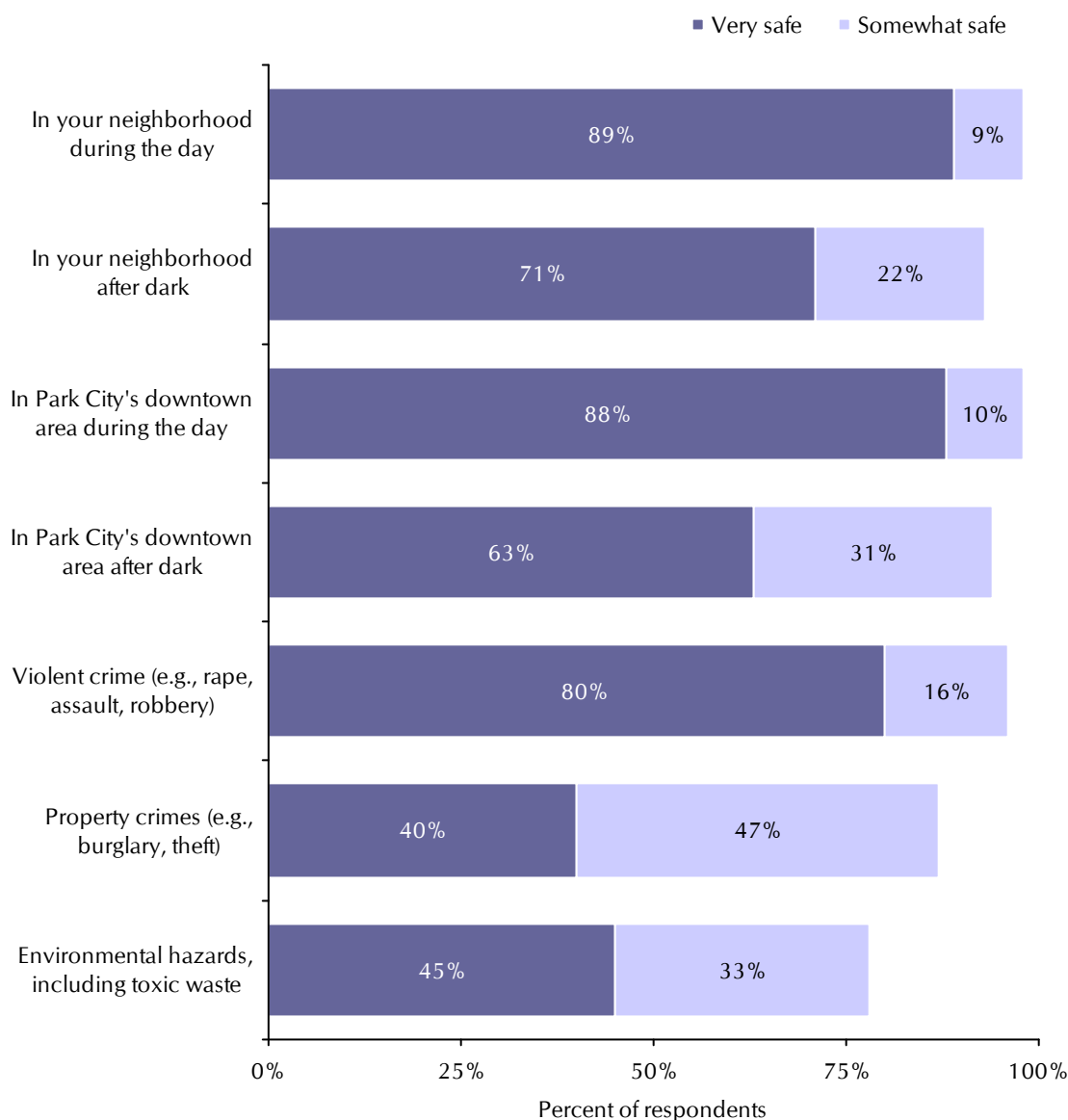


FIGURE 35: COMMUNITY AND PERSONAL PUBLIC SAFETY BENCHMARKS

	Comparison to benchmark
In your neighborhood during the day	Much above
In your neighborhood after dark	Much above
In Park City's downtown area during the day	Much above
In Park City's downtown area after dark	Much above
Violent crime (e.g., rape, assault, robbery)	Much above
Property crimes (e.g., burglary, theft)	Much above
Environmental hazards, including toxic waste	Similar

As assessed by the survey, 10% of respondents reported that someone in the household had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 84% had reported it to police. Compared to other jurisdictions fewer Park City residents had been victims of crime in the 12 months preceding the survey and more Park City residents had reported their most recent crime victimization to the police.

FIGURE 36: CRIME VICTIMIZATION AND REPORTING

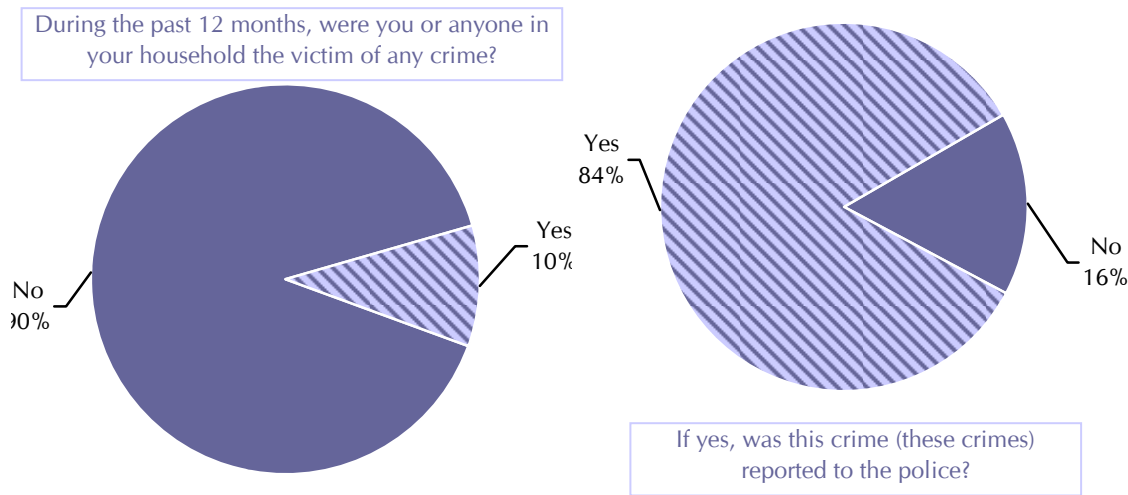


FIGURE 37: CRIME VICTIMIZATION AND REPORTING BENCHMARKS

	Comparison to benchmark
Victim of crime	Less
Reported crimes	More

Residents rated eight City public safety services; of these, three were rated above the benchmark comparison and five were rated similar to the benchmark. Fire services and ambulance or emergency medical services received the highest ratings, while traffic enforcement and emergency preparedness received the lowest ratings.

FIGURE 38: RATINGS OF PUBLIC SAFETY SERVICES

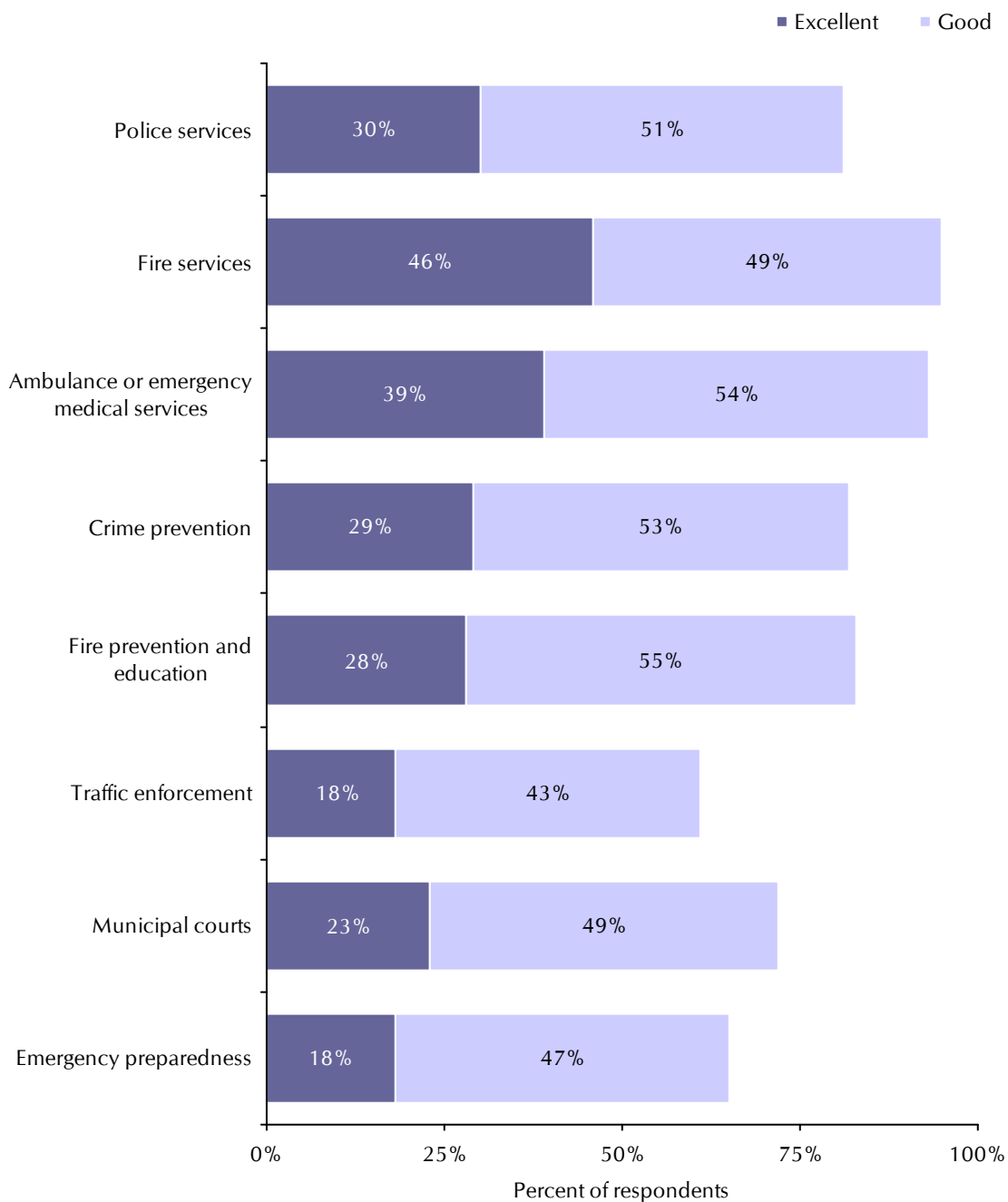


FIGURE 39: PUBLIC SAFETY SERVICES BENCHMARKS

	Comparison to benchmark
Police services	Similar
Fire services	Similar
Ambulance or emergency medical services	Similar
Crime prevention	Much above
Fire prevention and education	Above
Traffic enforcement	Similar
Courts	Above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	Similar

FIGURE 40: CONTACT WITH POLICE DEPARTMENT

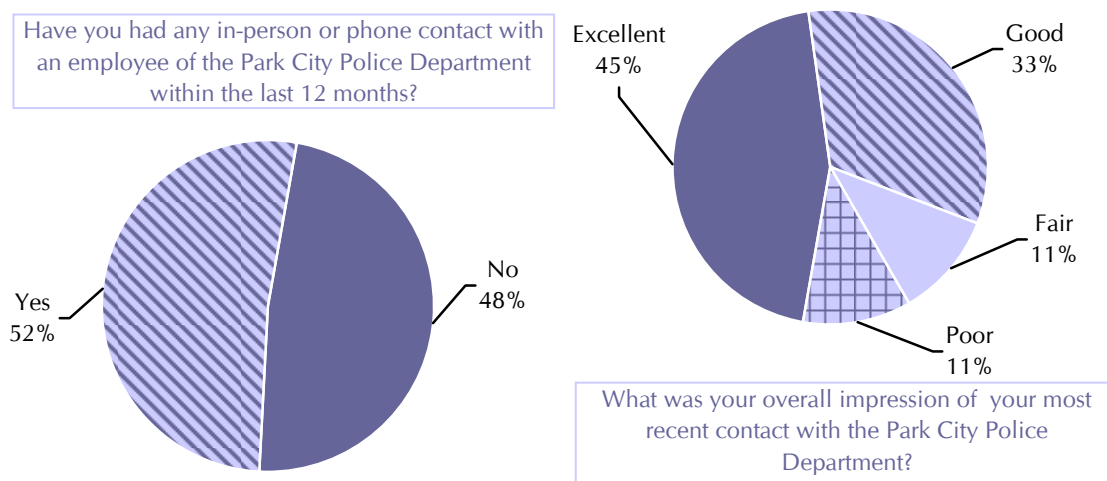


FIGURE 41: CONTACT WITH FIRE SERVICE DISTRICT

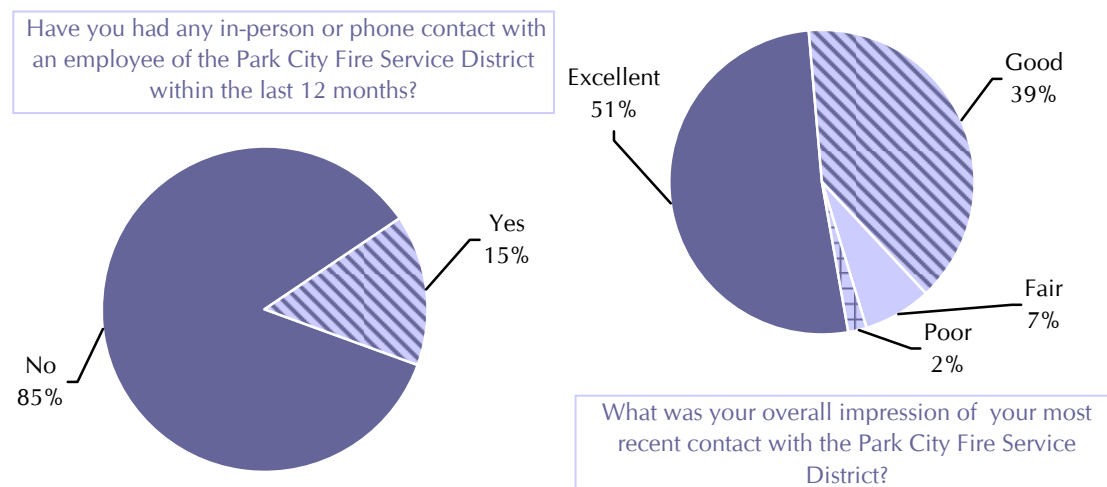


FIGURE 42: CONTACT WITH POLICE AND FIRE DEPARTMENTS BENCHMARKS

	Comparison to benchmark
Had contact with the Park City Police Department	Much more
Overall impression of most recent contact with the Park City Police Department	Above
Had contact with the Park City Fire Service District	Similar
Overall impression of most recent contact with the Park City Fire Service District	Similar

ENVIRONMENTAL SUSTAINABILITY

Residents value the aesthetic qualities of their hometowns and appreciate features such as overall cleanliness and landscaping. In addition, the appearance and smell or taste of the air and water do not go unnoticed. These days, increasing attention is paid to proper treatment of the environment. At the same time that they are attending to community appearance and cleanliness, cities, counties, states and the nation are going “Green”. These strengthening environmental concerns extend to trash haul, recycling, sewer services, the delivery of power and water and preservation of open spaces. Treatment of the environment affects air and water quality and, generally, how habitable and inviting a place appears.

Residents of Park City were asked to evaluate their local environment and the services provided to ensure its quality. The quality of the overall natural environment was rated as “excellent” or “good” by 93% of survey respondents. All of the natural environment ratings were much above the benchmark.

FIGURE 43: RATINGS OF THE COMMUNITY'S NATURAL ENVIRONMENT

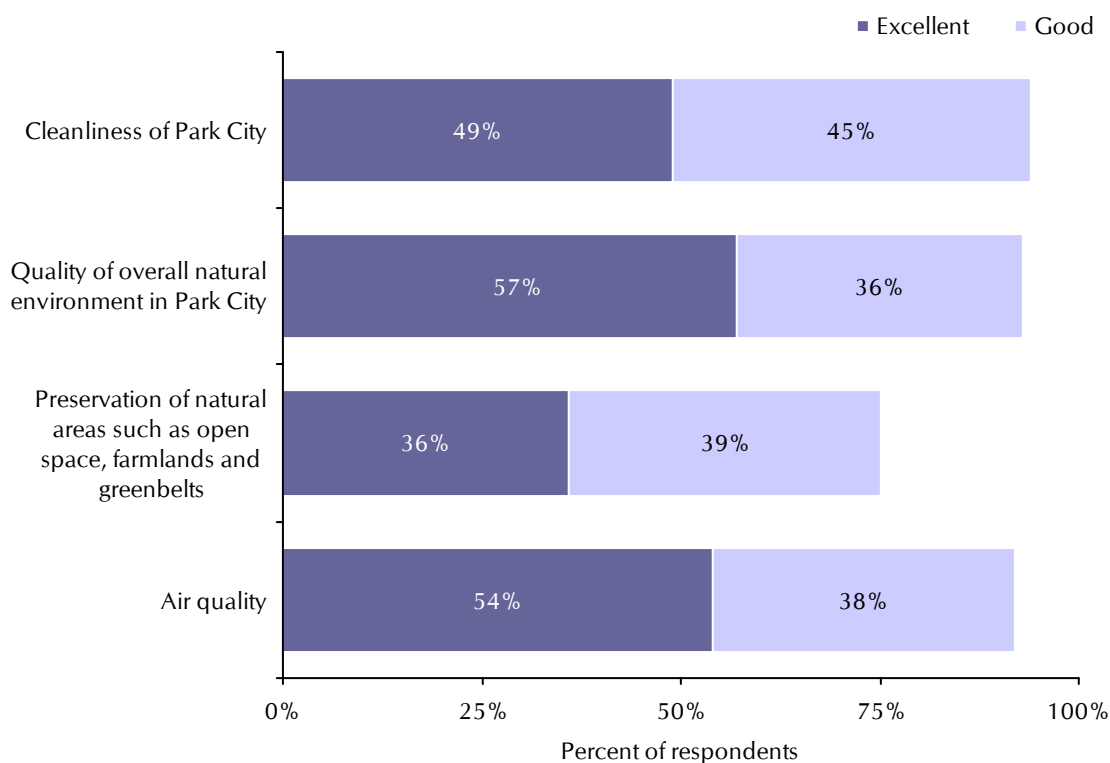


FIGURE 44: COMMUNITY ENVIRONMENT BENCHMARKS

	Comparison to benchmark
Cleanliness of Park City	Much above
Quality of overall natural environment in Park City	Much above
Preservation of natural areas such as open space, farmlands and greenbelts	Much above
Air quality	Much above

Resident recycling was much greater than recycling reported in comparison communities.

FIGURE 45: FREQUENCY OF RECYCLING IN LAST 12 MONTHS

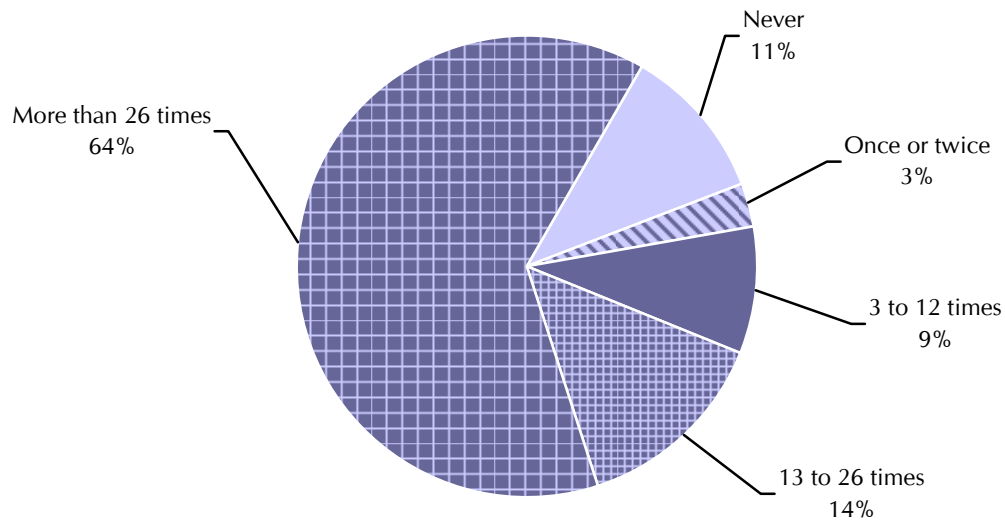


FIGURE 46: FREQUENCY OF RECYCLING BENCHMARKS

Comparison to benchmark	
Recycled used paper, cans or bottles from your home	Much more

Of the six utility services rated by those completing the questionnaire, five were higher than the benchmark comparison and one was below.

FIGURE 47: RATINGS OF UTILITY SERVICES

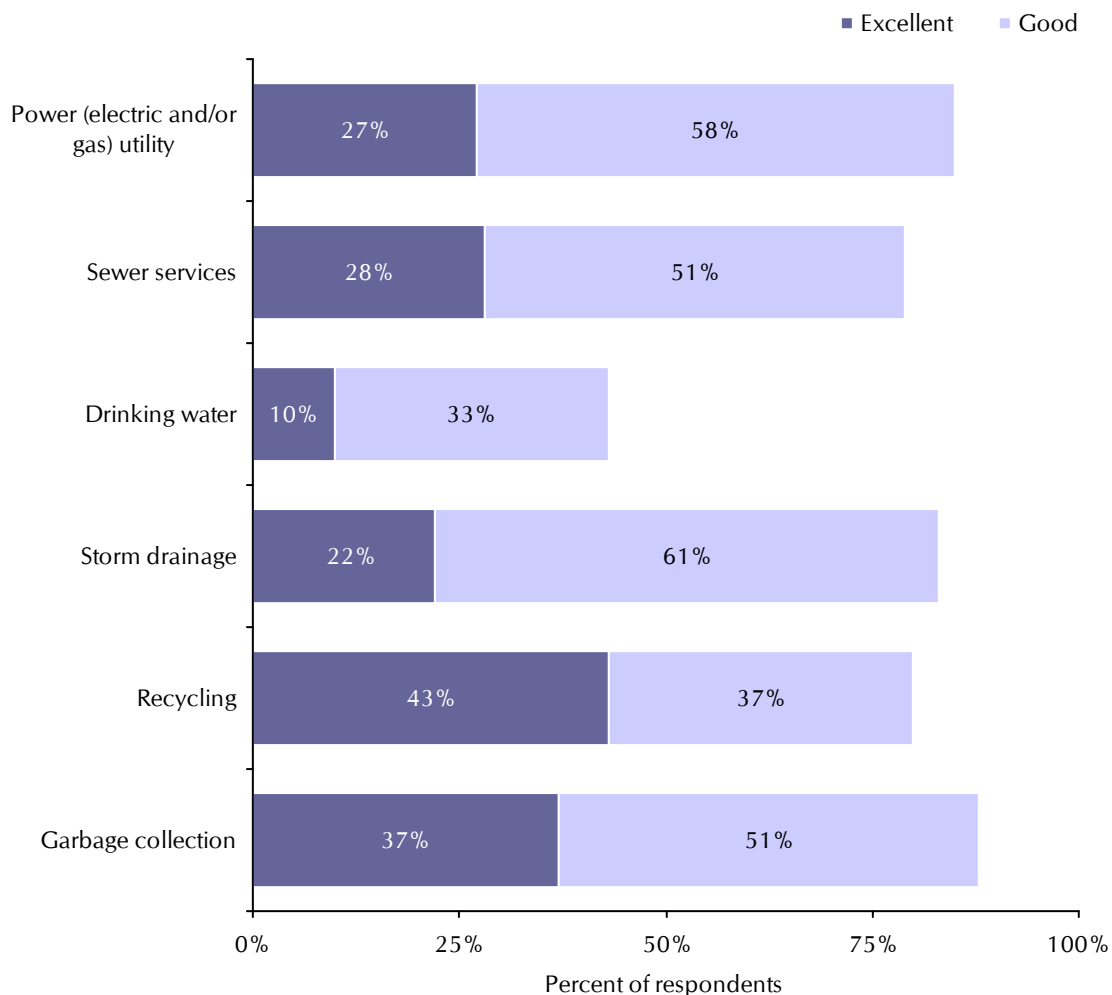


FIGURE 48: UTILITY SERVICES BENCHMARKS

	Comparison to benchmark
Power (electric and/or gas) utility	Above
Sewer services	Above
Drinking water	Much below
Storm drainage	Much above
Recycling	Much above
Garbage collection	Above

RECREATION AND WELLNESS

Parks and Recreation

Quality parks and recreation opportunities help to define a community as more than the grind of its business, traffic and hard work. Leisure activities vastly can improve the quality of life of residents, serving both to entertain and mobilize good health. The survey contained questions seeking residents' perspectives about opportunities and services related to the community's parks and recreation services.

Recreation opportunities in Park City were rated positively as were services related to parks and recreation. City parks, recreation programs or classes and recreation centers or facilities were rated much higher than the national benchmark.

Resident use of Park City parks and recreation facilities tells its own story about the attractiveness and accessibility of those services. The percent of residents that used Park City recreation centers was much greater than the percent of users in comparison jurisdictions. Similarly, recreation program use in Park City was much higher than use in comparison jurisdictions.

FIGURE 49: RATINGS OF COMMUNITY RECREATIONAL OPPORTUNITIES

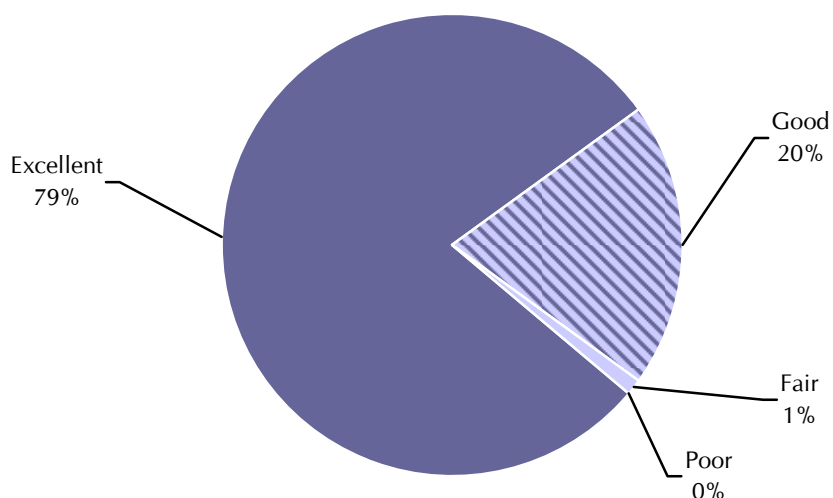


FIGURE 50: COMMUNITY RECREATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Recreation opportunities	Much above

FIGURE 51: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES

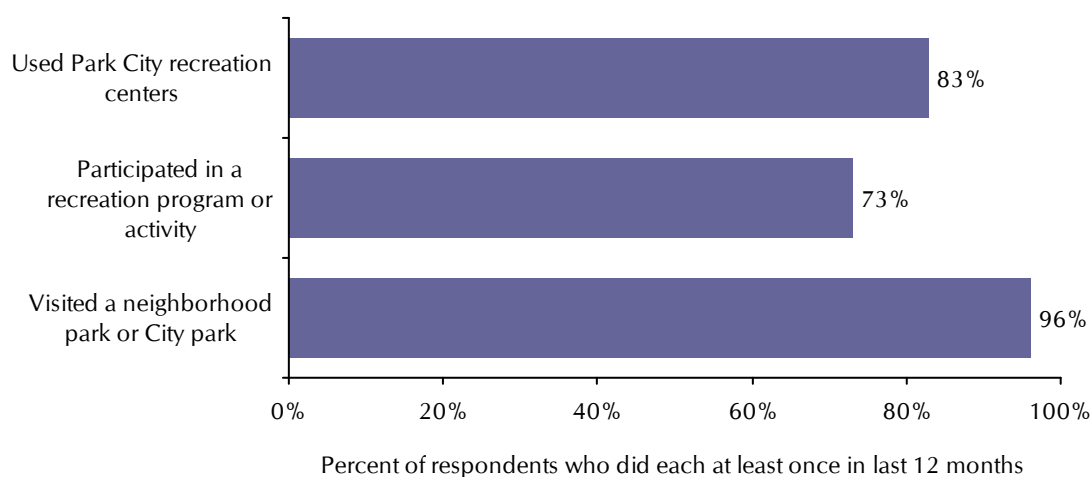


FIGURE 52: PARTICIPATION IN PARKS AND RECREATION OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Park City recreation centers	Much more
Participated in a recreation program or activity	Much more
Visited a neighborhood park or City park	Much more

FIGURE 53: RATINGS OF PARKS AND RECREATION SERVICES

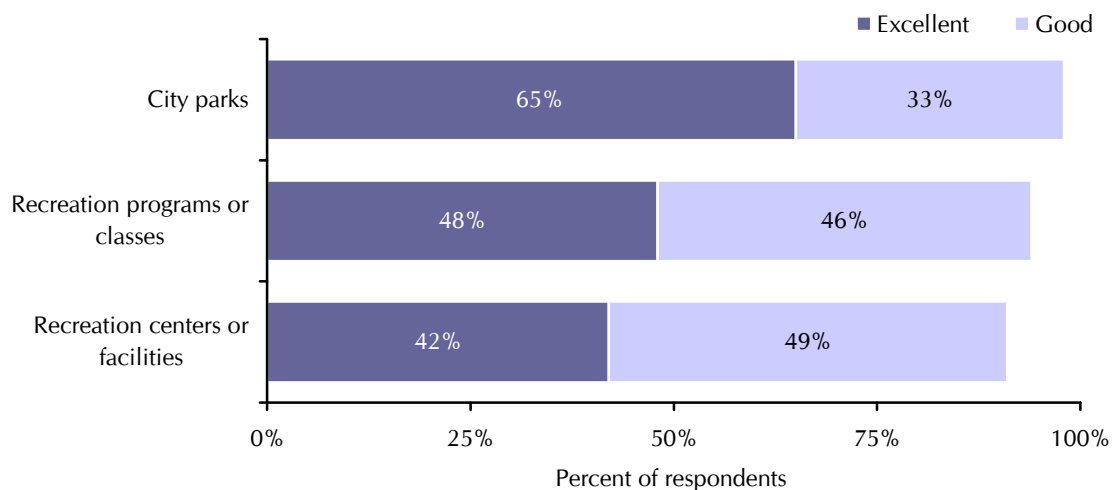


FIGURE 54: PARKS AND RECREATION SERVICES BENCHMARKS

	Comparison to benchmark
City parks	Much above
Recreation programs or classes	Much above
Recreation centers or facilities	Much above

Culture, Arts and Education

A full service community does not address only the life and safety of its residents. Like individuals who simply go to the office and return home, a community that pays attention only to the life sustaining basics becomes insular, dreary and uninspiring. In the case of communities without thriving culture, arts and education opportunities, the magnet that attracts those who might consider relocating there is vastly weakened. Cultural, artistic, social and educational services elevate the opportunities for personal growth among residents. In the survey, residents were asked about the quality of opportunities to participate in cultural and educational activities.

Opportunities to attend cultural activities were rated as “excellent” or “good” by 75% of respondents. Educational opportunities were rated as “excellent” or “good” by 61% of respondents. Compared to the benchmark data, educational opportunities were similar to the average of comparison jurisdictions, while cultural activity opportunities were rated much above the benchmark comparison.

About 82% of Park City residents used a City library at least once in the 12 months preceding the survey. This participation rate for library use was much above the comparison jurisdictions.

FIGURE 55: RATINGS OF CULTURAL AND EDUCATIONAL OPPORTUNITIES

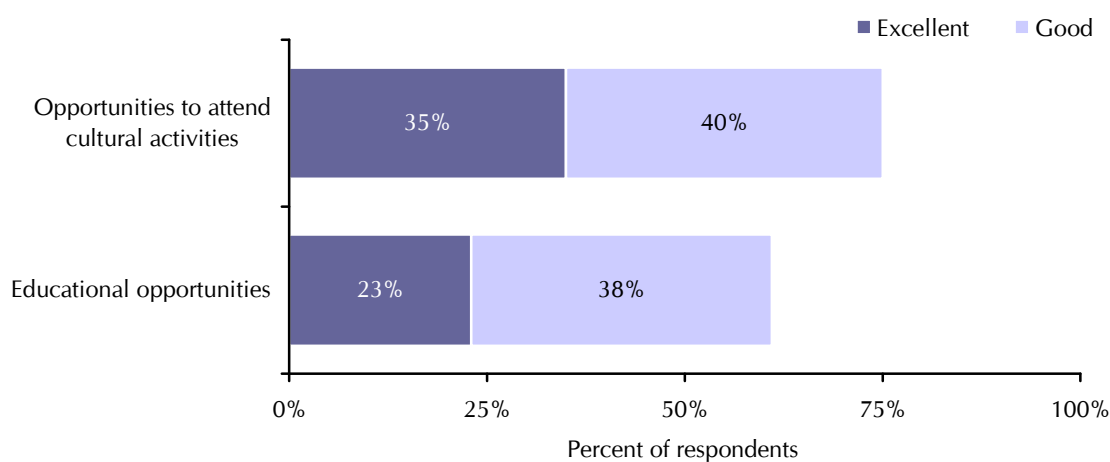


FIGURE 56: CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to attend cultural activities	Much above
Educational opportunities	Similar

FIGURE 57: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES

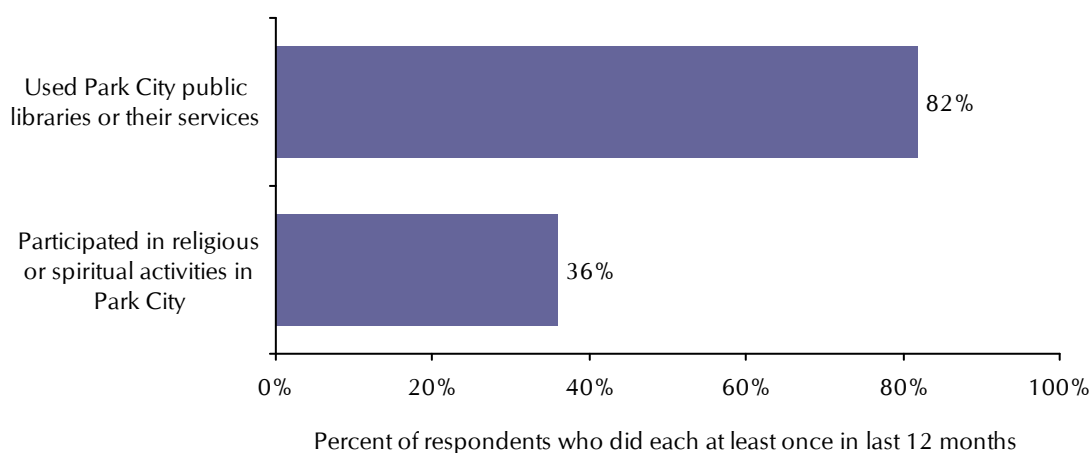


FIGURE 58: PARTICIPATION IN CULTURAL AND EDUCATIONAL OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Used Park City public libraries or their services	Much more
Participated in religious or spiritual activities in Park City	Much less

FIGURE 59: PERCEPTION OF CULTURAL AND EDUCATIONAL SERVICES

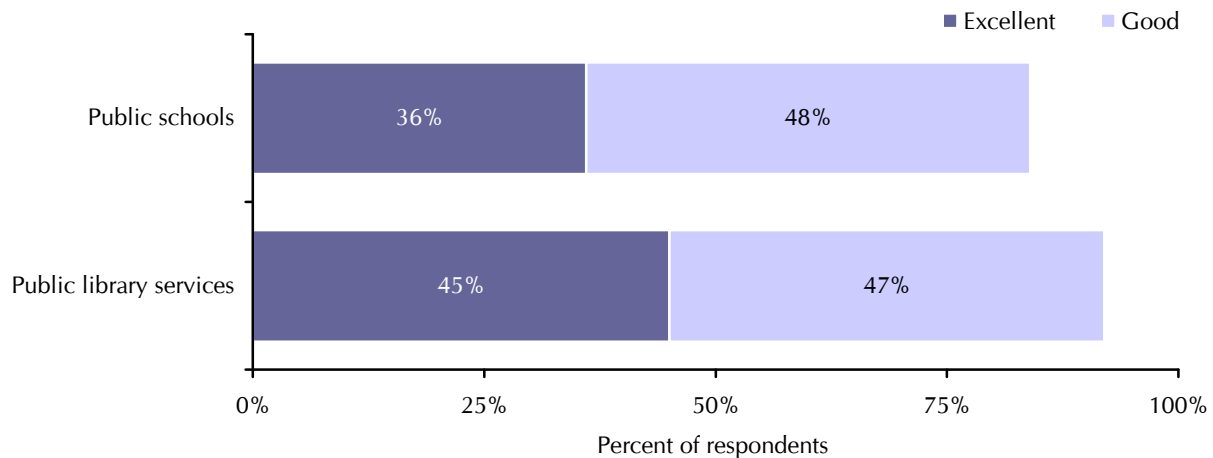


FIGURE 60: CULTURAL AND EDUCATIONAL SERVICES BENCHMARKS

	Comparison to benchmark
Public schools	Much above
Public library services	Much above

Health and Wellness

Healthy residents have the wherewithal to contribute to the economy as volunteers or employees and they do not present a burden in cost and time to others. Although residents bear the primary responsibility for their good health, local government provides services that can foster that well being and that provide care when residents are ill.

Residents of Park City were asked to rate the community's health services as well as the availability of health care and preventive health care services.

Among Park City residents, 23% rated affordable quality health care as "excellent" while 47% rated it as "good." Those ratings were much above the ratings of comparison communities.

FIGURE 61: RATINGS OF COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES

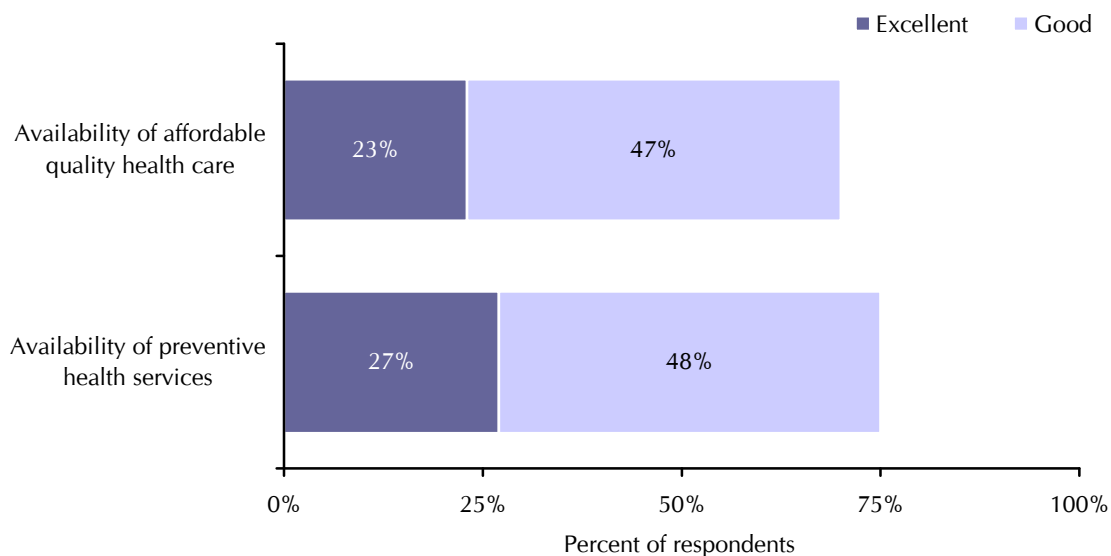


FIGURE 62: COMMUNITY HEALTH AND WELLNESS ACCESS AND OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Availability of affordable quality health care	Much above
Availability of preventive health services	Much above

Health services in Park City were rated “excellent” or “good buy 85% of respondents and were much above the benchmark.

FIGURE 63: RATINGS OF HEALTH AND WELLNESS SERVICES

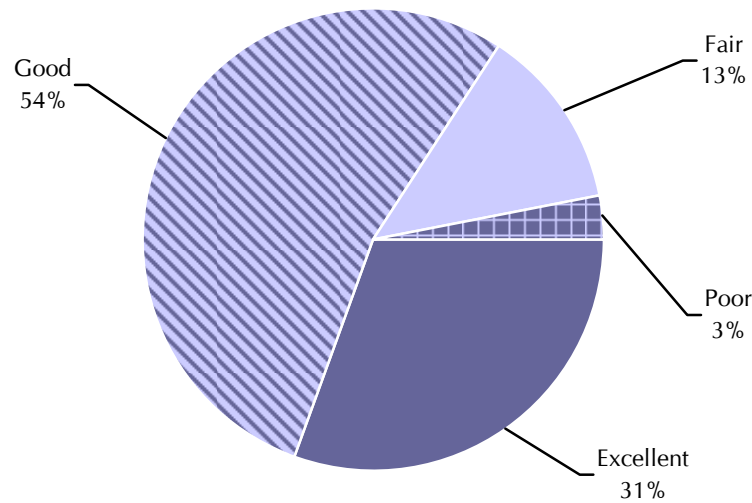


FIGURE 64: HEALTH AND WELLNESS SERVICES BENCHMARKS

	Comparison to benchmark
Health services	Much above

COMMUNITY INCLUSIVENESS

Diverse communities that include among their residents a mix of races, ages, wealth, ideas and beliefs have the raw material for the most vibrant and creative society. However, the presence of these features alone does not ensure a high quality or desirable space. Surveyed residents were asked about the success of the mix: the sense of community, the openness of residents to people of diverse backgrounds and the attractiveness of Park City as a place to raise children or to retire. They were also questioned about the quality of services delivered to various population subgroups, including older adults, youth and residents with few resources. A community that succeeds in creating an inclusive environment for a variety of residents is a community that offers more to many.

A high percentage of residents rated Park City as an “excellent” or “good” place to raise kids and a high percentage rated it as an excellent or good place to retire. Most residents felt that the local sense of community was “excellent” or “good.” A majority of survey respondents felt Park City was open and accepting towards people of diverse backgrounds. The availability of affordable quality child care was rated the lowest by residents and was much lower than the benchmark.

FIGURE 65: RATINGS OF COMMUNITY QUALITY AND INCLUSIVENESS

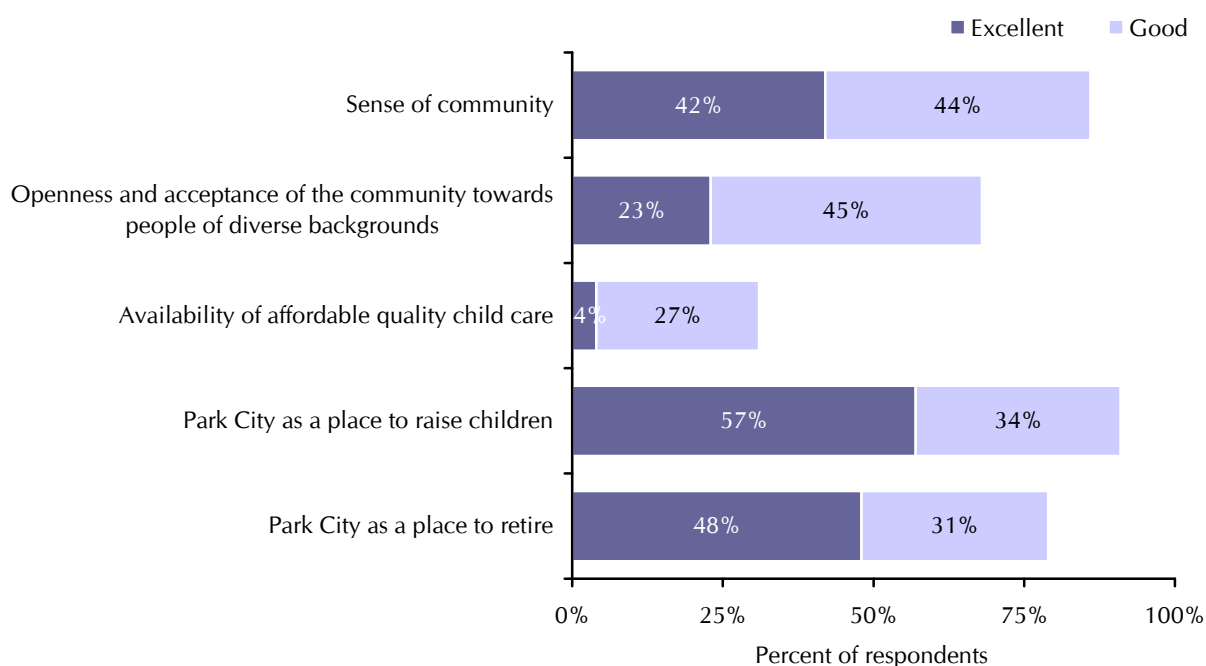


FIGURE 66: COMMUNITY QUALITY AND INCLUSIVENESS BENCHMARKS

	Comparison to benchmark
Sense of community	Much above
Openness and acceptance of the community toward people of diverse backgrounds	Above
Availability of affordable quality child care	Much below
Park City as a place to raise kids	Much above
Park City as a place to retire	Much above

Services to more vulnerable populations (e.g., seniors, youth or low-income residents) ranged from 49% to 86% with ratings of “excellent” or “good.” These services were all rated above the benchmark.

FIGURE 67: RATINGS OF QUALITY OF SERVICES PROVIDED FOR POPULATION SUBGROUPS

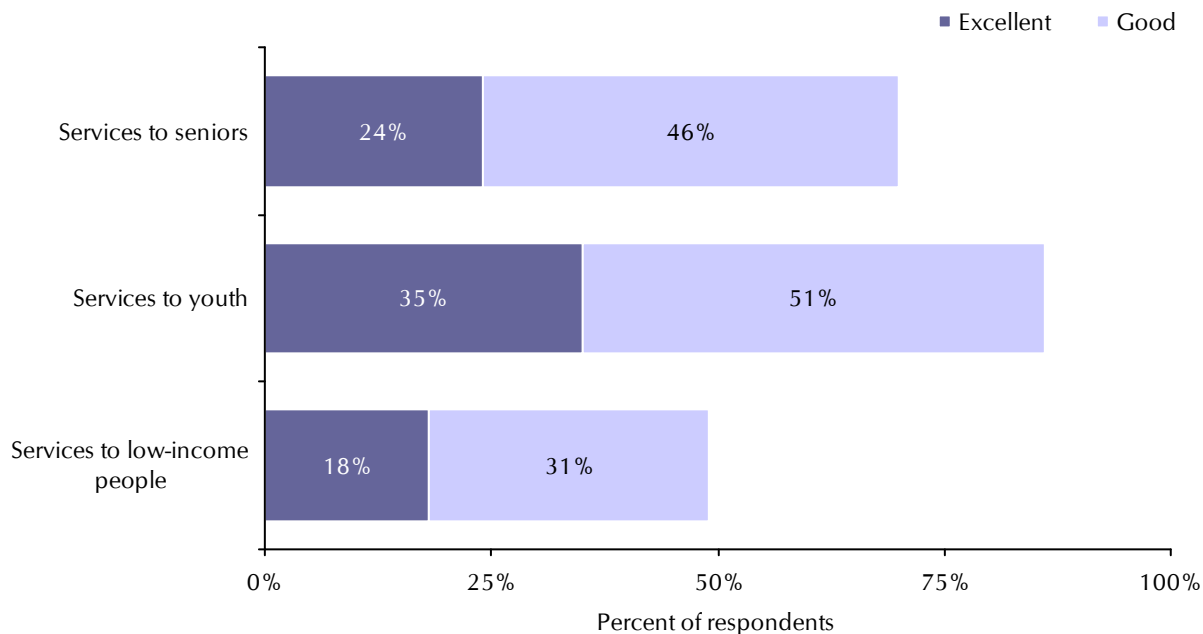


FIGURE 68: SERVICES PROVIDED FOR POPULATION SUBGROUPS BENCHMARKS

	Comparison to benchmark
Services to seniors	Above
Services to youth	Much above
Services to low income people	Above

CIVIC ENGAGEMENT

Community leaders cannot run a jurisdiction alone and a jurisdiction cannot run effectively if residents remain strangers with little to connect them. Elected officials and staff require the assistance of local residents whether that assistance comes in tacit approval or eager help; and commonality of purpose among the electorate facilitates policies and programs that appeal to most and causes discord among few. Furthermore, when neighbors help neighbors, the cost to the community to provide services to residents in need declines. When residents are civically engaged, they have taken the opportunity to participate in making the community more livable for all. The extent to which local government provides opportunities to become informed and engaged and the extent to which residents take those opportunities is an indicator of the connection between government and populace. By understanding your residents' level of connection to, knowledge of and participation in local government, the City can find better opportunities to communicate and educate citizens about its mission, services, accomplishments and plans. Communities with strong civic engagement may be more likely to see the benefits of programs intended to improve the quality of life of all residents and therefore would be more likely to support those new policies or programs.

Civic Activity

Respondents were asked about the perceived community volunteering opportunities and their participation as citizens of Park City. Survey participants rated the volunteer opportunities in Park City favorably. Opportunities to attend or participate in community matters were rated "excellent" or "good" by 84% of respondents.

Ratings of civic engagement opportunities were much above ratings from comparison jurisdictions where these questions were asked.

FIGURE 69: RATINGS OF CIVIC ENGAGEMENT OPPORTUNITIES

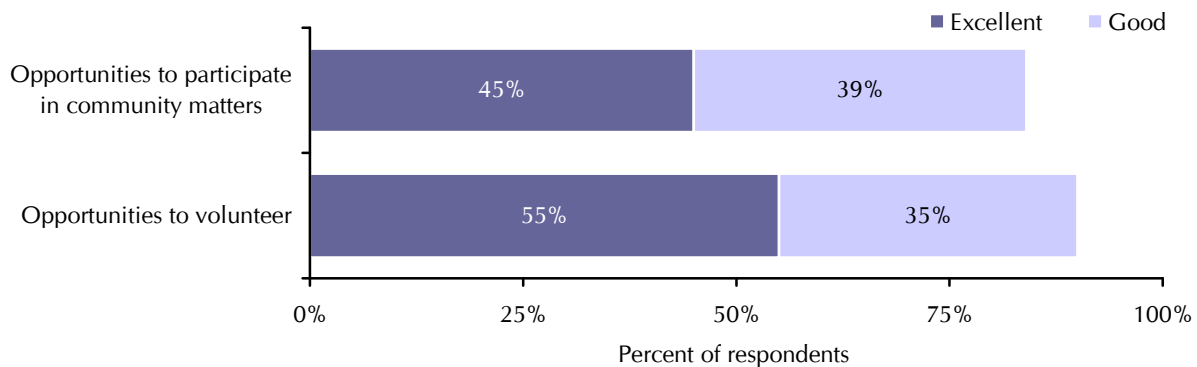


FIGURE 70: CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in community matters	Much above
Opportunities to volunteer	Much above

Nearly half of the participants in this survey had attended a public meeting, and even more had volunteered time to a group or participated in a club or civic group in the 12 months prior to the survey. The participation rates of these civic behaviors were compared to the rates in other jurisdictions. Those who had provided help to a friend or neighbor showed similar rates of involvement; while those who had attended a meeting of local elected officials or other local public meeting, volunteered or participated in a club or civic group in Park City showed much higher rates of community engagement.

FIGURE 71: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES

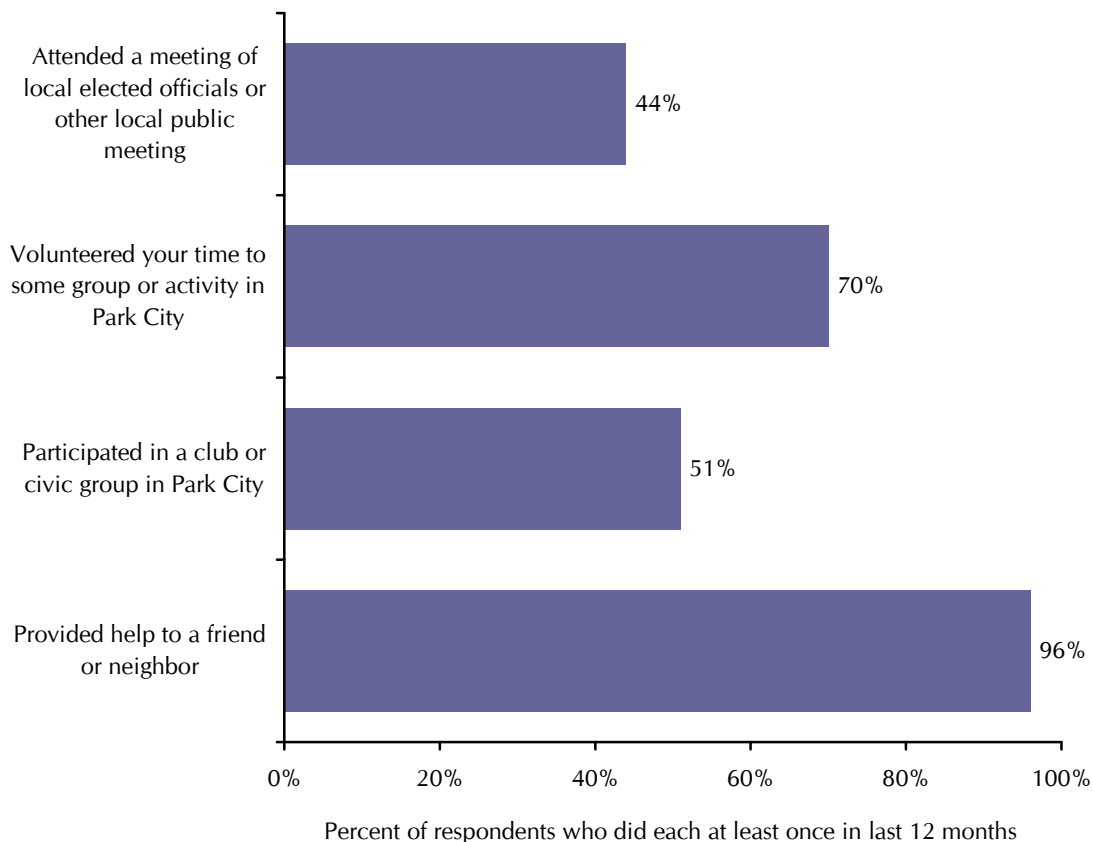


FIGURE 72: PARTICIPATION IN CIVIC ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	Much more
Volunteered your time to some group or activity in Park City	Much more
Participated in a club or civic group in Park City	Much more
Provided help to a friend or neighbor	Similar

Park City residents showed a large amount of civic engagement in the area of electoral participation. Eighty- one percent reported they were registered to vote and 72% indicated they had voted in the last general election. This rate of self-reported voting was about the same as that of comparison communities.

FIGURE 73: REPORTED VOTING BEHAVIOR

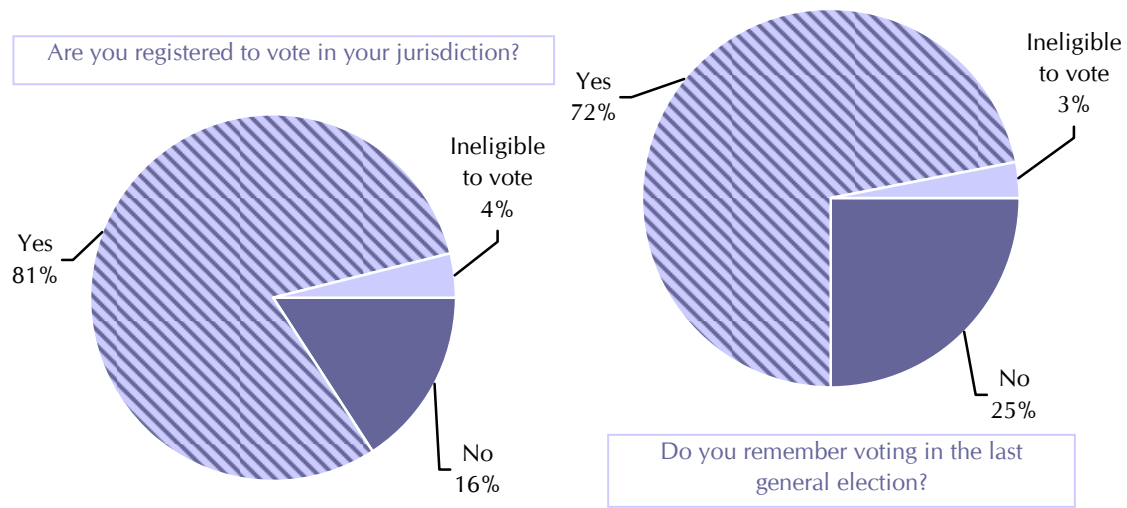


FIGURE 74: VOTING BEHAVIOR BENCHMARKS

	Comparison to benchmark
Registered to vote	Similar
Voted in last general election	Similar

Information and Awareness

Those completing the survey were asked about their use and perceptions of various information sources and local government media services. When asked whether they had visited the Park City Web site in the previous 12 months, 75% reported they had done so at least once. Public information services were rated favorably compared to benchmark data.

FIGURE 75: USE OF INFORMATION SOURCES

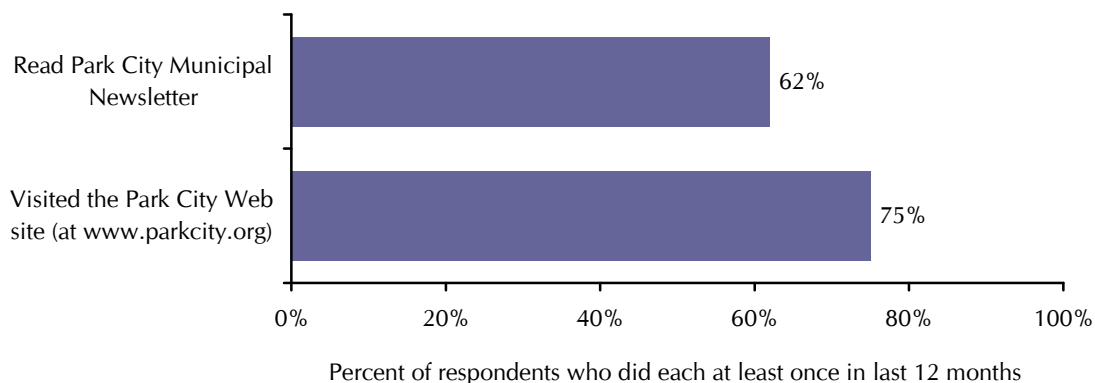


FIGURE 76: USE OF INFORMATION SOURCES BENCHMARKS

	Comparison to benchmark
Read the Park City Municipal Newsletter	Much less
Visited the Park City Web site	Much more

FIGURE 77: RATINGS OF LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION

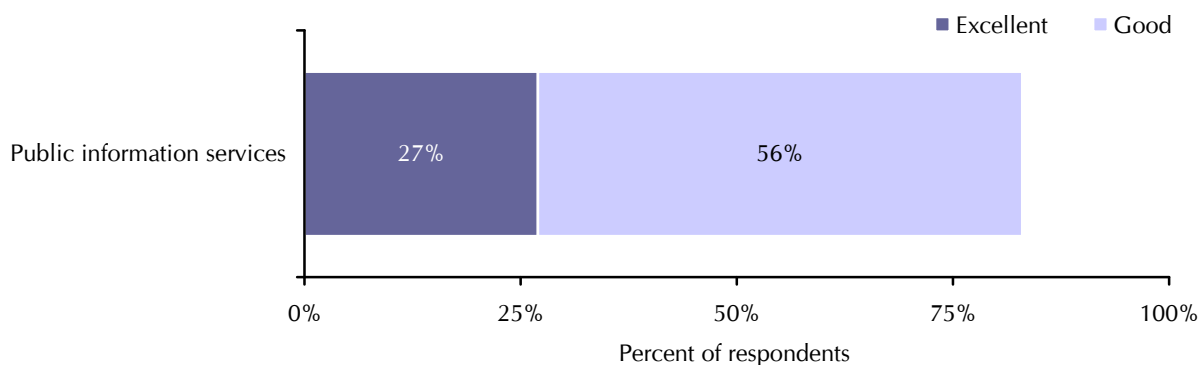


FIGURE 78: LOCAL GOVERNMENT MEDIA SERVICES AND INFORMATION DISSEMINATION BENCHMARKS

	Comparison to benchmark
Public information services	Much above

Social Engagement

Opportunities to participate in social events and activities were rated as “excellent” or “good” by 88% of respondents, while a similar proportion rated opportunities to participate in religious or spiritual events and activities as “excellent” or “good.”

FIGURE 79: RATINGS OF SOCIAL ENGAGEMENT OPPORTUNITIES

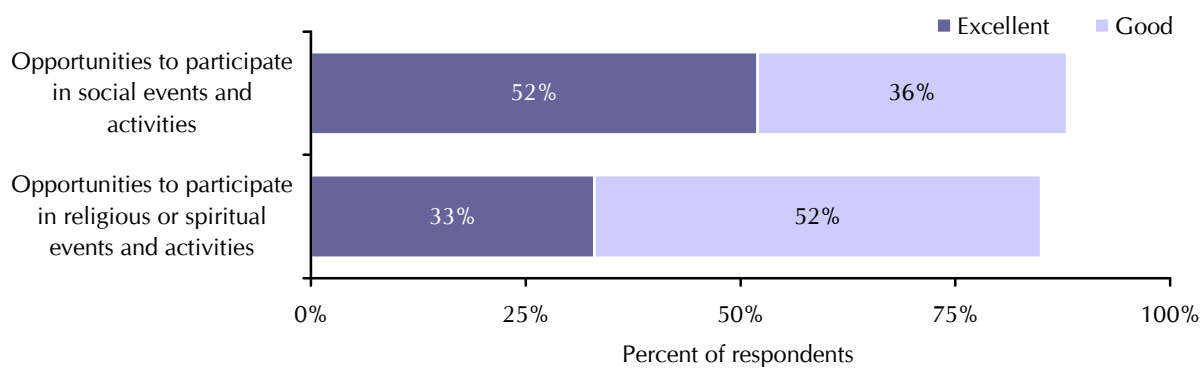


FIGURE 80: SOCIAL ENGAGEMENT OPPORTUNITIES BENCHMARKS

	Comparison to benchmark
Opportunities to participate in social events and activities	Much above
Opportunities to participate in religious or spiritual events and activities	Above

Residents in Park City reported a strong amount of neighborliness. About 54% indicated talking or visiting with their neighbors at least several times a week. This amount of contact with neighbors was more than the amount of contact reported in other communities.

FIGURE 81: CONTACT WITH IMMEDIATE NEIGHBORS

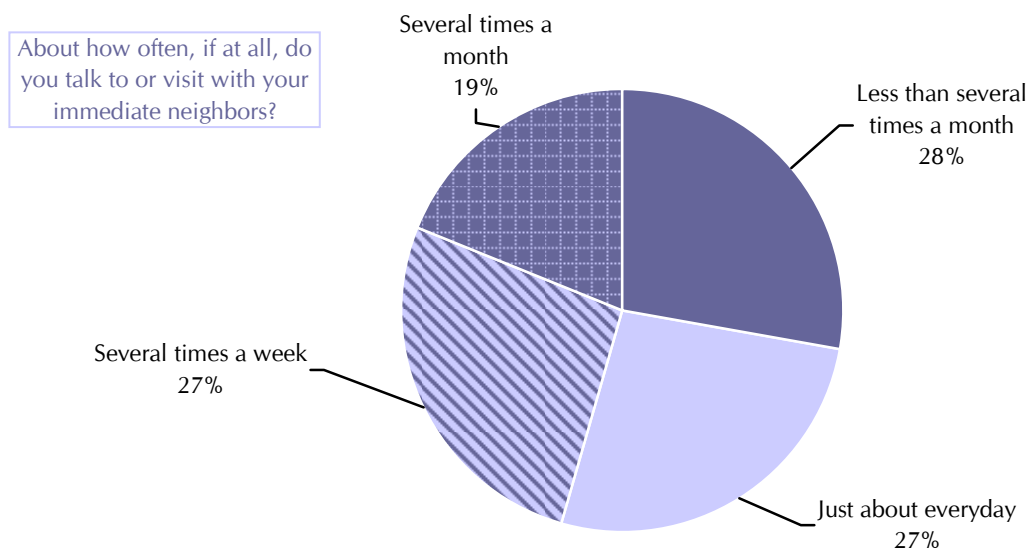


FIGURE 82: CONTACT WITH IMMEDIATE NEIGHBORS BENCHMARKS

	Comparison to benchmark
Has contact with neighbors at least several times per week	More

PUBLIC TRUST

When local government leaders are trusted, an environment of cooperation is more likely to surround all decisions they make. Cooperation leads to easier communication between leaders and residents and increases the likelihood that high value policies and programs will be implemented to improve the quality of life of the entire community. Trust can be measured in residents' opinions about the overall direction Park City is taking, their perspectives about the service value their taxes purchase and the openness of government to citizen participation. In addition, resident opinion about services provided by Park City could be compared to their opinion about services provided by the state and federal governments. If residents find nothing to admire in the services delivered by any level of government, their opinions about Park City may be colored by their dislike of what all levels of government provide.

A majority of respondents felt that the value of services for taxes paid was "excellent" or "good." When asked to rate the job Park City does at welcoming citizen involvement, 80% rated it as "excellent" or "good." Of these four ratings, all were rated much higher than the benchmark.

FIGURE 83: PUBLIC TRUST RATINGS

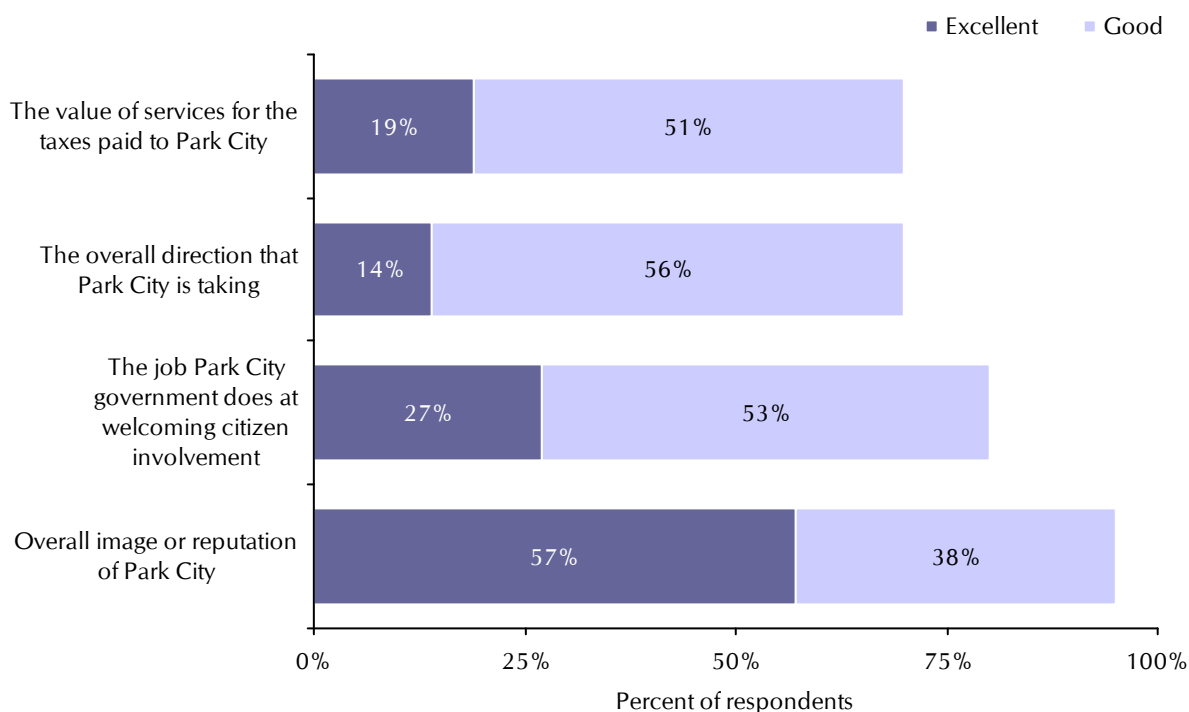


FIGURE 84: PUBLIC TRUST BENCHMARKS

	Comparison to benchmark
Value of services for the taxes paid to Park City	Much above
The overall direction that Park City is taking	Much above
Job Park City government does at welcoming citizen involvement	Much above
Overall image or reputation of Park City	Much above

On average, residents of Park City gave the highest evaluations to their own local government and the lowest average rating to the State and Federal Governments. The overall quality of services delivered by the Park City Municipal Government was rated as “excellent” or “good” by 82% of survey participants. Park City’s rating was above the benchmark when compared to other communities.

FIGURE 85: RATINGS OF SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS

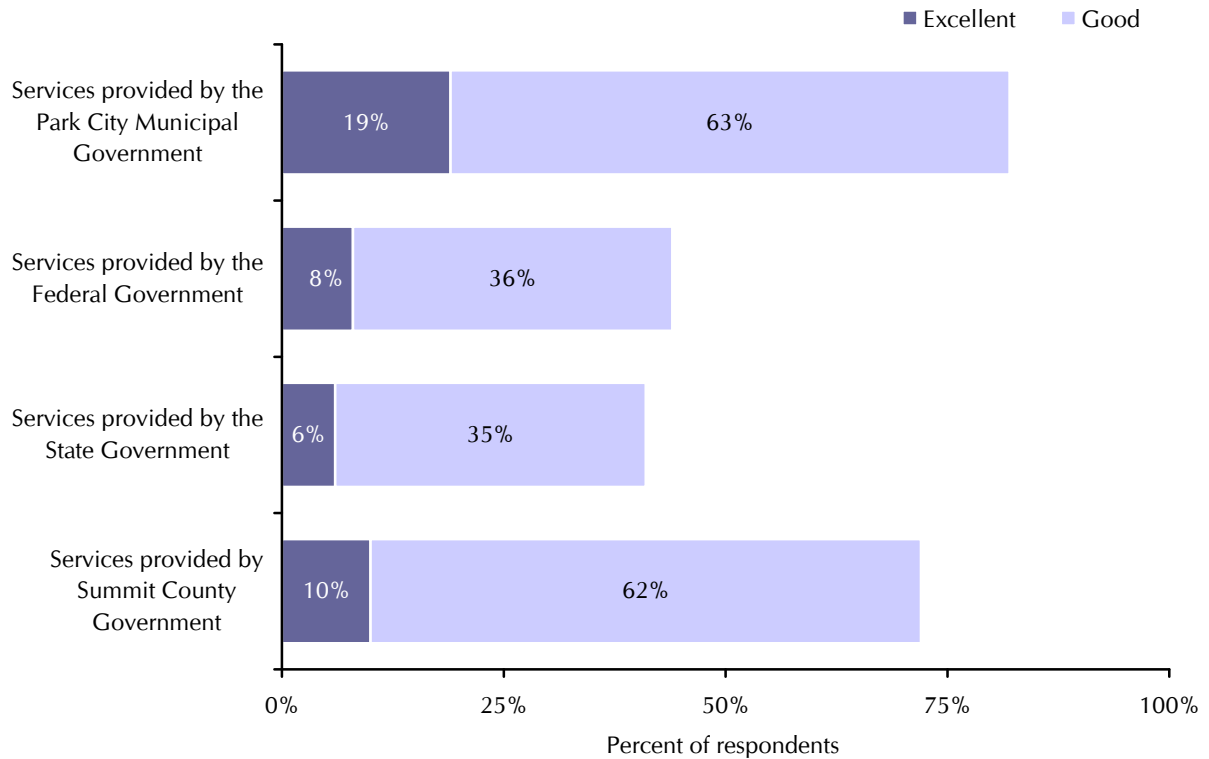


FIGURE 86: SERVICES PROVIDED BY LOCAL, STATE AND FEDERAL GOVERNMENTS BENCHMARKS

	Comparison to benchmark
Services provided by the Park City Municipal Government	Above
Services provided by the Federal Government	Similar
Services provided by the State Government	Similar
Services provided by Summit County Government	Much above

Park City Employees

The employees of Park City who interact with the public create the first impression that most residents have of Park City. Front line staff who provide information, assist with bill paying, collect trash, create service schedules, fight fires and crime and even give traffic tickets are the collective face of Park City. As such, it is important to know about residents’ experience talking with that “face.” When employees appear to be knowledgeable, responsive and courteous, residents are more likely to feel that any needs or problems may be solved through positive and productive interactions with Park City staff.

Those completing the survey were asked if they had been in contact with a City employee either in-person, over the phone or via email in the last 12 months; the 57% who reported that they had been in contact (a percent that is similar to the benchmark comparison) were then asked to indicate overall how satisfied they were with the employee in their most recent contact. City employees were rated highly; 77% of respondents rated their overall impression as “excellent” or “good.”

FIGURE 87: PROPORTION OF RESPONDENTS WHO HAD CONTACT WITH CITY EMPLOYEES IN PREVIOUS 12 MONTHS

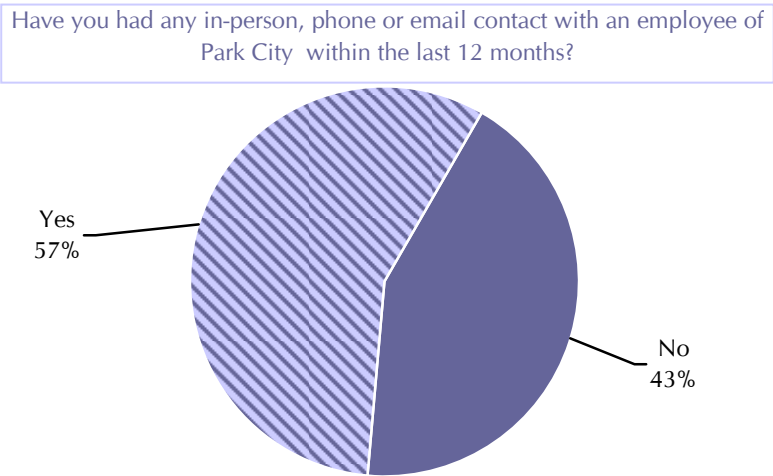


FIGURE 88: CONTACT WITH CITY EMPLOYEES BENCHMARKS

	Comparison to benchmark
Had contact with City employee(s) in last 12 months	Similar

FIGURE 89: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT)

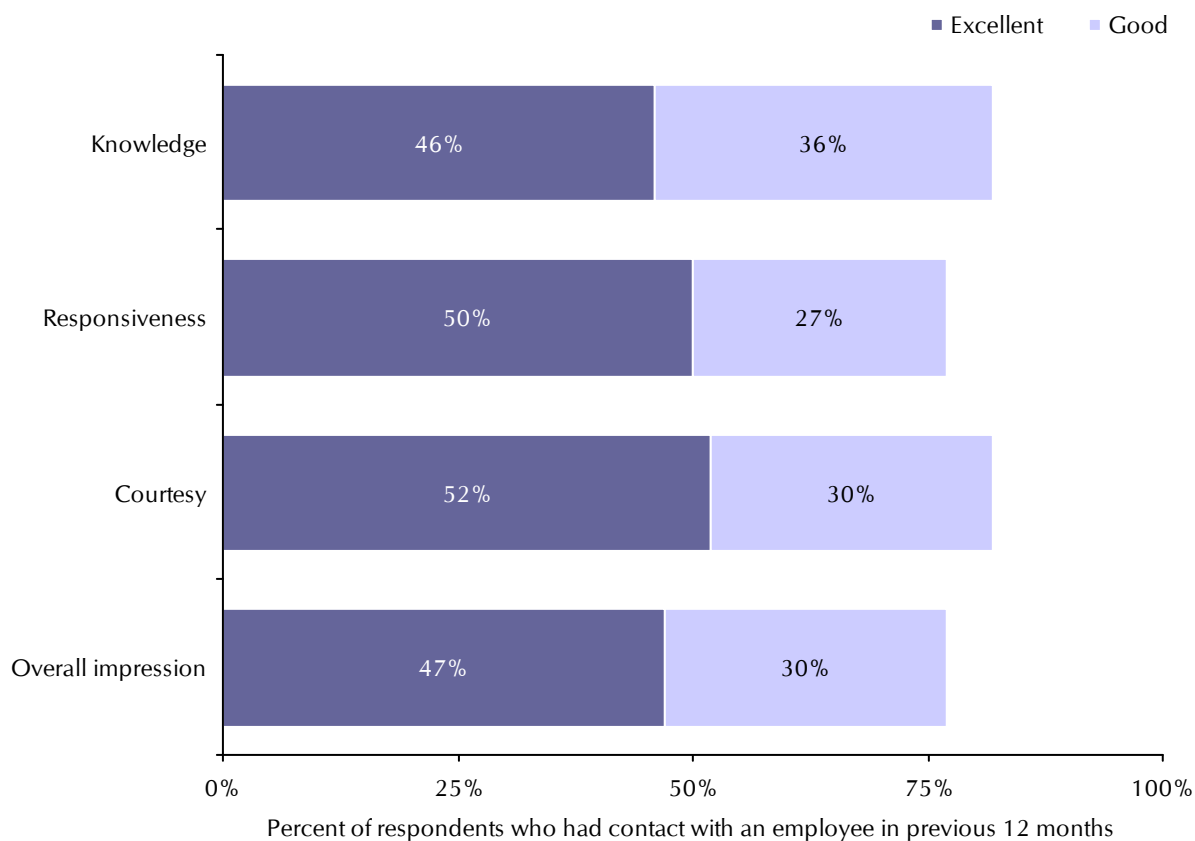


FIGURE 90: RATINGS OF CITY EMPLOYEES (AMONG THOSE WHO HAD CONTACT) BENCHMARKS

	Comparison to benchmark
Knowledge	Above
Responsiveness	Above
Courteousness	Above
Overall impression	Above

FROM DATA TO ACTION

RESIDENT PRIORITIES

Knowing where to focus limited resources to improve residents' opinions of local government requires information that targets the services that are most important to residents. However, when residents are asked what services are most important, they rarely stray beyond core services – those directed to save lives and improve safety.

In market research, identifying the most important characteristics of a transaction or product is called Key Driver Analysis (KDA). The key drivers that are identified from that analysis do not come from asking customers to self-report which service or product characteristic most influenced their decision to buy or return, but rather from statistical analyses of the predictors of their behavior. When customers are asked to name the most important characteristics of a good or service, responses often are expected or misleading – just as they can be in the context of a citizen survey. For example, air travelers often claim that safety is the primary consideration in their choice of an airline, yet key driver analysis reveals that frequent flier perks or in-flight entertainment predicts their buying decisions.

In local government core services – like fire protection – invariably land at the top of the list created when residents are asked about the most important local government services. And core services are important. But by using KDA, our approach digs deeper to identify the less obvious, but more influential services that are most related to residents' ratings of overall quality of local government services. Because services focused directly on life and safety remain essential to quality government, it is suggested that core services should remain the focus of continuous monitoring and improvement where necessary – but monitoring core services or asking residents to identify important services is not enough.

A KDA was conducted for Park City by examining the relationships between ratings of each service and ratings of Park City's overall services. Those Key Driver services that correlated most highly with residents' perceptions about overall City service quality have been identified. By targeting improvements in key services, Park City can focus on the services that have the greatest likelihood of influencing residents' opinions about overall service quality. Because a strong correlation is not the same as a cause, there is no guarantee that improving ratings on key drivers necessarily will improve ratings. What is certain from these analyses is that key drivers are good predictors of overall resident opinion and that the key drivers presented may be useful focus areas to consider for enhancement of overall service ratings.

Services found to be most strongly correlated with ratings of overall service quality from the Park City Key Driver Analysis were:

- Police Services
- Recreation centers or facilities

PARK CITY ACTION CHART™

The 2011 Park City Action Chart™ on the following page combines two dimensions of performance:

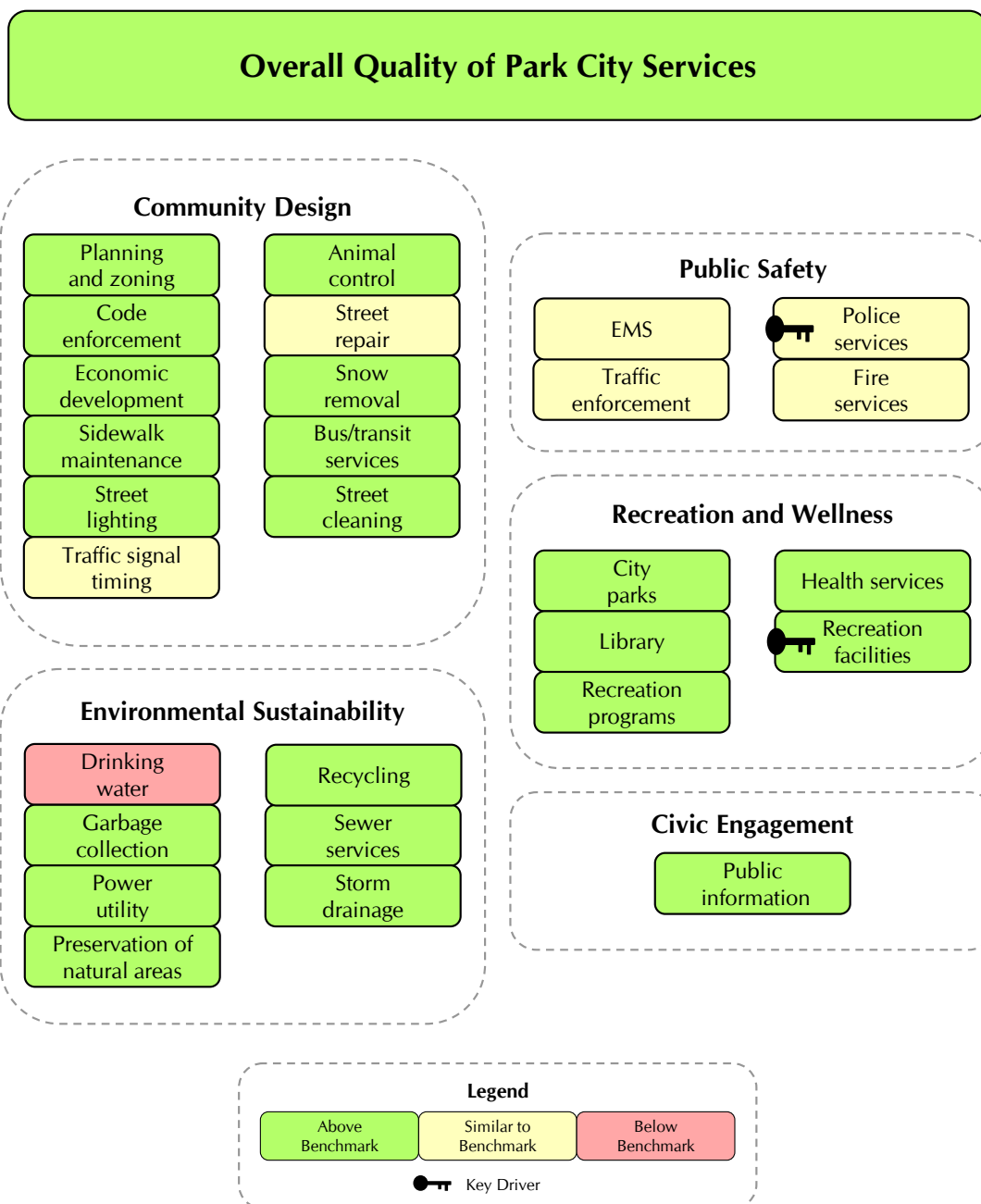
- Comparison to resident evaluations from other communities. When a comparison is available, the background color of each service box indicates whether the service is above the national benchmark (green), similar to the benchmark (yellow) or below the benchmark (red).
- Identification of key services. A black key icon (🔑) next to a service box indicates it as a key driver for the City.

Twenty-eight services were included in the KDA for Park City. Of these, 21 were above the benchmark, one was below the benchmark and six were similar to the benchmark.

Considering all performance data included in the Action Chart, a jurisdiction typically will want to consider improvements to any key driver services that are not at least similar to the benchmark. In the case of Park City, no key drivers were below the benchmark. Therefore, Park City may wish to seek improvements to police services, as these key drivers received ratings similar to other benchmark jurisdictions. More detail about interpreting results can be found in the next section.

Services with a high percent of respondents answering “don’t know” were excluded from the analysis and were considered services that would be less influential. See Appendix A: Complete Survey Frequencies, Frequencies Including “Don’t Know” Responses for the percent “don’t know” for each service.

FIGURE 91: CITY OF PARK CITY ACTION CHART



Using Your Action Chart™

The key drivers derived for Park City provide a list of those services that are uniquely related to overall service quality. Those key drivers are marked with the symbol of a key in the action chart. Because key driver results are based on a relatively small number of responses, the relationships or correlations that define the key drivers are subject to more variability than is seen when key drivers are derived from a large national dataset of resident responses. To benefit Park City, NRC lists the key drivers derived from tens of thousands of resident responses from across the country. This national list is updated periodically so that you can compare your key drivers to the key drivers from the entire NRC dataset. Where your locally derived key drivers overlap national key drivers, it makes sense to focus even more strongly on your keys. Similarly, when your local key drivers overlap your core services, there is stronger argument to make for attending to your key drivers that overlap with core services.

As staff review key drivers, not all drivers may resonate as likely links to residents' perspectives about overall service quality. For example, in Park City, planning and zoning and police services may be obvious links to overall service delivery (and each is a key driver from our national database), since it could be easy for staff to see how residents' view of overall service delivery could be colored by how well they perceive police and land use planning to be delivered. But animal control could be a surprise. Before rejecting a key driver that does not pass the first test of conventional wisdom, consider whether residents' opinions about overall service quality could reasonably be influenced by this unexpected driver. For example, in the case of animal control, was there a visible case of violation prior to the survey data collection? Do Park City residents have different expectations for animal control than what current policy provides? Are the rare instances of violation serious enough to cause a word of mouth campaign about service delivery?

If, after deeper review, the "suspect" driver still does not square with your understanding of the services that could influence residents' perspectives about overall service quality (and if that driver is not a core service or a key driver from NRC's national research), put action in that area on hold and wait to see if it appears as a key driver the next time the survey is conducted.

In the following table, we have listed your key drivers, core services and the national key drivers and we have indicated (in bold typeface and with the symbol "•"), the Park City key drivers that overlap core services or the nationally derived keys. In general, key drivers below the benchmark may be targeted for improvement. Additionally, we have indicated (with the symbol "°") those services that neither are local nor national key drivers nor are they core services. It is these services that could be considered first for resource reductions.

FIGURE 92: KEY DRIVERS COMPARED

Service	Park City Key Driver	National Key Driver	Core Service
• Police services	✓	✓	✓
Fire services			✓
Ambulance and emergency medical services			✓
◦ Traffic enforcement			
Street repair			✓
◦ Street cleaning			
◦ Street lighting			
◦ Snow removal			
◦ Sidewalk maintenance			
◦ Traffic signal timing			
◦ Bus or transit services			
Garbage collection			✓
◦ Recycling			
Storm drainage			✓
Drinking water			✓
Sewer services			✓
Power (electric and/or gas) utility			✓
◦ City parks			
◦ Recreation programs or classes			
Recreation centers or facilities	✓		
Land use planning and zoning		✓	
Code enforcement			✓
◦ Animal control			
Economic development		✓	
Health services			✓
◦ Public library			
Public information services		✓	
◦ Preservation of natural areas			

• Key driver overlaps with national and or core services

◦ Service may be targeted for reductions it is not a key driver or core service

CUSTOM QUESTIONS

“Don’t know” responses have been removed from the following questions, when applicable.

Custom Question 1	
FEMA recommends that each household have sufficient food, water and other necessities to cover a 72-hour time frame during an emergency. How prepared, if at all, is your household for an emergency?	Percent of respondents
Fully prepared	16%
Somewhat prepared	62%
Not at all prepared	22%
Total	100%

Custom Question 2									
Reducing the size of the Treasure Hill project would require a voter-approved bond held during a special bond election. The source of repayment would be a special assessment on residents’ property tax bills for 15 years. Please indicate how much your household would be willing to pay annually, if anything, for the following density reduction options:	\$500 or more per year	\$400 to \$499 per year	\$300 to \$399 per year	\$200 to \$299 per year	\$100 to \$199 per year	\$50 to \$99 per year	\$1 to \$49 per year	\$0/not willing to pay additional funds	Total
Removing ALL of the density from Treasure Hill approximately 400,000 square feet, and preserving the land as Open Space:	17%	5%	7%	5%	11%	13%	15%	28%	100%
Reallocate approximately 100,000 square feet of the Treasure Hill Project to the Park City Mountain Resort and leave approximately 200,000 square feet at Treasure Hill as a hotel:	8%	0%	2%	4%	9%	10%	18%	49%	100%

APPENDIX A: COMPLETE SURVEY FREQUENCIES

FREQUENCIES EXCLUDING "DON'T KNOW" RESPONSES

Question 1: Quality of Life					
Please rate each of the following aspects of quality of life in Park City:	Excellent	Good	Fair	Poor	Total
Park City as a place to live	78%	21%	1%	0%	100%
Your neighborhood as a place to live	54%	36%	9%	0%	100%
Park City as a place to raise children	57%	34%	9%	1%	100%
Park City as a place to work	32%	40%	22%	6%	100%
Park City as a place to retire	48%	31%	15%	6%	100%
The overall quality of life in Park City	65%	32%	2%	0%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Park City as a whole:	Excellent	Good	Fair	Poor	Total
Sense of community	42%	44%	11%	3%	100%
Openness and acceptance of the community towards people of diverse backgrounds	23%	45%	26%	6%	100%
Overall appearance of Park City	46%	51%	2%	1%	100%
Cleanliness of Park City	49%	45%	6%	1%	100%
Overall quality of new development in Park City	13%	47%	32%	9%	100%
Variety of housing options	8%	32%	37%	23%	100%
Overall quality of business and service establishments in Park City	16%	55%	25%	3%	100%
Shopping opportunities	15%	48%	29%	8%	100%
Opportunities to attend cultural activities	35%	40%	21%	4%	100%
Recreational opportunities	79%	20%	1%	0%	100%
Employment opportunities	9%	34%	41%	17%	100%
Educational opportunities	23%	38%	28%	11%	100%
Opportunities to participate in social events and activities	52%	36%	10%	1%	100%
Opportunities to participate in religious or spiritual events and activities	33%	52%	12%	2%	100%
Opportunities to volunteer	55%	35%	9%	0%	100%
Opportunities to participate in community matters	45%	39%	11%	5%	100%
Ease of car travel in Park City	29%	46%	20%	5%	100%
Ease of bus travel in Park City	61%	33%	6%	1%	100%
Ease of bicycle travel in Park City	50%	44%	5%	1%	100%
Ease of walking in Park City	49%	42%	8%	0%	100%
Availability of paths and walking trails	62%	31%	6%	1%	100%
Traffic flow on major streets	13%	54%	26%	6%	100%

Question 2: Community Characteristics					
Please rate each of the following characteristics as they relate to Park City as a whole:	Excellent	Good	Fair	Poor	Total
Amount of public parking	13%	46%	29%	12%	100%
Availability of affordable quality housing	7%	20%	39%	35%	100%
Availability of affordable quality child care	4%	27%	43%	27%	100%
Availability of affordable quality health care	23%	47%	25%	6%	100%
Availability of preventive health services	27%	48%	21%	4%	100%
Air quality	54%	38%	6%	2%	100%
Quality of overall natural environment in Park City	57%	36%	6%	0%	100%
Overall image or reputation of Park City	57%	38%	4%	0%	100%

Question 3: Growth						
Please rate the speed of growth in the following categories in Park City over the past 2 years:	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Total
Population growth	1%	3%	36%	43%	18%	100%
Retail growth (stores, restaurants, etc.)	1%	15%	49%	29%	5%	100%
Jobs growth	10%	52%	35%	3%	0%	100%

Question 4: Code Enforcement	
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Park City?	Percent of respondents
Not a problem	32%
Minor problem	51%
Moderate problem	15%
Major problem	2%
Total	100%

Question 5: 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 unsafe	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%
Environmental hazards, including toxic waste	45%	33%	13%	7%	1%	100%

Question 6: Personal Safety						
Please rate how safe or unsafe you feel:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Total
In your neighborhood during the day	89%	9%	2%	0%	0%	100%
In your neighborhood after dark	71%	22%	6%	1%	0%	100%
In Park City's downtown area during the day	88%	10%	2%	0%	0%	100%
In Park City's downtown area after dark	63%	31%	4%	2%	0%	100%

Question 7: Contact with Police Department		
Have you had any in-person or phone contact with an employee of the Park City Police Department within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the Park City Police Department within the last 12 months?	48%	52%

Question 8: Ratings of Contact with Police Department				
What was your overall impression of your most recent contact with the Park City Police Department?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the Park City Police Department?	45%	33%	11%	11%

Question 9: Crime Victim	
During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents
No	90%
Yes	10%
Total	100%

Question 10: Crime Reporting	
If yes, was this crime (these crimes) reported to the police?	Percent of respondents
No	16%
Yes	84%
Total	100%

Question 11: Resident Behaviors						
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Park City?	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times	Total
Used Park City public libraries or their services	18%	27%	29%	12%	14%	100%
Used Park City recreation centers	17%	16%	20%	22%	25%	100%
Participated in a recreation program or activity	27%	24%	16%	16%	18%	100%
Visited a neighborhood park or City park	4%	8%	27%	27%	32%	100%
Ridden a local bus within Park City	15%	22%	29%	15%	18%	100%
Attended a meeting of local elected officials or other local public meeting	56%	24%	15%	2%	3%	100%
Read Park City Municipal Newsletter	38%	29%	21%	6%	6%	100%
Visited the Park City Web site (at www.parkcity.org)	25%	24%	32%	10%	9%	100%
Recycled used paper, cans or bottles from your home	11%	3%	9%	14%	64%	100%
Volunteered your time to some group or activity in Park City	30%	28%	19%	10%	13%	100%
Participated in religious or spiritual activities in Park City	64%	11%	12%	5%	7%	100%
Participated in a club or civic group in Park City	49%	20%	18%	6%	6%	100%
Provided help to a friend or neighbor	4%	14%	45%	19%	18%	100%

Question 12: Neighborliness	
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents
Just about everyday	27%
Several times a week	27%
Several times a month	19%
Less than several times a month	28%
Total	100%

Question 13: Service Quality					
Please rate the quality of each of the following services in Park City:	Excellent	Good	Fair	Poor	Total
Police services	30%	51%	13%	6%	100%
Fire services	46%	49%	5%	0%	100%
Ambulance or emergency medical services	39%	54%	6%	1%	100%
Crime prevention	29%	53%	16%	2%	100%
Fire prevention and education	28%	55%	16%	1%	100%
Municipal courts	23%	49%	15%	13%	100%
Traffic enforcement	18%	43%	27%	11%	100%
Street repair	9%	28%	46%	18%	100%
Street cleaning	17%	53%	24%	6%	100%
Street lighting	11%	59%	23%	7%	100%
Snow removal	27%	51%	18%	5%	100%
Sidewalk maintenance	19%	48%	26%	7%	100%
Traffic signal timing	8%	47%	30%	14%	100%
Bus or transit services	52%	45%	2%	1%	100%
Garbage collection	37%	51%	11%	1%	100%
Recycling	43%	37%	10%	10%	100%
Storm drainage	22%	61%	15%	3%	100%
Drinking water	10%	33%	30%	27%	100%
Sewer services	28%	51%	17%	4%	100%
Power (electric and/or gas) utility	27%	58%	12%	2%	100%
City parks	65%	33%	2%	0%	100%
Recreation programs or classes	48%	46%	6%	0%	100%
Recreation centers or facilities	42%	49%	8%	1%	100%
Land use, planning and zoning	13%	45%	29%	13%	100%
Code enforcement (weeds, abandoned buildings, etc.)	12%	46%	28%	14%	100%
Animal control	16%	53%	21%	10%	100%
Economic development	10%	48%	29%	13%	100%
Health services	31%	54%	13%	3%	100%
Services to seniors	24%	46%	19%	11%	100%
Services to youth	35%	51%	12%	2%	100%
Services to low-income people	18%	31%	35%	17%	100%
Public library services	45%	47%	8%	0%	100%
Public information services	27%	56%	16%	1%	100%
Public schools	36%	48%	13%	3%	100%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	18%	47%	28%	7%	100%
Preservation of natural areas such as open space, farmlands and greenbelts	36%	39%	20%	5%	100%

Question 14: Government Services Overall					
Overall, how would you rate the quality of the services provided by each of the following?	Excellent	Good	Fair	Poor	Total
Park City Municipal Government	19%	63%	14%	4%	100%
The Federal Government	8%	36%	36%	21%	100%
The State Government	6%	35%	40%	19%	100%
Summit County Government	10%	62%	21%	8%	100%
Wasatch County Government	10%	52%	22%	15%	100%

Question 15: Recommendation and Longevity					
Please indicate how likely or unlikely you are to do each of the following:	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Total
Recommend living in Park City to someone who asks	72%	23%	4%	1%	100%
Remain in Park City for the next five years	71%	18%	8%	4%	100%

Question 16: Impact of the Economy	
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents
Very positive	3%
Somewhat positive	21%
Neutral	39%
Somewhat negative	33%
Very negative	4%
Total	100%

Question 17: Contact with Fire Department		
Have you had any in-person or phone contact with an employee of the Park City Fire Service District within the last 12 months?	No	Yes
Have you had any in-person or phone contact with an employee of the Park City Fire Service District within the last 12 months?	85%	15%

Question 18: Ratings of Contact with Fire Department				
What was your overall impression of your most recent contact with the Park City Fire Service District?	Excellent	Good	Fair	Poor
What was your overall impression of your most recent contact with the Park City Fire Service District?	51%	39%	7%	2%

Question 19: Contact with City Employees	
Have you had any in-person, phone or email with an employee of the Park City Municipal Government within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents
No	43%
Yes	57%
Total	100%

Question 20: City Employees					
What was your impression of the employee(s) of the City of the Park City Municipal Government in your most recent contact?	Excellent	Good	Fair	Poor	Total
Knowledge	46%	36%	16%	3%	100%
Responsiveness	50%	27%	18%	6%	100%
Courtesy	52%	30%	13%	5%	100%
Overall impression	47%	30%	15%	7%	100%

Question 21: Government Performance					
Please rate the following categories of Park City government performance:	Excellent	Good	Fair	Poor	Total
The value of services for the taxes paid to Park City	19%	51%	25%	6%	100%
The overall direction that Park City is taking	14%	56%	21%	8%	100%
The job Park City government does at welcoming citizen involvement	27%	53%	13%	7%	100%

Question 22: Custom Question	
FEMA recommends that each household have sufficient food, water and other necessities to cover a 72-hour time frame during an emergency. How prepared, if at all, is your household for an emergency?	Percent of respondents
Fully prepared	16%
Somewhat prepared	62%
Not at all prepared	22%
Total	100%

Question 23: Custom Question 2									
Reducing the size of the Treasure Hill project would require a voter-approved bond held during a special bond election. The source of repayment would be a special assessment on residents' property tax bills for 15 years. Please indicate how much your household would be willing to pay annually, if anything, for the following density reduction options:	\$500 or more per year	\$400 to \$499 per year	\$300 to \$399 per year	\$200 to \$299 per year	\$100 to \$199 per year	\$50 to \$99 per year	\$1 to \$49 per year	\$0/not willing to pay additional funds	Total
Removing ALL of the density from Treasure Hill approximately 400,000 square feet, and preserving the land as Open Space:	17%	5%	7%	5%	11%	13%	15%	28%	100%
Reallocate approximately 100,000 square feet of the Treasure Hill Project to the Park City Mountain Resort and leave approximately 200,000 square feet at Treasure Hill as a hotel:	8%	0%	2%	4%	9%	10%	18%	49%	100%

Question D1: Employment Status	
Are you currently employed for pay?	Percent of respondents
No	19%
Yes, full-time	71%
Yes, part-time	10%
Total	100%

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	65%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	6%
Bus, rail, subway or other public transportation	4%
Walk	7%
Bicycle	5%
Work at home	11%
Other	1%

Question D3: Length of Residency	
How many years have you lived in Park City?	Percent of respondents
Less than 2 years	13%
2 to 5 years	17%
6 to 10 years	22%
11 to 20 years	23%
More than 20 years	26%
Total	100%

Question D4: Housing Unit Type	
Which best describes the building you live in?	Percent of respondents
One family house detached from any other houses	57%
House attached to one or more houses (e.g., a duplex or townhome)	18%
Building with two or more apartments or condominiums	22%
Mobile home	0%
Other	3%
Total	100%

Question D5: Housing Tenure (Rent/Own)	
Is this house, apartment or mobile home...	Percent of respondents
Rented for cash or occupied without cash payment	39%
Owned by you or someone in this house with a mortgage or free and clear	61%
Total	100%

Question D6: Monthly Housing Cost	
About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?	Percent of respondents
Less than \$300 per month	2%
\$300 to \$599 per month	14%
\$600 to \$999 per month	12%
\$1,000 to \$1,499 per month	23%
\$1,500 to \$2,499 per month	25%
\$2,500 or more per month	24%
Total	100%

Question D7: Presence of Children in Household	
Do any children 17 or under live in your household?	Percent of respondents
No	71%
Yes	29%
Total	100%

Question D8: Presence of Older Adults in Household	
Are you or any other members of your household aged 65 or older?	Percent of respondents
No	87%
Yes	13%
Total	100%

Question D9: Household Income	
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents
Less than \$24,999	9%
\$25,000 to \$49,999	21%
\$50,000 to \$99,999	28%
\$100,000 to \$149,000	17%
\$150,000 or more	25%
Total	100%

Question D10: Ethnicity	
Are you Spanish, Hispanic or Latino?	Percent of respondents
No, not Spanish, Hispanic or Latino	89%
Yes, I consider myself to be Spanish, Hispanic or Latino	11%
Total	100%

Question D11: Race	
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents
American Indian or Alaskan Native	2%
Asian, Asian Indian or Pacific Islander	5%
Black or African American	1%
White	89%
Other	6%
Total may exceed 100% as respondents could select more than one option	

Question D12: Age	
In which category is your age?	Percent of respondents
18 to 24 years	7%
25 to 34 years	33%
35 to 44 years	12%
45 to 54 years	21%
55 to 64 years	17%
65 to 74 years	7%
75 years or older	3%
Total	100%

Question D13: Gender	
What is your sex?	Percent of respondents
Female	50%
Male	50%
Total	100%

Question D14: Registered to Vote	
Are you registered to vote in your jurisdiction?	Percent of respondents
No	16%
Yes	81%
Ineligible to vote	4%
Total	100%

Question D15: Voted in Last General Election	
Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents
No	25%
Yes	72%
Ineligible to vote	3%
Total	100%

Question D16: Has Cell Phone	
Do you have a cell phone?	Percent of respondents
No	1%
Yes	99%
Total	100%

Question D17: Has Land Line	
Do you have a land line at home?	Percent of respondents
No	52%
Yes	48%
Total	100%

Question D18: Primary Phone	
If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents
Cell	52%
Land line	31%
Both	17%
Total	100%

FREQUENCIES INCLUDING “DON’T KNOW” RESPONSES

These tables contain the percentage of respondents for each response category as well as the “n” or total number of respondents for each category, next to the percentage.

Question 1: Quality of Life												
Please rate each of the following aspects of quality of life in Park City:	Excellent		Good		Fair		Poor		Don't know		Total	
Park City as a place to live	78%	239	21%	65	1%	3	0%	0	0%	0	100%	307
Your neighborhood as a place to live	54%	164	36%	111	9%	27	0%	1	0%	0	100%	304
Park City as a place to raise children	44%	134	26%	79	7%	20	1%	2	22%	67	100%	303
Park City as a place to work	28%	85	36%	108	19%	59	5%	15	12%	35	100%	302
Park City as a place to retire	39%	119	26%	78	12%	37	5%	14	18%	56	100%	305
The overall quality of life in Park City	65%	199	32%	99	2%	8	0%	0	0%	0	100%	306

Question 2: Community Characteristics												
Please rate each of the following characteristics as they relate to Park City as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Sense of community	42%	125	44%	132	11%	32	3%	8	1%	3	100%	300
Openness and acceptance of the community towards people of diverse backgrounds	23%	70	44%	134	25%	77	6%	18	2%	6	100%	304
Overall appearance of Park City	46%	141	51%	155	2%	7	1%	2	0%	0	100%	306
Cleanliness of Park City	49%	149	45%	136	6%	18	1%	2	0%	0	100%	306
Overall quality of new development in Park City	13%	39	46%	138	31%	94	8%	25	2%	7	100%	303
Variety of housing options	8%	23	32%	96	36%	109	23%	69	2%	6	100%	305
Overall quality of business and service establishments in Park City	16%	50	55%	168	25%	77	3%	10	0%	0	100%	305
Shopping opportunities	15%	45	48%	146	29%	89	8%	23	0%	1	100%	303
Opportunities to attend cultural activities	34%	103	39%	120	21%	63	4%	11	2%	7	100%	304
Recreational opportunities	79%	240	20%	61	1%	4	0%	1	0%	0	100%	305
Employment opportunities	7%	22	29%	89	35%	107	15%	44	13%	40	100%	302
Educational opportunities	20%	60	34%	101	25%	74	10%	29	12%	37	100%	300
Opportunities to participate in social events and activities	50%	152	35%	105	10%	29	1%	4	4%	12	100%	303

Question 2: Community Characteristics

Please rate each of the following characteristics as they relate to Park City as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Opportunities to participate in religious or spiritual events and activities	21%	64	33%	101	8%	23	1%	4	36%	111	100%	303
Opportunities to volunteer	48%	143	30%	90	8%	24	0%	0	14%	42	100%	300
Opportunities to participate in community matters	40%	120	34%	103	10%	29	4%	12	12%	38	100%	302
Ease of car travel in Park City	28%	86	45%	138	20%	60	5%	16	1%	4	100%	304
Ease of bus travel in Park City	57%	175	31%	95	5%	17	1%	3	5%	16	100%	304
Ease of bicycle travel in Park City	49%	148	43%	129	5%	16	1%	2	3%	8	100%	303
Ease of walking in Park City	49%	149	42%	127	8%	24	0%	1	0%	0	100%	302
Availability of paths and walking trails	62%	189	31%	95	6%	17	1%	2	1%	3	100%	305
Traffic flow on major streets	13%	41	54%	164	26%	79	6%	19	0%	0	100%	303
Amount of public parking	13%	39	46%	138	29%	88	12%	35	1%	2	100%	303
Availability of affordable quality housing	6%	17	17%	50	33%	99	30%	89	14%	43	100%	298
Availability of affordable quality child care	2%	6	13%	38	20%	61	13%	38	52%	156	100%	298
Availability of affordable quality health care	19%	56	38%	116	20%	61	5%	16	18%	54	100%	304
Availability of preventive health services	21%	63	37%	110	16%	47	3%	10	23%	70	100%	299
Air quality	54%	164	37%	114	6%	18	2%	7	1%	2	100%	304
Quality of overall natural environment in Park City	57%	174	36%	111	6%	19	0%	0	0%	0	100%	305
Overall image or reputation of Park City	57%	175	38%	117	4%	13	0%	1	0%	0	100%	305

Question 3: Growth

Please rate the speed of growth in the following categories in Park City over the past 2 years:	Much too slow		Somewhat too slow		Right amount		Somewhat too fast		Much too fast		Don't know		Total	
Population growth	1%	2	2%	7	32%	98	38%	117	16%	48	11%	34	100%	306
Retail growth (stores, restaurants, etc.)	1%	4	15%	45	47%	143	28%	84	5%	15	5%	14	100%	305
Jobs growth	8%	23	38%	116	26%	77	2%	6	0%	0	27%	81	100%	302

Question 4: Code Enforcement		
To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Park City?	Percent of respondents	Count
Not a problem	31%	95
Minor problem	49%	150
Moderate problem	15%	46
Major problem	2%	5
Don't know	3%	9
Total	100%	305

Question 5: 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 unsafe		Don't know		Total
Violent crime (e.g., rape, assault, robbery)	79%	244	16%	48	4%	14	0%	1	0%	0	0%	1	100% 307
Property crimes (e.g., burglary, theft)	40%	122	47%	145	7%	20	5%	15	2%	5	0%	1	100% 307
Environmental hazards, including toxic waste	45%	137	32%	99	13%	40	7%	22	1%	4	2%	5	100% 307

Question 6: Personal Safety													
Please rate how safe or unsafe you feel:	Very safe		Somewhat safe		Neither safe nor unsafe		Somewhat unsafe		Very unsafe		Don't know		Total
In your neighborhood during the day	89%	273	9%	28	2%	5	0%	0	0%	1	0%	0	100% 307
In your neighborhood after dark	71%	218	22%	67	6%	17	1%	4	0%	0	0%	0	100% 307
In Park City's downtown area during the day	88%	271	10%	29	2%	6	0%	0	0%	0	0%	0	100% 307
In Park City's downtown area after dark	63%	192	31%	93	4%	11	2%	6	0%	1	1%	2	100% 306

Question 7: Contact with Police Department

Have you had any in-person or phone contact with an employee of the Park City Police Department within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the Park City Police Department within the last 12 months?	48%	146	52%	157	0%	0	100%	303

Question 8: Ratings of Contact with Police Department

What was your overall impression of your most recent contact with the Park City Police Department?	Excellent		Good		Fair		Poor		Don't know		Total	
What was your overall impression of your most recent contact with the Park City Police Department?	45%	71	33%	51	11%	17	11%	17	0%	0	100%	157

Question 9: Crime Victim

During the past 12 months, were you or anyone in your household the victim of any crime?	Percent of respondents		Count
No	90%		273
Yes	10%		29
Don't know	0%		1
Total	100%		303

Question 10: Crime Reporting

If yes, was this crime (these crimes) reported to the police?	Percent of respondents		Count
No	14%		4
Yes	72%		21
Don't know	14%		4
Total	100%		29

Question 11: Resident Behaviors												
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Park City?	Never		Once or twice		3 to 12 times		13 to 26 times		More than 26 times		Total	
Used Park City public libraries or their services	18%	54	27%	84	29%	90	12%	37	14%	42	100%	307
Used Park City recreation centers	17%	53	16%	48	20%	62	22%	66	25%	77	100%	306
Participated in a recreation program or activity	27%	81	24%	72	16%	48	16%	48	18%	56	100%	303
Visited a neighborhood park or City park	4%	13	8%	25	27%	83	27%	84	32%	99	100%	304
Ridden a local bus within Park City	15%	46	22%	67	29%	87	15%	45	18%	56	100%	302
Attended a meeting of local elected officials or other local public meeting	56%	167	24%	71	15%	45	2%	7	3%	8	100%	299
Read Park City Municipal Newsletter	38%	114	29%	88	21%	65	6%	20	6%	17	100%	304
Visited the Park City Web site (at www.parkcity.org)	25%	76	24%	71	32%	98	10%	32	9%	26	100%	303
Recycled used paper, cans or bottles from your home	11%	32	3%	9	9%	26	14%	41	64%	191	100%	299
Volunteered your time to some group or activity in Park City	30%	90	28%	85	19%	59	10%	30	13%	40	100%	304
Participated in religious or spiritual activities in Park City	64%	197	11%	33	12%	38	5%	16	7%	22	100%	305
Participated in a club or civic group in Park City	49%	150	20%	60	18%	55	6%	20	6%	19	100%	304
Provided help to a friend or neighbor	4%	11	14%	43	45%	138	19%	57	18%	56	100%	305

Question 12: Neighborliness		
About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?	Percent of respondents	Count
Just about everyday	27%	81
Several times a week	27%	81
Several times a month	19%	58
Less than several times a month	28%	84
Total	100%	305

Question 13: Service Quality												
Please rate the quality of each of the following services in Park City:	Excellent		Good		Fair		Poor		Don't know		Total	
Police services	29%	86	48%	144	12%	36	6%	18	6%	17	100%	300
Fire services	36%	108	39%	116	4%	12	0%	1	20%	61	100%	298
Ambulance or emergency medical services	29%	85	39%	117	4%	12	1%	3	27%	81	100%	299
Crime prevention	25%	73	44%	130	13%	39	2%	6	16%	48	100%	295
Fire prevention and education	20%	57	39%	112	11%	32	1%	3	30%	87	100%	292
Municipal courts	11%	33	24%	70	7%	22	6%	19	51%	148	100%	290
Traffic enforcement	17%	51	41%	120	26%	76	10%	29	6%	16	100%	292
Street repair	8%	25	28%	82	45%	135	17%	52	1%	4	100%	299
Street cleaning	17%	51	51%	153	24%	71	6%	17	3%	8	100%	300
Street lighting	10%	31	58%	173	23%	69	7%	21	1%	2	100%	296
Snow removal	27%	81	50%	153	18%	54	5%	14	0%	1	100%	303
Sidewalk maintenance	18%	55	46%	137	25%	75	7%	21	4%	11	100%	299
Traffic signal timing	8%	24	46%	138	29%	88	13%	40	4%	11	100%	301
Bus or transit services	48%	144	42%	127	2%	5	1%	3	7%	22	100%	301
Garbage collection	35%	107	48%	146	10%	31	1%	2	6%	17	100%	302
Recycling	42%	126	36%	107	10%	30	9%	28	3%	10	100%	302
Storm drainage	20%	60	56%	168	13%	40	3%	8	8%	24	100%	301
Drinking water	10%	30	32%	97	30%	89	26%	79	2%	5	100%	300
Sewer services	23%	70	43%	130	15%	44	3%	10	15%	45	100%	299
Power (electric and/or gas) utility	26%	78	56%	167	12%	35	2%	6	4%	12	100%	299
City parks	64%	193	32%	97	2%	7	0%	0	1%	3	100%	300
Recreation programs or classes	39%	117	37%	111	5%	16	0%	0	18%	54	100%	298
Recreation centers or facilities	38%	113	44%	130	7%	20	1%	3	10%	30	100%	296
Land use, planning and zoning	12%	34	41%	122	27%	80	12%	36	8%	23	100%	295
Code enforcement (weeds, abandoned buildings, etc.)	9%	28	37%	111	22%	66	11%	34	20%	58	100%	298
Animal control	13%	39	44%	131	17%	51	9%	26	18%	54	100%	300

Question 13: Service Quality												
Please rate the quality of each of the following services in Park City:	Excellent		Good		Fair		Poor		Don't know		Total	
Economic development	9%	26	42%	125	25%	75	11%	33	14%	42	100%	300
Health services	25%	76	44%	134	11%	32	2%	6	17%	52	100%	301
Services to seniors	10%	29	18%	55	8%	23	4%	13	60%	180	100%	300
Services to youth	22%	66	32%	96	8%	22	1%	4	37%	108	100%	296
Services to low-income people	11%	32	18%	54	21%	61	10%	29	41%	122	100%	297
Public library services	41%	122	43%	130	8%	23	0%	0	9%	27	100%	302
Public information services	22%	67	47%	140	13%	40	1%	3	17%	50	100%	300
Public schools	25%	75	33%	99	9%	28	2%	5	30%	91	100%	297
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	10%	30	27%	80	16%	49	4%	12	43%	129	100%	300
Preservation of natural areas such as open space, farmlands and greenbelts	34%	100	36%	108	19%	56	5%	14	6%	19	100%	298

Question 14: Government Services Overall												
Overall, how would you rate the quality of the services provided by each of the following?	Excellent		Good		Fair		Poor		Don't know		Total	
Park City Municipal Government	18%	54	58%	175	13%	38	3%	10	8%	23	100%	300
The Federal Government	7%	20	31%	93	31%	92	18%	53	14%	42	100%	300
The State Government	5%	16	31%	93	35%	104	17%	51	12%	37	100%	301
Summit County Government	9%	26	54%	162	18%	55	7%	20	12%	37	100%	301
Wasatch County Government	5%	16	28%	83	12%	36	8%	24	47%	140	100%	298

Question 15: Recommendation and Longevity												
Please indicate how likely or unlikely you are to do each of the following:	Very likely		Somewhat likely		Somewhat unlikely		Very unlikely		Don't know		Total	
Recommend living in Park City to someone who asks	72%	218	23%	70	4%	11	1%	3	0%	1	100%	302
Remain in Park City for the next five years	70%	212	17%	53	7%	23	4%	12	1%	4	100%	303

Question 16: Impact of the Economy		
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	Percent of respondents	Count
Very positive	3%	10
Somewhat positive	21%	62
Neutral	39%	117
Somewhat negative	33%	98
Very negative	4%	13
Total	100%	300

Question 17: Contact with Fire Department								
Have you had any in-person or phone contact with an employee of the Park City Fire Service District within the last 12 months?	No		Yes		Don't know		Total	
Have you had any in-person or phone contact with an employee of the Park City Fire Service District within the last 12 months?	85%	255	15%	44	0%	0	100%	298

Question 18: Ratings of Contact with Fire Department											
What was your overall impression of your most recent contact with the Park City Fire Service District?	Excellent		Good		Fair		Poor		Don't know		Total
What was your overall impression of your most recent contact with the Park City Fire Service District?	51%	23	39%	17	7%	3	2%	1	0%	0	100% 44

Question 19: Contact with City Employees		
Have you had any in-person, phone or email with an employee of the Park City Municipal Government within the last 12 months (including police, receptionists, planners or any others)?	Percent of respondents	Count
No	43%	129
Yes	57%	169
Total	100%	298

Question 20: City Employees												
What was your impression of the employee(s) of the Park City Municipal Government in your most recent contact?	Excellent		Good		Fair		Poor		Don't know		Total	
Knowledge	45%	76	36%	60	15%	26	2%	4	1%	2	100%	168
Responsiveness	49%	83	26%	44	18%	31	6%	9	1%	1	100%	168
Courtesy	51%	87	29%	50	13%	23	5%	9	0%	1	100%	169
Overall impression	47%	80	30%	51	15%	26	7%	12	0%	0	100%	168

Question 21: Government Performance												
Please rate the following categories of Park City government performance:	Excellent		Good		Fair		Poor		Don't know		Total	
The value of services for the taxes paid to Park City	18%	54	49%	150	24%	72	6%	17	4%	12	100%	306
The overall direction that Park City is taking	14%	41	55%	168	21%	64	8%	25	2%	6	100%	304
The job Park City government does at welcoming citizen involvement	24%	72	47%	143	12%	36	6%	18	12%	36	100%	306

Question 22: Custom Question 1		
FEMA recommends that each household have sufficient food, water and other necessities to cover a 72-hour time frame during an emergency. How prepared, if at all, is your household for an emergency?	Percent of respondents	Count
Fully prepared	16%	48
Somewhat prepared	62%	189
Not at all prepared	22%	68
Don't know	0%	0
Total	100%	304

Question 23: Custom Question 2																		
Reducing the size of the Treasure Hill project would require a voter-approved bond held during a special bond election. The source of repayment would be a special assessment on residents' property tax bills for 15 years. Please indicate how much your household would be willing to pay annually, if anything, for the following density reduction options:																	\$0/not willing to pay additional funds	Total
	\$500 or more per year		\$400 to \$499 per year		\$300 to \$399 per year		\$200 to \$299 per year		\$100 to \$199 per year		\$50 to \$99 per year		\$1 to \$49 per year					
Removing ALL of the density from Treasure Hill approximately 400,000 square feet, and preserving the land as Open Space:	17%	46	5%	13	7%	20	5%	14	11%	29	13%	36	15%	42	28%	77	100%	277
Reallocate approximately 100,000 square feet of the Treasure Hill Project to the Park City Mountain Resort and leave approximately 200,000 square feet at Treasure Hill as a hotel:	8%	20	0%	1	2%	5	4%	12	9%	23	10%	27	18%	46	49%	129	100%	263

Question D1: Employment Status		
Are you currently employed for pay?	Percent of respondents	Count
No	19%	57
Yes, full-time	71%	215
Yes, part-time	10%	30
Total	100%	301

Question D2: Mode of Transportation Used for Commute	
During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below?	Percent of days mode used
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself	65%
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults	6%
Bus, rail, subway or other public transportation	4%
Walk	7%
Bicycle	5%
Work at home	11%
Other	1%

Question D3: Length of Residency		
How many years have you lived in Park City?	Percent of respondents	Count
Less than 2 years	13%	39
2 to 5 years	17%	52
6 to 10 years	22%	66
11 to 20 years	23%	69
More than 20 years	26%	79
Total	100%	305

Question D4: Housing Unit Type		
Which best describes the building you live in?	Percent of respondents	Count
One family house detached from any other houses	57%	172
House attached to one or more houses (e.g., a duplex or townhome)	18%	54
Building with two or more apartments or condominiums	22%	68
Mobile home	0%	0
Other	3%	10
Total	100%	304

Question D5: Housing Tenure (Rent/Own)

Is this house, apartment or mobile home...	Percent of respondents	Count
Rented for cash or occupied without cash payment	39%	117
Owned by you or someone in this house with a mortgage or free and clear	61%	183
Total	100%	300

Question D6: Monthly Housing Cost

About how much is the total monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners" association (HOA) fees)?	Percent of respondents	Count
Less than \$300 per month	2%	5
\$300 to \$599 per month	14%	43
\$600 to \$999 per month	12%	36
\$1,000 to \$1,499 per month	23%	68
\$1,500 to \$2,499 per month	25%	74
\$2,500 or more per month	24%	72
Total	100%	298

Question D7: Presence of Children in Household

Do any children 17 or under live in your household?	Percent of respondents	Count
No	71%	215
Yes	29%	89
Total	100%	304

Question D8: Presence of Older Adults in Household

Are you or any other members of your household aged 65 or older?	Percent of respondents	Count
No	87%	266
Yes	13%	39
Total	100%	305

Question D9: Household Income		
How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)	Percent of respondents	Count
Less than \$24,999	9%	25
\$25,000 to \$49,999	21%	63
\$50,000 to \$99,999	28%	84
\$100,000 to \$149,000	17%	50
\$150,000 or more	25%	73
Total	100%	295

Question D10: Ethnicity		
Are you Spanish, Hispanic or Latino?	Percent of respondents	Count
No, not Spanish, Hispanic or Latino	89%	267
Yes, I consider myself to be Spanish, Hispanic or Latino	11%	34
Total	100%	301

Question D11: Race		
What is your race? (Mark one or more races to indicate what race(s) you consider yourself to be.)	Percent of respondents	Count
American Indian or Alaskan Native	2%	4
Asian, Asian Indian or Pacific Islander	5%	16
Black or African American	1%	4
White	89%	261
Other	6%	17
Total may exceed 100% as respondents could select more than one option		

Question D12: Age		
In which category is your age?	Percent of respondents	Count
18 to 24 years	7%	22
25 to 34 years	33%	101
35 to 44 years	12%	36
45 to 54 years	21%	64
55 to 64 years	17%	51
65 to 74 years	7%	21
75 years or older	3%	9
Total	100%	303

Question D13: Gender		
What is your sex?	Percent of respondents	Count
Female	50%	150
Male	50%	149
Total	100%	299

Question D14: Registered to Vote		
Are you registered to vote in your jurisdiction?	Percent of respondents	Count
No	15%	47
Yes	80%	243
Ineligible to vote	3%	11
Don't know	1%	4
Total	100%	304

Question D15: Voted in Last General Election

Many people don't have time to vote in elections. Did you vote in the last general election?	Percent of respondents	Count
No	25%	75
Yes	71%	215
Ineligible to vote	3%	9
Don't know	2%	5
Total	100%	305

Question D16: Has Cell Phone

Do you have a cell phone?	Percent of respondents	Count
No	1%	3
Yes	99%	301
Total	100%	304

Question D17: Has Land Line

Do you have a land line at home?	Percent of respondents	Count
No	52%	159
Yes	48%	146
Total	100%	305

Question D18: Primary Phone

If you have both a cell phone and a land line, which do you consider your primary telephone number?	Percent of respondents	Count
Cell	52%	74
Land line	31%	44
Both	17%	25
Total	100%	143

APPENDIX B: SURVEY METHODOLOGY

The National Citizen Survey™ (The NCS™) was developed to provide local jurisdictions an accurate, affordable and easy way to assess and interpret resident opinion about important community issues. While standardization of question wording and survey methods provide the rigor to assure valid results, each jurisdiction has enough flexibility to construct a customized version of The NCS™ that asks residents about key local services and important local issues.

Results offer insight into residents' perspectives about local government performance and as such provide important benchmarks for jurisdictions working on performance measurement. The NCS™ is designed to help with budget, land use and strategic planning as well as to communicate with local residents. The NCS™ permits questions to test support for local policies and answers to its questions also speak to community trust and involvement in community-building activities as well as to resident demographic characteristics.

SURVEY VALIDITY

The question of survey validity has two parts: 1) how can a jurisdiction be confident that the results from those who completed the questionnaire are representative of the results that would have been obtained had the survey been administered to the entire population? and 2) how closely do the perspectives recorded on the survey reflect what residents really believe or do?

To answer the first question, the best survey research practices were used for the resources spent to ensure that the results from the survey respondents reflect the opinions of residents in the entire jurisdiction. These practices include:

- Using a mail-out/mail-back methodology, which typically gets a higher response rate than phone for the same dollars spent. A higher response rate lessens the worry that those who did not respond are different than those who did respond.
- Selecting households at random within the jurisdiction to receive the survey. A random selection ensures that the households selected to receive the survey are similar to the entire population. A non-random sample may only include households from one geographic area, or from households of only one type.
- Over-sampling multi-family housing units to improve response from hard-to-reach, lower income, or younger apartment dwellers.
- Selecting the respondent within the household using an unbiased sampling procedure; in this case, the "birthday method." The cover letter included an instruction requesting that the respondent in the household be the adult (18 years old or older) who most recently had a birthday, irrespective of year of birth.
- Contacting potential respondents three times to encourage response from people who may have different opinions or habits than those who would respond with only a single prompt.
- Soliciting response on jurisdiction letterhead signed by the highest ranking elected official or staff member, thus appealing to the recipients' sense of civic responsibility.
- Providing a self-addressed, postage-paid return envelope.
- Offering the survey in Spanish when appropriate and requested by City officials.
- Using the most recent available information about the characteristics of jurisdiction residents to weight the data to reflect the demographics of the population.

The answer to the second question about how closely the perspectives recorded on the survey reflect what residents really believe or do is more complex. Resident responses to surveys are influenced by a variety of factors. For questions about service quality, residents' expectations for

service quality play a role as well as the “objective” quality of the service provided, the way the resident perceives the entire community (that is, the context in which the service is provided), the scale on which the resident is asked to record his or her opinion and, of course, the opinion, itself, that a resident holds about the service. Similarly a resident’s report of certain behaviors is colored by what he or she believes is the socially desirable response (e.g., reporting tolerant behaviors toward “oppressed groups,” likelihood of voting a tax increase for services to poor people, use of alternative modes of travel to work besides the single occupancy vehicle), his or her memory of the actual behavior (if it is not a question speculating about future actions, like a vote), his or her confidence that he or she can be honest without suffering any negative consequences (thus the need for anonymity) as well as the actual behavior itself.

How closely survey results come to recording the way a person really feels or behaves often is measured by the coincidence of reported behavior with observed current behavior (e.g., driving habits), reported intentions to behave with observed future behavior (e.g., voting choices) or reported opinions about current community quality with objective characteristics of the community (e.g., feelings of safety correlated with rates of crime). There is a body of scientific literature that has investigated the relationship between reported behaviors and actual behaviors. Well-conducted surveys, by and large, do capture true respondent behaviors or intentions to act with great accuracy. Predictions of voting outcomes tend to be quite accurate using survey research, as do reported behaviors that are not about highly sensitive issues (e.g., family abuse or other illegal or morally sanctioned activities). For self-reports about highly sensitive issues, statistical adjustments can be made to correct for the respondents’ tendency to report what they think the “correct” response should be.

Research on the correlation of resident opinion about service quality and “objective” ratings of service quality tend to be ambiguous, some showing stronger relationships than others. NRC’s own research has demonstrated that residents who report the lowest ratings of street repair live in communities with objectively worse street conditions than those who report high ratings of street repair (based on road quality, delay in street repair, number of road repair employees). Similarly, the lowest rated fire services appear to be “objectively” worse than the highest rated fire services (expenditures per capita, response time, “professional” status of firefighters, breadth of services and training provided). Whether or not some research confirms the relationship between what residents think about a community and what can be seen “objectively” in a community, NRC has argued that resident opinion is a perspective that cannot be ignored by government administrators. NRC principals have written, “If you collect trash three times a day but residents think that your trash haul is lousy, you still have a problem.”

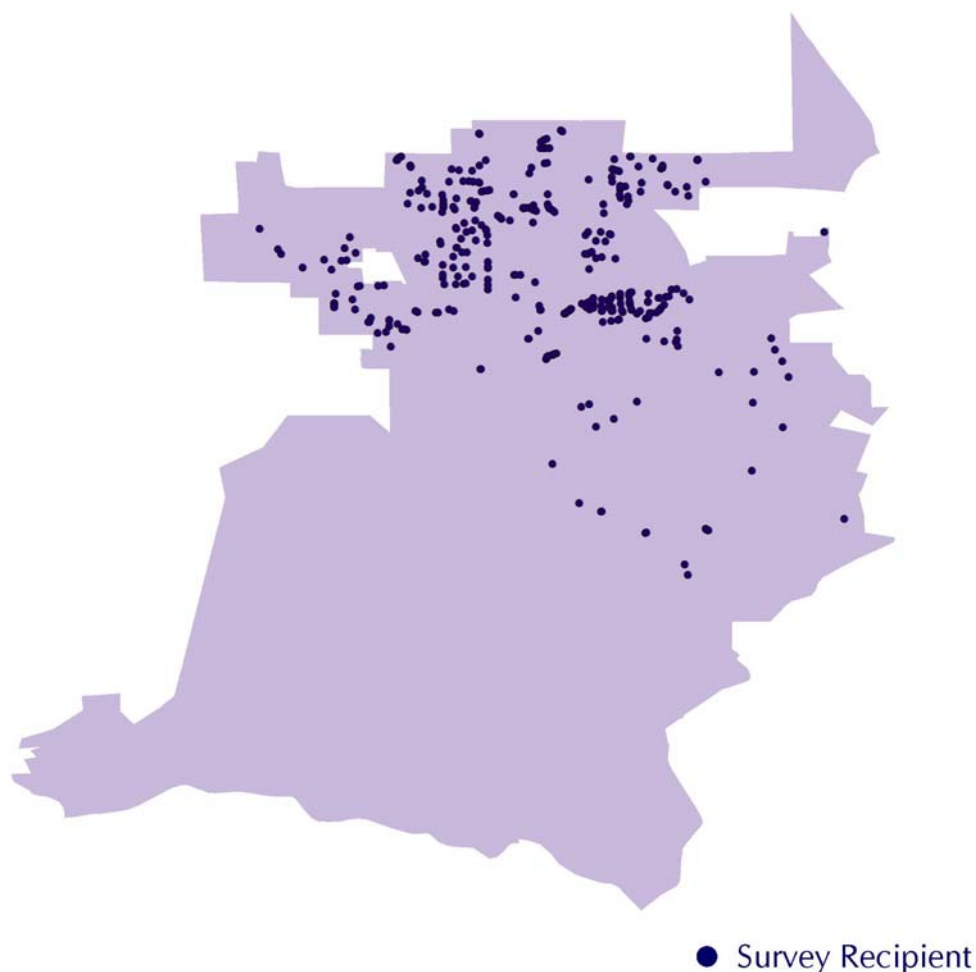
SURVEY SAMPLING

“Sampling” refers to the method by which survey recipients were chosen. All households within Park City were eligible to participate in the survey; 1,200 were selected to receive the survey. These 1,200 households were randomly selected from a comprehensive list of all housing units within Park City boundaries. The basis of the list of all housing units was a United States Postal Service listing of housing units within zip codes. Since some of the zip codes that serve Park City households may also serve addresses that lie outside of the jurisdiction, the exact geographic location of each housing unit was compared to jurisdiction boundaries, using the most current municipal boundary file (updated on a quarterly basis), and addresses located outside of Park City boundaries were removed from consideration.

To choose the 1,200 survey recipients, a systematic sampling method was applied to the list of households known to be within Park City. Systematic sampling is a procedure whereby a complete list of all possible items is culled, selecting every Nth one until the appropriate amount of items is selected. Multi-family housing units were over sampled as residents of this type of housing typically respond at lower rates to surveys than do those in single-family housing units.

FIGURE 93: LOCATION OF SURVEY RECIPIENTS ¹

The National Citizen Survey™ The City of Park City, UT 2011

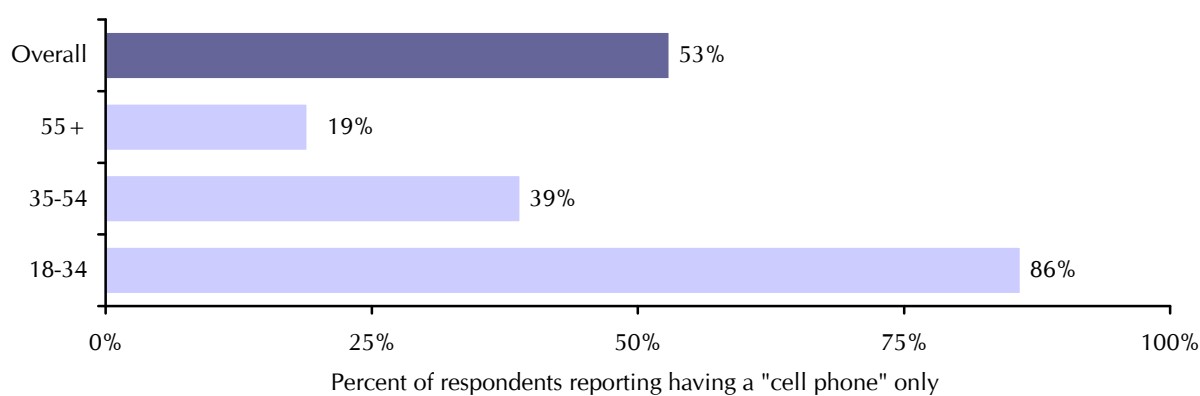


¹ Park City has a large proportion of households that are only served by post office boxes. Those households were included in the random sample, but do not appear on this map.

An individual within each household was selected using the birthday method. The birthday method selects a person within the household by asking the “person whose birthday has most recently passed” to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the cover letter accompanying the questionnaire.

In response to the growing number of the cell-phone population (so-called “cord cutters”), which includes a large proportion of young adults, questions about cell phones and land lines are included on The NCS™ questionnaire. As of the middle of 2010 (the most recent estimates available as of the end of 2010), 26.6% of U.S. households had a cell phone but no landline.² Among younger adults (age 18-34), 53.7% of households were “cell-only.” Based on survey results, Park City has a “cord cutter” population greater than the nationwide 2010 estimates.

FIGURE 94: PREVALENCE OF CELL-PHONE ONLY RESPONDENTS IN PARK CITY



² <http://www.cdc.gov/nchs/data/nhis/earlyrelease/wireless201012.pdf>

SURVEY ADMINISTRATION

Selected households received three mailings, one week apart, beginning July 8, 2011. The first mailing was a prenotification postcard announcing the upcoming survey. The next mailing contained a letter from the mayor inviting the household to participate, a questionnaire and a postage-paid return envelope. The final mailing contained a reminder letter, another survey and a postage-paid return envelope. The second cover letter asked those who had not completed the survey to do so and those who have already done so to refrain from turning in another survey. Completed surveys were collected over the following five weeks.

SURVEY RESPONSE RATE AND CONFIDENCE INTERVALS

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used here, is 95%. The 95% confidence interval can be any size and quantifies the sampling error or imprecision of the survey results because some residents' opinions are relied on to estimate all residents' opinions. The confidence interval for the Park City survey is no greater than plus or minus five percentage points around any given percent reported for the entire sample (323 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many residents, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 75% of residents rate a service as “excellent” or “good,” then the 4% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire jurisdiction is between 71% and 79%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of residents with opinions different from survey responders. Though standardized on The NCS, on other surveys, differences in question wording, order, translation and data entry, as examples, can lead to somewhat varying results.

For subgroups of responses, the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 100 respondents, the margin of error is plus or minus 10 percentage points

SURVEY PROCESSING (DATA ENTRY)

Completed surveys received by NRC were assigned a unique identification number. Additionally, each survey was reviewed and “cleaned” as necessary. For example, a question may have asked a respondent to pick two items out of a list of five, but the respondent checked three; NRC staff would choose randomly two of the three selected items to be coded in the dataset.

Once all surveys were assigned a unique identification number, they were entered into an electronic dataset. This dataset was subject to a data entry protocol of “key and verify,” in which survey data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

SURVEY DATA WEIGHTING

The demographic characteristics of the survey sample were compared to those found in the 2005-2009 American Community Survey Census estimates for adults in Park City. Sample results were weighted using the population norms to reflect the appropriate percent of those residents. Other discrepancies between the whole population and the sample were also aided by the weighting due to the intercorrelation of many socioeconomic characteristics.

The variables used for weighting were housing tenure, race and ethnicity, and sex and age. This decision was based on:

- The disparity between the survey respondent characteristics and the population norms for these variables
- The saliency of these variables in detecting differences of opinion among subgroups
- The importance to the community of racial or ethnic representation

The primary objective of weighting survey data is to make the survey sample reflective of the larger population of the community. This is done by: 1) reviewing the sample demographics and comparing them to the population norms from the most recent Census or other sources and 2) comparing the responses to different questions for demographic subgroups. The demographic characteristics that are least similar to the Census and yield the most different results are the best candidates for data weighting. A third criterion sometimes used is the importance that the community places on a specific variable. For example, if a jurisdiction feels that accurate race representation is key to staff and public acceptance of the study results, additional consideration will be given in the weighting process to adjusting the race variable.

A special software program using mathematical algorithms is used to calculate the appropriate weights. Data weighting can adjust up to 5 demographic variables. Several different weighting “schemes” may be tested to ensure the best fit for the data.

The process actually begins at the point of sampling. Knowing that residents in single family dwellings are more likely to respond to a mail survey, NRC oversamples residents of multi-family dwellings to ensure their proper representation in the sample data. Rather than giving all residents an equal chance of receiving the survey, this is systematic, stratified sampling, which gives each resident of the jurisdiction a known chance of receiving the survey (and apartment dwellers, for example, a greater chance than single family home dwellers). As a consequence, results must be weighted to recapture the proper representation of apartment dwellers.

The results of the weighting scheme are presented in the table on the following page.

Park City Citizen Survey Weighting Table			
Characteristic	Population Norm ³	Unweighted Data	Weighted Data
Housing			
Rent home	43%	17%	39%
Own home	57%	83%	61%
Detached unit	54%	69%	57%
Attached unit	46%	31%	43%
Race and Ethnicity			
White	90%	93%	86%
Not white	10%	7%	14%
Not Hispanic	81%	96%	89%
Hispanic	19%	4%	11%
White alone, not Hispanic	75%	90%	79%
Hispanic and/or other race	25%	10%	21%
Sex and Age			
Female	51%	49%	50%
Male	49%	51%	50%
18-34 years of age	45%	10%	41%
35-54 years of age	32%	40%	33%
55+ years of age	23%	50%	26%
Females 18-34	22%	5%	21%
Females 35-54	16%	21%	17%
Females 55+	12%	23%	13%
Males 18-34	23%	5%	21%
Males 35-54	15%	20%	17%
Males 55+	11%	26%	12%

³ Source: 2005-2009 ACS

SURVEY DATA ANALYSIS AND REPORTING

The survey dataset was analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions were presented in the body of the report.

Use of the “Excellent, Good, Fair, Poor” Response Scale

The scale on which respondents are asked to record their opinions about service and community quality is “excellent,” “good,” “fair” or “poor” (EGFP). This scale has important advantages over other scale possibilities (very good to very bad; very satisfied to very dissatisfied; strongly agree to strongly disagree, as examples). EGFP is used by the plurality of jurisdictions conducting citizen surveys across the U.S. The advantage of familiarity was one that NRC did not want to dismiss when crafting The National Citizen Survey™ questionnaire, because elected officials, staff and residents already are acquainted with opinion surveys measured this way. EGFP also has the advantage of offering three positive options, rather than only two, over which a resident can offer an opinion. While symmetrical scales often are the right choice in other measurement tasks, NRC has found that ratings of almost every local government service in almost every jurisdiction tend, on average, to be positive (that is, above the scale midpoint). Therefore, to permit finer distinctions among positively rated services, EGFP offers three options across which to spread those ratings. EGFP is more neutral because it requires no positive statement of service quality to judge (as agree-disagree scales require) and, finally, EGFP intends to measure absolute quality of service delivery or community quality (unlike satisfaction scales which ignore residents’ perceptions of quality in favor of their report on the acceptability of the level of service offered).

“Don’t Know” Responses

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Benchmark Comparisons

NRC has been leading the strategic use of surveys for local governments since 1991, when the principals of the company wrote the first edition of what became the classic text on citizen surveying. In *Citizen Surveys: how to do them, how to use them, what they mean*, published by ICMA, not only were the principles for quality survey methods articulated, but both the idea of benchmark data for citizen opinion and the method for gathering benchmark data were pioneered. The argument for benchmarks was called “In Search of Standards.” “What has been missing from a local government’s analysis of its survey results is the context that school administrators can supply when they tell parents how an 80 percent score on the social studies test compares to test results from other school systems...”

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services. Conducted with typically no fewer than 400 residents in each jurisdiction, opinions are intended to represent over 30 million Americans. NRC has innovated a method for quantitatively integrating the results of surveys that are conducted by NRC with those that others have conducted. The integration methods have been thoroughly described not only in the *Citizen Surveys* book, but also in *Public Administration Review*, *Journal of Policy Analysis and Management*. Scholars who specialize in the analysis of citizen surveys regularly have relied on this work (e.g., Kelly, J. &

Swindell, D. (2002). Service quality variation across urban space: First steps towards a model of citizen satisfaction. *Journal of Urban Affairs*, 24, 271-288.; Van Ryzin, G., Muzzio, D., Immerwahr, S., Gulick, L. & Martinez, E. (2004). Drivers and consequences of citizen satisfaction: An application of the American Customer Satisfaction Index Model to New York City, *Public Administration Review*, 64, 331- 341). The method described in those publications is refined regularly and statistically tested on a growing number of citizen surveys in NRC's proprietary databases. NRC's work on calculating national benchmarks for resident opinions about service delivery and quality of life won the Samuel C. May award for research excellence from the Western Governmental Research Association.

The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The Role of Comparisons

Benchmark comparisons are used for performance measurement. Jurisdictions use the comparative information to help interpret their own citizen survey results, to create or revise community plans, to evaluate the success of policy or budget decisions and to measure local government performance. Taking the pulse of the community has little meaning without knowing what pulse rate is too high and what is too low. When surveys of service satisfaction turn up "good" citizen evaluations, jurisdictions need to know how others rate their services to understand if "good" is good enough. Furthermore, in the absence of national or peer community comparisons, a jurisdiction is left with comparing its fire protection rating to its street maintenance rating. That comparison is unfair. Streets always lose to fire. More important and harder questions need to be asked; for example, how do residents' ratings of fire service compare to opinions about fire service in other communities?

A police department that provides the fastest and most efficient service – one that closes most of its cases, solves most of its crimes and keeps the crime rate low – still has a problem to fix if the residents in the community it intends to protect believe services are not very good compared to ratings given by residents to their own objectively "worse" departments. The benchmark data can help that police department – or any department – to understand how well citizens think it is doing. Without the comparative data, it would be like bowling in a tournament without knowing what the other teams are scoring. NRC recommends that citizen opinion be used in conjunction with other sources of data about budget, personnel and politics to help managers know how to respond to comparative results.

Jurisdictions in the benchmark database are distributed geographically across the country and range from small to large in population size. Most commonly, comparisons are made to the entire database. Comparisons may also be made to subsets of jurisdictions (for example, within a given region or population category). Despite the differences in jurisdiction characteristics, all are in the business of providing local government services to residents. Though individual jurisdiction circumstances, resources and practices vary, the objective in every community is to provide services that are so timely, tailored and effective that residents conclude the services are of the highest quality. High ratings in any jurisdiction, like SAT scores in any teen household, bring pride and a sense of accomplishment.

Comparison of Park City to the Benchmark Database

Park City chose to have comparisons made to the entire database. A benchmark comparison (the average rating from all the comparison jurisdictions where a similar question was asked) has been provided when a similar question on the Park City survey was included in NRC's database and there were at least five jurisdictions in which the question was asked. For most questions compared to the entire dataset, there were more than 100 jurisdictions included in the benchmark comparison.

Where comparisons for quality ratings were available, Park City's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of Park City's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

APPENDIX C: SURVEY MATERIALS

The following pages contain copies of the survey materials sent to randomly selected households within Park City.

Dear Park City Resident,

Your household has been selected at random to participate in an anonymous community survey about Park City. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

Sincerely,

A handwritten signature in cursive script that reads "Dana Williams".

Dana Williams
Mayor

Dear Park City Resident,

Your household has been selected at random to participate in an anonymous community survey about Park City. You will receive a copy of the survey next week in the mail with instructions for completing and returning it. Thank you in advance for helping us with this important project!

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Sincerely,

A handwritten signature in cursive script that reads "Dana Williams".

Dana Williams
Mayor



Office of the Mayor
Park City Municipal Corporation
P O Box 1480
Park City UT 84060

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



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First Class Mail
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PAID
Boulder, CO
Permit NO. 94



July 2011

Dear Park City Resident:

Park City wants to know what you think about our community and municipal government. You have been randomly selected to participate in Park City's 2011 Community Survey.

Please take a few minutes to fill out the enclosed Community Survey. Your feedback will help the City set benchmarks for tracking the quality of services provided to residents. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Park City residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

Please have the appropriate member of the household spend a few minutes to answer all the questions and return the survey in the enclosed postage-paid envelope. **Your responses will remain completely anonymous.**

Your participation in this survey is very important – especially since your household is one of only a small number of households being surveyed. If you have any questions about the Community Survey please call 435-615-5011.

Please help us shape the future of Park City. Thank you for your time and participation.

Sincerely,

A handwritten signature in cursive script that reads "Dana Williams".

Dana Williams
Mayor



July 2011

Dear Park City Resident:

About one week ago, you should have received a copy of the enclosed survey. **If you completed it and sent it back, we thank you for your time and ask you to discard this survey. Please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. Park City wants to know what you think about our community and municipal government. You have been randomly selected to participate in Park City's Community Survey.

Please take a few minutes to fill out the enclosed Community Survey. Your feedback will help the City set benchmarks for tracking the quality of services provided to residents. Your answers will help the City Council make decisions that affect our community. You should find the questions interesting and we will definitely find your answers useful. Please participate!

To get a representative sample of Park City residents, the adult (anyone 18 years or older) in your household who most recently had a birthday should complete this survey. Year of birth of the adult does not matter.

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Please help us shape the future of Park City. Thank you for your time and participation.

Sincerely,

A handwritten signature in cursive script that reads "Dana Williams".

Dana Williams
Mayor

Park City 2011 Community Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

1. Please rate each of the following aspects of quality of life in Park City:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Park City as a place to live	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Park City as a place to raise children	1	2	3	4	5
Park City as a place to work	1	2	3	4	5
Park City as a place to retire	1	2	3	4	5
The overall quality of life in Park City	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Park City as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5
Overall appearance of Park City.....	1	2	3	4	5
Cleanliness of Park City	1	2	3	4	5
Overall quality of new development in Park City	1	2	3	4	5
Variety of housing options	1	2	3	4	5
Overall quality of business and service establishments in Park City.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Opportunities to participate in social events and activities	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in Park City	1	2	3	4	5
Ease of bus travel in Park City	1	2	3	4	5
Ease of bicycle travel in Park City.....	1	2	3	4	5
Ease of walking in Park City	1	2	3	4	5
Availability of paths and walking trails	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking	1	2	3	4	5
Availability of affordable quality housing	1	2	3	4	5
Availability of affordable quality child care	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of preventive health services	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in Park City.....	1	2	3	4	5
Overall image or reputation of Park City	1	2	3	4	5

3. Please rate the speed of growth in the following categories in Park City over the past 2 years:

	<i>Much too slow</i>	<i>Somewhat too slow</i>	<i>Right amount</i>	<i>Somewhat too fast</i>	<i>Much too fast</i>	<i>Don't know</i>
Population growth	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6

4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in Park City?

- ☐ Not a problem ☐ Minor problem ☐ Moderate problem ☐ Major problem ☐ Don't know

5. 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 unsafe	Don't know
Violent crime (e.g., rape, assault, robbery)	1	2	3	4	5	6
Property crimes (e.g., burglary, theft).....	1	2	3	4	5	6
Environmental hazards, including toxic waste.....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day.....	1	2	3	4	5	6
In your neighborhood after dark.....	1	2	3	4	5	6
In Park City's downtown area during the day	1	2	3	4	5	6
In Park City's downtown area after dark	1	2	3	4	5	6

7. Have you had any in-person or phone contact with an employee of the Park City Police Department within the last 12 months?

- ☐ No → Go to Question 9 ☐ Yes → Go to Question 8 ☐ Don't know → Go to Question 9

8. What was your overall impression of your most recent contact with the Park City Police Department?

- ☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Don't know

9. During the past 12 months, were you or anyone in your household the victim of any crime?

- ☐ No → Go to Question 11 ☐ Yes → Go to Question 10 ☐ Don't know → Go to Question 11

10. If yes, was this crime (these crimes) reported to the police?

- ☐ No ☐ Yes ☐ Don't know

11. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Park City?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used Park City public libraries or their services	1	2	3	4	5
Used Park City recreation centers.....	1	2	3	4	5
Participated in a recreation program or activity	1	2	3	4	5
Visited a neighborhood park or City park.....	1	2	3	4	5
Ridden a local bus within Park City.....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting	1	2	3	4	5
Read Park City Municipal Newsletter	1	2	3	4	5
Visited the Park City Web site (at www.parkcity.org)	1	2	3	4	5
Recycled used paper, cans or bottles from your home.....	1	2	3	4	5
Volunteered your time to some group or activity in Park City.....	1	2	3	4	5
Participated in religious or spiritual activities in Park City	1	2	3	4	5
Participated in a club or civic group in Park City.....	1	2	3	4	5
Provided help to a friend or neighbor	1	2	3	4	5

12. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

- ☐ Just about every day
☐ Several times a week
☐ Several times a month
☐ Less than several times a month

Park City 2011 Community Survey

13. Please rate the quality of each of the following services in Park City:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Police services	1	2	3	4	5
Fire services	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Crime prevention	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Municipal courts	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Street repair	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance	1	2	3	4	5
Traffic signal timing	1	2	3	4	5
Bus or transit services.....	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Recycling.....	1	2	3	4	5
Storm drainage.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
City parks.....	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities.....	1	2	3	4	5
Land use, planning and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Animal control.....	1	2	3	4	5
Economic development	1	2	3	4	5
Health services	1	2	3	4	5
Services to seniors.....	1	2	3	4	5
Services to youth.....	1	2	3	4	5
Services to low-income people	1	2	3	4	5
Public library services	1	2	3	4	5
Public information services	1	2	3	4	5
Public schools.....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts	1	2	3	4	5

14. Overall, how would you rate the quality of the services provided by each of the following?

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Park City Municipal Government.....	1	2	3	4	5
The Federal Government	1	2	3	4	5
The State Government	1	2	3	4	5
Summit County Government	1	2	3	4	5
Wasatch County Government	1	2	3	4	5

15. Please indicate how likely or unlikely you are to do each of the following:

	<i>Very likely</i>	<i>Somewhat likely</i>	<i>Somewhat unlikely</i>	<i>Very unlikely</i>	<i>Don't know</i>
Recommend living in Park City to someone who asks.....	1	2	3	4	5
Remain in Park City for the next five years	1	2	3	4	5

16. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- ☐ Very positive
 ☐ Somewhat positive
 ☐ Neutral
 ☐ Somewhat negative
 ☐ Very negative

17. Have you had any in-person or phone contact with an employee of the Park City Fire Service District within the last 12 months?

- ☐ No → Go to Question 19 ☐ Yes → Go to Question 18 ☐ Don't know → Go to Question 19

18. What was your overall impression of your most recent contact with the Park City Fire Service District?

- ☐ Excellent ☐ Good ☐ Fair ☐ Poor ☐ Don't know

19. Have you had any in-person, phone or email contact with an employee of the Park City Municipal Government within the last 12 months (including police, receptionists, planners or any others)?

- ☐ No → Go to Question 21 ☐ Yes → Go to Question 20

20. What was your impression of the employee(s) of the Park City Municipal Government in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy	1	2	3	4	5
Overall impression.....	1	2	3	4	5

21. Please rate the following categories of Park City government performance:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The value of services for the taxes paid to Park City	1	2	3	4	5
The overall direction that Park City is taking	1	2	3	4	5
The job Park City government does at welcoming citizen involvement....	1	2	3	4	5

22. FEMA recommends that each household have sufficient food, water and other necessities to cover a 72-hour time frame during an emergency. How prepared, if at all, is your household for an emergency?

- ☐ Fully prepared ☐ Somewhat prepared ☐ Not at all prepared ☐ Don't know

23. Reducing the size of the Treasure Hill project would require a voter-approved bond held during a special bond election. The source of repayment would be a special assessment on residents' property tax bills for 15 years. Please indicate how much your household would be willing to pay annually, if anything, for the following density reduction options:

	<i>\$500 or more per year</i>	<i>\$400 to \$499 per year</i>	<i>\$300 to \$399 per year</i>	<i>\$200 to \$299 per year</i>	<i>\$100 to \$199 per year</i>	<i>\$50 to \$99 per year</i>	<i>\$1 to \$49 per year</i>	<i>\$0/ not willing to pay additional funds</i>
Removing ALL of the density from Treasure Hill approximately 400,000 square feet, and preserving the land as Open Space:.....	1	2	3	4	5	6	7	8
Reallocate approximately 100,000 square feet of the Treasure Hill Project to the Park City Mountain Resort and leave approximately 200,000 square feet at Treasure Hill as a hotel:.....	1	2	3	4	5	6	7	8

24. What do you think will be the single greatest challenge facing Park City in the next three to five years?

Park City 2011 Community Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

D1. Are you currently employed for pay?

- ☐ No → Go to Question D3
- ☐ Yes, full time → Go to Question D2
- ☐ Yes, part time → Go to Question D2

D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself days

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults days

Bus, rail, subway or other public transportation days

Walk days

Bicycle days

Work at home days

Other days

D3. How many years have you lived in Park City?

- ☐ Less than 2 years ☐ 11-20 years
- ☐ 2-5 years ☐ More than 20 years
- ☐ 6-10 years

D4. Which best describes the building you live in?

- ☐ One family house detached from any other houses
- ☐ House attached to one or more houses (e.g., a duplex or townhome)
- ☐ Building with two or more apartments or condominiums
- ☐ Mobile home
- ☐ Other

D5. Is this house, apartment or mobile home...

- ☐ Rented for cash or occupied without cash payment?
- ☐ Owned by you or someone in this house with a mortgage or free and clear?

D6. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees)?

- ☐ Less than \$300 per month
- ☐ \$300 to \$599 per month
- ☐ \$600 to \$999 per month
- ☐ \$1,000 to \$1,499 per month
- ☐ \$1,500 to \$2,499 per month
- ☐ \$2,500 or more per month

D7. Do any children 17 or under live in your household?

- ☐ No ☐ Yes

D8. Are you or any other members of your household aged 65 or older?

- ☐ No ☐ Yes

D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- ☐ Less than \$24,999
- ☐ \$25,000 to \$49,999
- ☐ \$50,000 to \$99,999
- ☐ \$100,000 to \$149,999
- ☐ \$150,000 or more

Please respond to both questions D10 and D11:

D10. Are you Spanish, Hispanic or Latino?

- ☐ No, not Spanish, Hispanic or Latino
- ☐ Yes, I consider myself to be Spanish, Hispanic or Latino

D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- ☐ American Indian or Alaskan Native
- ☐ Asian, Asian Indian or Pacific Islander
- ☐ Black or African American
- ☐ White
- ☐ Other

D12. In which category is your age?

- ☐ 18-24 years ☐ 55-64 years
- ☐ 25-34 years ☐ 65-74 years
- ☐ 35-44 years ☐ 75 years or older
- ☐ 45-54 years

D13. What is your sex?

- ☐ Female ☐ Male

D14. Are you registered to vote in your jurisdiction?

- ☐ No ☐ Ineligible to vote
- ☐ Yes ☐ Don't know

D15. Many people don't have time to vote in elections. Did you vote in the last general election?

- ☐ No ☐ Ineligible to vote
- ☐ Yes ☐ Don't know

D16. Do you have a cell phone?

- ☐ No ☐ Yes

D17. Do you have a land line at home?

- ☐ No ☐ Yes

D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?

- ☐ Cell ☐ Land line ☐ Both

Thank you for completing this survey. Please return the completed survey in the postage-paid envelope to:
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



Office of the Mayor
Park City Municipal Corporation
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UNDERSTANDING THE BENCHMARK COMPARISONS

COMPARISON DATA

NRC's database of comparative resident opinion is comprised of resident perspectives gathered in citizen surveys from approximately 500 jurisdictions whose residents evaluated local government services and gave their opinion about the quality of community life. The comparison evaluations are from the most recent survey completed in each jurisdiction; most communities conduct surveys every year or in alternating years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant.

The jurisdictions in the database represent a wide geographic and population range as shown in the table below.

Jurisdiction Characteristic	Percent of Jurisdictions
Region	
West Coast ¹	16%
West ²	21%
North Central West ³	11%
North Central East ⁴	13%
South Central ⁵	7%
South ⁶	26%
Northeast West ⁷	2%
Northeast East ⁸	4%
Population	
Less than 40,000	45%
40,000 to 74,999	20%
75,000 to 149,000	17%
150,000 or more	19%

¹ Alaska, Washington, Oregon, California, Hawaii

² Montana, Idaho, Wyoming, Colorado, Utah, Nevada, Arizona, New Mexico

³ North Dakota, South Dakota, Nebraska, Kansas, Iowa, Missouri, Minnesota

⁴ Illinois, Indiana, Ohio, Michigan, Wisconsin

⁵ Oklahoma, Texas, Louisiana, Arkansas

⁶ West Virginia, Virginia, Kentucky, Tennessee, Mississippi, Alabama, Georgia, Florida, South Carolina, North Carolina, Maryland, Delaware, Washington DC

⁷ New York, Pennsylvania, New Jersey

⁸ Connecticut, Rhode Island, Massachusetts, New Hampshire, Vermont, Maine

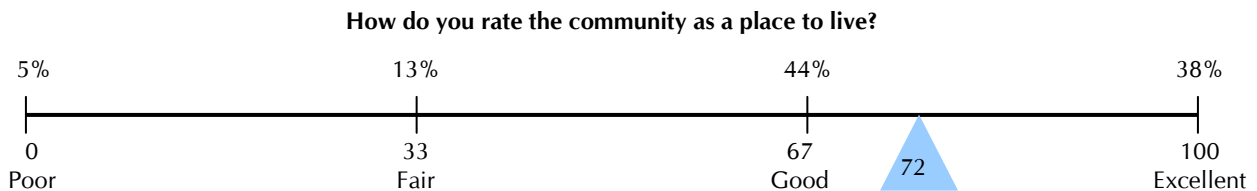
PUTTING EVALUATIONS ONTO THE 100-POINT SCALE

Although responses to many of the evaluative questions were made on a four point scale with 1 representing the best rating and 4 the worst, the benchmarks are reported on a common scale where 0 is the worst possible rating and 100 is the best possible rating. The 95 percent confidence interval around an average score on the 100-point scale is no greater than plus or minus three points based on all respondents.

The 100-point scale is not a percent. It is a conversion of responses to an average rating. Each response option is assigned a value that is used in calculating the average score. For example, “excellent” = 100, “good” = 67, “fair” = 33 and “poor” = 0. If everyone reported “excellent,” then the average rating would be 100 on the 100-point scale. Likewise, if all respondents gave a “poor,” the result would be 0 on the 100-point scale. If half the respondents gave a score of “excellent” and half gave a score of “poor,” the average would be in the middle of the scale (like the center post of a teeter totter) between “fair” and “good.” An example of how to convert survey frequencies into an average rating appears below.

Example of Converting Responses to the 100-point Scale

How do you rate the community as a place to live?						
Response option	Total with “don’t know”	Step 1: Remove the percent of “don’t know” responses	Total without “don’t know”	Step 2: Assign scale values	Step 3: Multiply the percent by the scale value	Step 4: Sum to calculate the average rating
Excellent	36%	$= 36 \div (100-5) =$	38%	100	$= 38\% \times 100 =$	38
Good	42%	$= 42 \div (100-5) =$	44%	67	$= 44\% \times 67 =$	30
Fair	12%	$= 12 \div (100-5) =$	13%	33	$= 13\% \times 33 =$	4
Poor	5%	$= 5 \div (100-5) =$	5%	0	$= 5\% \times 0 =$	0
Don’t know	5%		–			
Total	100%		100%			72



INTERPRETING THE RESULTS

Average ratings are compared when similar questions are included in NRC's database, and there are at least five jurisdictions in which the question was asked. Where comparisons are available, three numbers are provided in the table. The first column is your jurisdiction's rating on the 100-point scale. The second column is the rank assigned to your jurisdiction's rating among jurisdictions where a similar question was asked. The third column is the number of jurisdictions that asked a similar question. The final column shows the comparison of your jurisdiction's average rating to the benchmark.

Where comparisons for quality ratings were available, Park City's results were generally noted as being "above" the benchmark, "below" the benchmark or "similar" to the benchmark. For some questions – those related to resident behavior, circumstance or to a local problem – the comparison to the benchmark is designated as "more," "similar" or "less" (for example, the percent of crime victims, residents visiting a park or residents identifying code enforcement as a problem.) In instances where ratings are considerably higher or lower than the benchmark, these ratings have been further demarcated by the attribute of "much," (for example, "much less" or "much above"). These labels come from a statistical comparison of Park City's rating to the benchmark where a rating is considered "similar" if it is within the margin of error; "above," "below," "more" or "less" if the difference between your jurisdiction's rating and the benchmark is greater the margin of error; and "much above," "much below," "much more" or "much less" if the difference between your jurisdiction's rating and the benchmark is more than twice the margin of error.

This report contains benchmarks at the national level.

NATIONAL BENCHMARK COMPARISONS

Overall Community Quality Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Overall quality of life in Park City	88	3	323	Much above
Your neighborhood as place to live	81	18	240	Much above
Park City as a place to live	92	2	281	Much above
Recommend living in Park City to someone who asks	89	10	152	Much above
Remain in Park City for the next five years	85	17	152	Much above

Community Transportation Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ease of car travel in Park City	66	24	228	Much above
Ease of bicycle travel in Park City	81	2	224	Much above
Ease of walking in Park City	80	6	228	Much above
Availability of paths and walking trails	85	2	149	Much above
Traffic flow on major streets	58	17	188	Much above

Frequency of Bus Use Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Ridden a local bus within Park City	85	2	141	Much more

Drive Alone Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Average percent of work commute trips made by driving alone	65	116	142	Much less

Transportation and Parking Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Street repair	43	185	319	Similar
Street cleaning	60	72	235	Above
Street lighting	58	86	246	Above
Snow removal	67	32	201	Much above
Sidewalk maintenance	59	31	215	Much above
Traffic signal timing	50	70	187	Similar
Bus or transit services	83	1	180	Much above
Amount of public parking	53	41	170	Much above

Housing Characteristics Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality housing	33	188	242	Much below
Variety of housing options	42	123	141	Much below

Housing Costs Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Experiencing housing costs stress (housing costs 30% or MORE of income)	40	54	148	More

Built Environment Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Quality of new development in Park City	55	94	211	Similar
Overall appearance of Park City	81	6	256	Much above

Population Growth Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Population growth seen as too fast	61	40	203	Much more

Nuisance Problems Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Run down buildings, weed lots and junk vehicles seen as a "major" problem	2	190	205	Much less

Planning and Community Code Enforcement Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Land use, planning and zoning	52	43	238	Much above
Code enforcement (weeds, abandoned buildings, etc.)	52	83	280	Much above
Animal control	58	78	246	Above

Economic Sustainability and Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Employment opportunities	45	46	234	Much above
Shopping opportunities	57	77	231	Much above
Park City as a place to work	66	36	249	Much above
Overall quality of business and service establishments in Park City	62	37	139	Above

Economic Development Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Economic development	52	58	226	Much above

Job and Retail Growth Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Retail growth seen as too slow	17	185	202	Much less
Jobs growth seen as too slow	63	166	205	Much less

Personal Economic Future Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Positive impact of economy on household income	24	29	197	Much above

Community and Personal Public Safety Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
In your neighborhood during the day	97	7	255	Much above
In your neighborhood after dark	91	2	252	Much above
In Park City's downtown area during the day	97	6	225	Much above
In Park City's downtown area after dark	89	4	233	Much above
Violent crime (e.g., rape, assault, robbery)	94	1	231	Much above
Property crimes (e.g., burglary, theft)	80	8	231	Much above
Environmental hazards, including toxic waste	78	65	149	Similar

Crime Victimization and Reporting Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Victim of crime	10	141	202	Less
Reported crimes	84	49	201	More

Public Safety Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Police services	68	125	308	Similar
Fire services	80	81	260	Similar
Ambulance or emergency medical services	77	109	259	Similar
Crime prevention	70	36	258	Much above
Fire prevention and education	70	56	212	Above
Traffic enforcement	57	144	273	Similar
Courts	61	37	137	Above
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	59	64	162	Similar

Contact with Police and Fire Departments Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with the Park City Police Department	52	1	37	Much more
Overall impression of most recent contact with the Park City Police Department	71	16	48	Above
Had contact with the Park City Fire Service District	15	15	30	Similar
Overall impression of most recent contact with the Park City Fire Service District	80	24	35	Similar

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

Frequency of Recycling Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recycled used paper, cans or bottles from your home	89	68	190	Much more

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 Recreational Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Recreation opportunities	92	1	239	Much above

Participation in Parks and Recreation Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Park City recreation centers	83	2	164	Much more
Participated in a recreation program or activity	73	3	193	Much more
Visited a neighborhood park or City park	96	7	199	Much more

Parks and Recreation Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
City parks	87	4	247	Much above
Recreation programs or classes	81	3	259	Much above
Recreation centers or facilities	77	7	210	Much above

Cultural and Educational Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to attend cultural activities	69	14	240	Much above
Educational opportunities	58	92	199	Similar

Participation in Cultural and Educational Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Used Park City public libraries or their services	82	23	176	Much more
Participated in religious or spiritual activities in Park City	36	94	103	Much less

Cultural and Educational Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public schools	72	38	199	Much above
Public library services	79	47	241	Much above

Community Health and Wellness Access and Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Availability of affordable quality health care	62	19	199	Much above
Availability of preventive health services	66	11	116	Much above

Health and Wellness Services Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Health services	71	9	163	Much above

Community Quality and Inclusiveness Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Sense of community	75	6	241	Much above
Openness and acceptance of the community toward people of diverse backgrounds	62	48	217	Above
Availability of affordable quality child care	36	154	190	Much below
Park City as a place to raise kids	82	29	276	Much above
Park City as a place to retire	74	17	265	Much above

Services Provided for Population Subgroups Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services to seniors	61	79	241	Above
Services to youth	73	7	222	Much above
Services to low income people	50	51	195	Above

Civic Engagement Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in community matters	75	2	142	Much above
Opportunities to volunteer	82	2	144	Much above

Participation in Civic Engagement Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Attended a meeting of local elected officials or other local public meeting	44	13	200	Much more
Volunteered your time to some group or activity in Park City	70	6	201	Much more
Participated in a club or civic group in Park City	51	3	119	Much more
Provided help to a friend or neighbor	96	20	118	Similar

Voter Behavior Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Registered to vote	81	150	208	Similar
Voted in last general election	72	124	207	Similar

Use of Information Sources Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Read the Park City Municipal Newsletter	62	125	145	Much less
Visited the Park City Web site	75	10	140	Much more

Local Government Media Services and Information Dissemination Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Public information services	69	15	229	Much above

Social Engagement Opportunities Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Opportunities to participate in social events and activities	80	1	143	Much above
Opportunities to participate in religious or spiritual events and activities	72	23	117	Above

Contact with Immediate Neighbors Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Has contact with neighbors at least several times per week	53	41	134	More

Public Trust Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Value of services for the taxes paid to Park City	61	30	293	Much above
The overall direction that Park City is taking	59	43	252	Much above
Job Park City government does at welcoming citizen involvement	67	3	260	Much above
Overall image or reputation of Park City	84	3	237	Much above

Services Provided by Local, State and Federal Governments Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Services provided by Park City Municipal Government	66	100	316	Above
Services provided by the Federal Government	44	59	212	Similar
Services provided by the State Government	43	106	213	Similar
Services provided by Summit County Government	58	14	129	Much above

Contact with City Employees Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Had contact with City employee(s) in last 12 months	57	99	231	Similar

Perceptions of City Employees (Among Those Who Had Contact) Benchmarks				
	Park City average rating	Rank	Number of Jurisdictions for Comparison	Comparison to benchmark
Knowledge	75	55	259	Above
Responsiveness	73	54	260	Above
Courteousness	76	51	216	Above
Overall impression	73	65	287	Above

JURISDICTIONS INCLUDED IN NATIONAL BENCHMARK COMPARISONS

Valdez, AK.....	4,036	Poway, CA	48,044
Auburn, AL	42,987	Rancho Cordova, CA.....	55,060
Gulf Shores, AL.....	5,044	Richmond, CA.....	99,216
Tuskegee, AL	11,846	San Diego, CA.....	1,223,400
Fayetteville, AR.....	58,047	San Francisco, CA.....	776,733
Little Rock, AR.....	183,133	San Luis Obispo County, CA	247,900
Avondale, AZ.....	35,883	San Mateo, CA	92,482
Casa Grande, AZ.....	25,224	San Rafael, CA.....	56,063
Chandler, AZ.....	176,581	Santa Monica, CA.....	84,084
Cococino County, AZ	116,320	South Lake Tahoe, CA	23,609
Dewey-Humboldt, AZ	6,295	Stockton, CA	243,771
Flagstaff, AZ.....	52,894	Sunnyvale, CA.....	131,760
Florence, AZ	17,054	Temecula, CA.....	57,716
Gilbert, AZ.....	109,697	Visalia, CA.....	91,565
Goodyear, AZ	18,911	Walnut Creek, CA	64,296
Green Valley, AZ	17,283	Calgary, Canada	878,866
Kingman, AZ.....	20,069	District of Saanich, Victoria, Canada	103,654
Marana, AZ.....	13,556	Edmonton, Canada	666,104
Maricopa County, AZ	3,072,149	Guelph, Ontario, Canada	114,943
Mesa, AZ	396,375	Kamloops, Canada.....	77,281
Peoria, AZ.....	108,364	Kelowna, Canada	96,288
Phoenix, AZ.....	1,321,045	Oakville, Canada.....	144,738
Pinal County, AZ	179,727	Thunder Bay, Canada	109,016
Prescott Valley, AZ	25,535	Victoria, Canada.....	78,057
Queen Creek, AZ.....	4,316	Whitehorse, Canada.....	19,058
Scottsdale, AZ.....	202,705	Winnipeg, Canada.....	619,544
Sedona, AZ.....	10,192	Yellowknife, Canada	16,541
Surprise, AZ.....	30,848	Adams County, CO	363,857
Tempe, AZ.....	158,625	Arapahoe County, CO.....	487,967
Yuma, AZ.....	77,515	Archuleta County, CO.....	9,898
Yuma County, AZ	160,026	Arvada, CO	102,153
Apple Valley, CA	54,239	Aspen, CO.....	5,914
Benicia, CA.....	26,865	Aurora, CO.....	276,393
Brea, CA	35,410	Boulder, CO	94,673
Brisbane, CA.....	3,597	Boulder County, CO.....	291,288
Burlingame, CA	28,158	Breckenridge, CO.....	2,408
Carlsbad, CA.....	78,247	Broomfield, CO	38,272
Chula Vista, CA	173,556	Centennial, CO	103,000
Davis, CA.....	60,308	Clear Creek County, CO.....	9,322
Del Mar, CA	4,389	Colorado Springs, CO	360,890
Dublin, CA	29,973	Craig, CO	9,189
El Cerrito, CA.....	23,171	Crested Butte, CO	1,529
Elk Grove, CA	59,984	Denver, CO.....	554,636
Galt, CA.....	19,472	Douglas County, CO	175,766
La Mesa, CA.....	54,749	Durango, CO.....	13,922
Laguna Beach, CA.....	23,727	Eagle County, CO.....	41,659
Livermore, CA.....	73,345	Edgewater, CO	5,445
Lodi, CA	56,999	El Paso County, CO.....	516,929
Long Beach, CA.....	461,522	Englewood, CO	31,727
Lynwood, CA.....	69,845	Fort Collins, CO	118,652
Menlo Park, CA	30,785	Frisco, CO	2,443
Mission Viejo, CA.....	93,102	Fruita, CO	6,478
Mountain View, CA	70,708	Georgetown, CO	1,088
Newport Beach, CA	70,032	Gilpin County, CO	4,757
Palm Springs, CA	42,807	Golden, CO.....	17,159
Palo Alto, CA.....	58,598	Grand County, CO	12,442

Greenwood Village, CO	11,035	Oviedo, FL	26,316
Gunnison County, CO	13,956	Palm Bay, FL.....	79,413
Highlands Ranch, CO	70,931	Palm Beach County, FL	1,131,184
Hot Sulphur Springs, CO	521	Palm Beach Gardens, FL.....	35,058
Hudson, CO	1,565	Palm Coast, FL.....	32,732
Jackson County, CO.....	1,577	Panama City, FL.....	36,417
Jefferson County, CO.....	527,056	Pasco County, FL.....	344,765
Lafayette, CO	23,197	Pinellas County, FL.....	921,482
Lakewood, CO.....	144,126	Pinellas Park, FL	45,658
Larimer County, CO.....	251,494	Port Orange, FL	45,823
Lone Tree, CO	4,873	Port St. Lucie, FL.....	88,769
Longmont, CO	71,093	Sanford, FL	38,291
Louisville, CO	18,937	Sarasota, FL	52,715
Loveland, CO	50,608	Seminole, FL.....	10,890
Mesa County, CO	116,255	South Daytona, FL	13,177
Montrose, CO	12,344	St. Cloud, FL.....	20,074
Northglenn, CO.....	31,575	Tallahassee, FL	150,624
Park County, CO.....	14,523	Titusville, FL	40,670
Parker, CO	23,558	Volusia County, FL	443,343
Pitkin County, CO.....	14,872	Walton County, FL	40,601
Pueblo, CO	102,121	Winter Garden, FL.....	14,351
Salida, CO	5,504	Winter Park, FL.....	24,090
Steamboat Springs, CO	9,815	Albany, GA	76,939
Sterling, CO	11,360	Alpharetta, GA	34,854
Summit County, CO	23,548	Cartersville, GA	15,925
Teller County, CO.....	20,555	Conyers, GA.....	10,689
Thornton, CO	82,384	Decatur, GA	18,147
Westminster, CO	100,940	Milton, GA	30,180
Wheat Ridge, CO.....	32,913	Roswell, GA	79,334
Windsor, CO	9,896	Sandy Springs, GA.....	85,781
Coventry, CT.....	11,504	Savannah, GA.....	131,510
Hartford, CT.....	121,578	Smyrna, GA.....	40,999
Windsor, CT	28,237	Snellville, GA	15,351
Dover, DE.....	32,135	Suwanee, GA	8,725
Belleair Beach, FL	1,751	Valdosta, GA	43,724
Brevard County, FL	476,230	Honolulu, HI.....	876,156
Cape Coral, FL.....	102,286	Ames, IA.....	50,731
Charlotte County, FL	141,627	Ankeny, IA	27,117
Clearwater, FL.....	108,787	Bettendorf, IA	31,275
Collier County, FL.....	251,377	Cedar Falls, IA	36,145
Cooper City, FL.....	27,939	Davenport, IA.....	98,359
Coral Springs, FL.....	117,549	Des Moines, IA.....	198,682
Dania Beach, FL.....	20,061	Indianola, IA.....	12,998
Daytona Beach, FL.....	64,112	Muscatine, IA	22,697
Delray Beach, FL.....	60,020	Urbandale, IA.....	29,072
Destin, FL	11,119	West Des Moines, IA.....	46,403
Escambia County, FL.....	294,410	Boise, ID	185,787
Eustis, FL	15,106	Jerome, ID	7,780
Gainesville, FL	95,447	Moscow, ID.....	21,291
Hillsborough County, FL.....	998,948	Post Falls, ID	17,247
Jupiter, FL	39,328	Twin Falls, ID	34,469
Kissimmee, FL.....	47,814	Batavia, IL.....	23,866
Lee County, FL.....	454,918	Bloomington, IL.....	64,808
Martin County, FL	126,731	Centralia, IL	14,136
Miami Beach, FL	87,933	Collinsville, IL	24,707
North Palm Beach, FL	12,064	Crystal Lake, IL	38,000
Oakland Park, FL	30,966	DeKalb, IL	39,018
Ocala, FL	45,943	Elmhurst, IL	42,762
Oldsmar, FL	11,910	Evanston, IL	74,239

Freeport, IL	26,443	Delhi Township, MI	22,569
Gurnee, IL	28,834	Escanaba, MI	13,140
Highland Park, IL	31,365	Flushing, MI	8,348
Lincolnwood, IL	12,359	Gladstone, MI	5,032
Naperville, IL	128,358	Howell, MI	9,232
Normal, IL	45,386	Jackson County, MI	158,422
Oak Park, IL	39,803	Kalamazoo, MI	77,145
O'Fallon, IL	21,910	Kalamazoo County, MI	238,603
O'Fallon, IL	21,910	Meridian Charter Township, MI	38,987
Palatine, IL	65,479	Midland, MI	41,685
Park Ridge, IL	37,775	Novi, MI	47,386
Peoria County, IL	183,433	Oakland Township, MI	13,071
Riverside, IL	8,895	Ottawa County, MI	238,314
Sherman, IL	2,871	Petoskey, MI	6,080
Shorewood, IL	7,686	Port Huron, MI	32,338
Skokie, IL	63,348	Rochester, MI	10,467
Sugar Grove, IL	3,909	Sault Sainte Marie, MI	16,542
Wilmingon, IL	5,134	South Haven, MI	5,021
Woodridge, IL	30,934	Village of Howard City, MI	1,585
Fishers, IN	37,835	Blue Earth, MN	3,621
Munster, IN	21,511	Carver County, MN	70,205
Noblesville, IN	28,590	Chanhassen, MN	20,321
Abilene, KS	6,543	Dakota County, MN	355,904
Arkansas City, KS	11,963	Duluth, MN	86,918
Fairway, KS	3,952	Fridley, MN	27,449
Garden City, KS	28,451	Hutchinson, MN	13,080
Gardner, KS	9,396	Maple Grove, MN	50,365
Lawrence, KS	80,098	Mayer, MN	554
Merriam, KS	11,008	Medina, MN	4,005
Mission, KS	9,727	Minneapolis, MN	382,618
Olathe, KS	92,962	Olmsted County, MN	124,277
Overland Park, KS	149,080	Scott County, MN	89,498
Roeland Park, KS	6,817	St. Louis County, MN	200,528
Salina, KS	45,679	Washington County, MN	201,130
Wichita, KS	344,284	Woodbury, MN	46,463
Bowling Green, KY	49,296	Blue Springs, MO	48,080
Daviess County, KY	91,545	Blue Springs, MO	48,080
New Orleans, LA	484,674	Branson, MO	6,050
Andover, MA	31,247	Clay County, MO	184,006
Barnstable, MA	47,821	Clayton, MO	12,825
Bedford, MA	12,595	Ellisville, MO	9,104
Burlington, MA	22,876	Jefferson City, MO	39,636
Cambridge, MA	101,355	Joplin, MO	45,504
Concord, MA	16,993	Lee's Summit, MO	70,700
Needham, MA	28,911	Liberty, MO	26,232
Shrewsbury, MA	31,640	Maryland Heights, MO	25,756
Worcester, MA	172,648	Maryville, MO	10,581
Baltimore County, MD	754,292	Platte City, MO	3,866
Dorchester County, MD	30,674	Raymore, MO	11,146
Gaithersburg, MD	52,613	Richmond Heights, MO	9,602
La Plata, MD	6,551	Riverside, MO	2,979
Montgomery County, MD	873,341	Wentzville, MO	6,896
Ocean City, MD	7,173	Starkville, MS	21,869
Prince George's County, MD	801,515	Billings, MT	89,847
Rockville, MD	47,388	Bozeman, MT	27,509
Takoma Park, MD	17,299	Missoula, MT	57,053
Saco, ME	16,822	Asheville, NC	68,889
Ann Arbor, MI	114,024	Cabarrus County, NC	131,063
Battle Creek, MI	53,364	Cary, NC	94,536

Charlotte, NC.....	540,828	Lane County, OR.....	322,959
Concord, NC.....	55,977	McMinnville, OR.....	26,499
Davidson, NC.....	7,139	Medford, OR.....	63,154
High Point, NC.....	85,839	Multnomah County, OR.....	660,486
Hillsborough, NC.....	5,446	Portland, OR.....	529,121
Kannapolis, NC.....	36,910	Springfield, OR.....	52,864
Mecklenburg County, NC.....	695,454	Tualatin, OR.....	22,791
Mooreville, NC.....	18,823	Borough of Ebensburg, PA.....	3,091
Wilmington, NC.....	90,400	Cranberry Township, PA.....	23,625
Winston-Salem, NC.....	185,776	Cumberland County, PA.....	213,674
Wahpeton, ND.....	8,586	Kutztown Borough, PA.....	5,067
Cedar Creek, NE.....	396	Lower Providence Township, PA.....	22,390
Grand Island, NE.....	42,940	Peters Township, PA.....	17,556
La Vista, NE.....	11,699	Philadelphia, PA.....	1,517,550
Dover, NH.....	26,884	State College, PA.....	38,420
Lebanon, NH.....	12,568	State College, PA.....	38,420
Lyme, NH.....	1,679	Upper Merion Township, PA.....	28,863
Alamogordo, NM.....	35,582	East Providence, RI.....	48,688
Albuquerque, NM.....	448,607	Newport, RI.....	26,475
Bloomfield, NM.....	6,417	Rock Hill, SC.....	49,765
Farmington, NM.....	37,844	Rapid City, SD.....	59,607
Los Alamos County, NM.....	18,343	Sioux Falls, SD.....	123,975
Rio Rancho, NM.....	51,765	Cookeville, TN.....	23,923
San Juan County, NM.....	113,801	Johnson City, TN.....	55,469
Carson City, NV.....	52,457	Nashville, TN.....	545,524
Henderson, NV.....	175,381	Oak Ridge, TN.....	27,387
North Las Vegas, NV.....	115,488	White House, TN.....	7,220
Reno, NV.....	180,480	Arlington, TX.....	332,969
Sparks, NV.....	66,346	Austin, TX.....	656,562
Washoe County, NV.....	339,486	Benbrook, TX.....	20,208
Beekman, NY.....	11,452	Bryan, TX.....	65,660
Canandaigua, NY.....	11,264	Colleyville, TX.....	19,636
Geneva, NY.....	13,617	Corpus Christi, TX.....	277,454
New York City, NY.....	8,008,278	Dallas, TX.....	1,188,580
Ogdensburg, NY.....	12,364	Denton, TX.....	80,537
Blue Ash, OH.....	12,513	Duncanville, TX.....	36,081
Delaware, OH.....	25,243	El Paso, TX.....	563,662
Dublin, OH.....	31,392	Flower Mound, TX.....	50,702
Kettering, OH.....	57,502	Fort Worth, TX.....	534,694
Lebanon, OH.....	16,962	Georgetown, TX.....	28,339
Orange Village, OH.....	3,236	Grand Prairie, TX.....	127,427
Sandusky, OH.....	27,844	Houston, TX.....	1,953,631
Springboro, OH.....	12,380	Hurst, TX.....	36,273
Sylvania Township, OH.....	44,253	Hutto, TX.....	1,250
Upper Arlington, OH.....	33,686	Irving, TX.....	191,615
Broken Arrow, OK.....	74,839	League City, TX.....	45,444
Edmond, OK.....	68,315	McAllen, TX.....	106,414
Oklahoma City, OK.....	506,132	McKinney, TX.....	54,369
Stillwater, OK.....	39,065	Pasadena, TX.....	141,674
Tulsa, OK.....	393,049	Plano, TX.....	222,030
Albany, OR.....	40,852	Round Rock, TX.....	61,136
Ashland, OR.....	19,522	Rowlett, TX.....	44,503
Bend, OR.....	52,029	San Marcos, TX.....	34,733
Corvallis, OR.....	49,322	Shenandoah, TX.....	1,503
Eugene, OR.....	137,893	Southlake, TX.....	21,519
Forest Grove, OR.....	17,708	Sugar Land, TX.....	63,328
Hermiston, OR.....	13,154	Temple, TX.....	54,514
Jackson County, OR.....	181,269	Tomball, TX.....	9,089
Keizer, OR.....	32,203	Westlake, TX.....	207

Farmington, UT.....	12,081	Clark County, WA.....	345,238
Provo, UT.....	105,166	Federal Way, WA.....	83,259
Riverdale, UT.....	7,656	Gig Harbor, WA.....	6,465
Salt Lake City, UT.....	181,746	Hoquiam, WA.....	9,097
Sandy City, UT.....	88,418	Kirkland, WA.....	45,054
Saratoga Springs, UT.....	1,003	Kitsap County, WA.....	231,969
Springville, UT.....	20,424	Lynnwood, WA.....	33,847
Washington City, UT.....	8,186	Maple Valley, WA.....	14,209
Albemarle County, VA.....	79,236	Mountlake Terrace, WA.....	20,362
Arlington County, VA.....	189,453	Olympia, WA.....	42,514
Blacksburg, VA.....	39,573	Pasco, WA.....	32,066
Botetourt County, VA.....	30,496	Redmond, WA.....	45,256
Chesapeake, VA.....	199,184	Renton, WA.....	50,052
Chesterfield County, VA.....	259,903	Snoqualmie, WA.....	1,631
Fredericksburg, VA.....	19,279	Spokane Valley, WA.....	75,203
Hampton, VA.....	146,437	Tacoma, WA.....	193,556
Hanover County, VA.....	86,320	Vancouver, WA.....	143,560
Hopewell, VA.....	22,354	West Richland, WA.....	8,385
James City County, VA.....	48,102	Woodland, WA.....	3,780
Lexington, VA.....	6,867	Columbus, WI.....	4,479
Lynchburg, VA.....	65,269	De Pere, WI.....	20,559
Newport News, VA.....	180,150	Eau Claire, WI.....	61,704
Prince William County, VA.....	280,813	Madison, WI.....	208,054
Purcellville, VA.....	3,584	Merrill, WI.....	10,146
Radford, VA.....	15,859	Oshkosh, WI.....	62,916
Roanoke, VA.....	94,911	Racine, WI.....	81,855
Stafford County, VA.....	92,446	Suamico, WI.....	8,686
Virginia Beach, VA.....	425,257	Wausau, WI.....	38,426
Williamsburg, VA.....	11,998	Wind Point, WI.....	1,853
Chittenden County, VT.....	146,571	Morgantown, WV.....	26,809
Montpelier, VT.....	8,035	Cheyenne, WY.....	53,011
Auburn, WA.....	40,314	Gillette, WY.....	19,646
Bellevue, WA.....	109,569	Laramie, WY.....	27,204
Bellingham, WA.....	67,171	Teton County, WY.....	18,251



PARK CITY, UT 2011

DRAFT Report of Demographic Subgroup Comparisons



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SURVEY BACKGROUND

ABOUT THE NATIONAL CITIZEN SURVEY™

The National Citizen Survey™ (The NCS™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA).

The survey and its administration are standardized to assure high quality survey methods and comparable results across The National Citizen Survey™ jurisdictions. Participating households are selected at random and the household member who responds is selected without bias. Multiple mailings give each household more than one chance to participate with self-addressed and postage paid envelopes. Results are statistically weighted to reflect the proper demographic composition of the entire community.

The National Citizen Survey™ customized for this jurisdiction was developed in close cooperation with local jurisdiction staff. Park City staff selected items from a menu of questions about services and community problems; they defined the jurisdiction boundaries NRC used for sampling; and they provided the appropriate letterhead and signatures for mailings. Park City staff also determined local interest in a variety of add-on options to The National Citizen Survey™ Basic Service.

One of the add-on options that Park City chose was to have crosstabulations of evaluative questions 1-21 by demographic questions D3 (length of residency in Park City), D5 (rent or own), D9 (annual household income) and D12 (age of respondent).

UNDERSTANDING THE RESULTS

“DON’T KNOW” RESPONSES

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in Appendix A. However, these responses have been removed from the analyses presented in the body of the report. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

UNDERSTANDING THE TABLES

In this report, comparisons between demographic subgroups are shown. For most of the questions, we have shown only one number for each question. We have summarized responses to show only the proportion of respondents giving a certain answer; for example, the percent of respondents who rated the quality of life as “excellent” or “good”, or the percent of respondents who felt the rate of growth was “about right.”

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions by demographic subgroups. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they are marked in grey.

COMPARISONS

Cells shaded grey indicate statistically significant differences between subgroups.

Question 1: Quality of Life (Percent "excellent" or "good")															
Please rate each of the following aspects of quality of life in Park City:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
Park City as a place to live	100%	99%	98%	99%	100%	99%	99%	100%	100%	99%	99%	100%	99%	98%	99%
Your neighborhood as a place to live	83%	92%	96%	91%	81%	96%	90%	77%	98%	95%	90%	86%	93%	96%	91%
Park City as a place to raise children	91%	89%	92%	90%	82%	95%	90%	76%	96%	97%	90%	87%	93%	91%	90%
Park City as a place to work	81%	68%	70%	72%	83%	64%	73%	78%	73%	71%	74%	78%	67%	69%	72%
Park City as a place to retire	82%	85%	66%	79%	79%	79%	79%	77%	75%	85%	80%	85%	75%	77%	79%
The overall quality of life in Park City	99%	98%	95%	97%	98%	97%	97%	95%	98%	99%	98%	100%	96%	96%	97%

Question 2: Community Characteristics (Percent "excellent" or "good")															
Please rate each of the following characteristics as they relate to Park City as a whole:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Sense of community	92%	86%	81%	86%	89%	85%	87%	89%	88%	83%	86%	89%	84%	87%	87%
Openness and acceptance of the community towards people of diverse backgrounds	64%	74%	62%	68%	64%	71%	68%	72%	57%	73%	68%	60%	73%	74%	68%
Overall appearance of Park City	99%	97%	94%	97%	100%	96%	97%	98%	98%	96%	97%	100%	97%	94%	97%
Cleanliness of Park City	98%	93%	89%	93%	100%	90%	94%	96%	91%	94%	94%	98%	92%	89%	94%
Overall quality of new development in Park City	55%	71%	46%	60%	61%	58%	59%	59%	52%	66%	60%	57%	62%	60%	59%
Variety of housing options	30%	48%	39%	40%	34%	44%	40%	39%	27%	50%	40%	38%	35%	48%	40%
Overall quality of business and service establishments in Park City	68%	73%	73%	72%	74%	69%	71%	67%	78%	70%	72%	65%	72%	82%	72%
Shopping opportunities	46%	75%	63%	63%	58%	66%	63%	60%	66%	63%	63%	61%	59%	71%	63%
Opportunities to attend cultural activities	65%	72%	92%	75%	65%	81%	75%	62%	81%	80%	75%	56%	86%	92%	75%
Recreational opportunities	100%	98%	98%	98%	98%	98%	98%	97%	98%	100%	99%	100%	98%	97%	98%

Question 2: Community Characteristics (Percent "excellent" or "good")															
Please rate each of the following characteristics as they relate to Park City as a whole:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Employment opportunities	52%	38%	39%	42%	56%	32%	43%	53%	41%	36%	43%	50%	41%	32%	43%
Educational opportunities	45%	65%	73%	61%	56%	63%	60%	64%	58%	62%	61%	52%	65%	70%	61%
Opportunities to participate in social events and activities	79%	94%	89%	88%	83%	92%	88%	83%	94%	91%	89%	86%	91%	89%	88%
Opportunities to participate in religious or spiritual events and activities	69%	89%	89%	86%	79%	88%	85%	89%	84%	84%	86%	75%	88%	91%	86%
Opportunities to volunteer	70%	96%	98%	90%	78%	97%	90%	84%	92%	93%	90%	81%	95%	96%	90%
Opportunities to participate in community matters	75%	89%	83%	84%	80%	86%	84%	78%	85%	89%	85%	80%	89%	85%	85%
Ease of car travel in Park City	80%	73%	72%	75%	80%	71%	75%	75%	68%	78%	75%	76%	71%	77%	74%
Ease of bus travel in Park City	97%	93%	90%	93%	95%	92%	93%	90%	98%	93%	93%	97%	90%	91%	93%
Ease of bicycle travel in Park City	97%	95%	87%	94%	97%	92%	94%	94%	97%	93%	94%	100%	90%	88%	94%
Ease of walking in Park City	91%	94%	87%	92%	95%	90%	92%	88%	95%	92%	92%	97%	87%	89%	92%
Availability of paths and walking trails	97%	94%	90%	94%	96%	92%	94%	97%	89%	95%	94%	94%	94%	92%	94%

Question 2: Community Characteristics (Percent "excellent" or "good")															
Please rate each of the following characteristics as they relate to Park City as a whole:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Traffic flow on major streets	76%	64%	64%	68%	76%	62%	68%	73%	54%	74%	68%	75%	60%	66%	67%
Amount of public parking	51%	71%	46%	59%	65%	55%	59%	65%	57%	57%	59%	67%	54%	52%	59%
Availability of affordable quality housing	20%	31%	25%	26%	18%	32%	26%	26%	26%	27%	26%	18%	34%	29%	26%
Availability of affordable quality child care	24%	32%	32%	30%	10%	42%	29%	19%	25%	43%	30%	10%	47%	42%	30%
Availability of affordable quality health care	70%	64%	79%	69%	66%	70%	68%	62%	69%	73%	68%	62%	66%	82%	69%
Availability of preventive health services	79%	71%	79%	75%	71%	77%	75%	66%	75%	82%	75%	68%	74%	86%	75%
Air quality	95%	93%	86%	92%	92%	91%	92%	87%	97%	93%	92%	89%	94%	94%	92%
Quality of overall natural environment in Park City	96%	97%	86%	94%	92%	95%	94%	85%	97%	98%	94%	93%	93%	96%	94%
Overall image or reputation of Park City	100%	97%	88%	96%	95%	96%	96%	93%	98%	97%	96%	96%	95%	95%	96%

Question 3: Growth (Percent of respondents)															
Please rate the speed of growth in the following categories in Park City over the past 2 years:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Population growth too fast	72%	59%	51%	61%	69%	57%	62%	71%	59%	55%	61%	77%	50%	48%	61%
Retail growth too slow	18%	15%	19%	17%	13%	20%	17%	16%	16%	19%	17%	18%	18%	14%	17%
Jobs growth too slow	49%	60%	81%	62%	52%	71%	63%	58%	64%	63%	61%	51%	67%	79%	63%

Question 4: Code Enforcement (Percent a "major" problem)															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Run down buildings, weed lots or junk vehicle a major problem in Park City	0%	3%	1%	2%	0%	2%	2%	1%	1%	3%	2%	0%	2%	3%	1%

Question 5: Community Safety (Percent "very" or "somewhat" safe)															
Please rate how safe or unsafe you feel from the following in Park City:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Violent crime (e.g., rape, assault, robbery)	91%	98%	95%	95%	94%	96%	95%	88%	99%	98%	95%	97%	93%	95%	95%
Property crimes (e.g., burglary, theft)	88%	85%	88%	87%	84%	88%	87%	76%	91%	93%	87%	85%	90%	86%	87%
Environmental hazards, including toxic waste	83%	76%	75%	78%	75%	79%	78%	70%	79%	83%	78%	83%	72%	76%	78%

Question 6: Personal Safety (Percent "very" or "somewhat" safe)															
Please rate how safe or unsafe you feel:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
In your neighborhood during the day	96%	100%	98%	98%	97%	99%	98%	98%	95%	99%	98%	97%	99%	99%	98%
In your neighborhood after dark	87%	96%	95%	93%	87%	96%	93%	87%	92%	97%	93%	90%	92%	97%	93%
In Park City's downtown area during the day	96%	100%	98%	98%	97%	99%	98%	94%	100%	100%	98%	97%	99%	98%	98%
In Park City's downtown area after dark	91%	96%	92%	94%	95%	93%	94%	89%	96%	96%	94%	97%	91%	93%	94%

Question 7: Contact with Police Department (Percent a "yes")															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
Have you had any in-person or phone contact with an employee of the Park City Police Department within the last 12 months?	58%	48%	52%	52%	54%	51%	52%	42%	61%	53%	52%	62%	53%	34%	52%

Question 8: Ratings of Contact with Police Department (Percent "excellent" or "good")															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
What was your overall impression of your most recent contact with the Park City Police Department?	88%	73%	74%	78%	72%	82%	78%	70%	77%	83%	78%	81%	71%	85%	78%

Questions 9 and 10: Crime Victimization and Reporting (Percent "yes")															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
During the past 12 months, were you or anyone in your household the victim of any crime?	15%	6%	10%	10%	14%	7%	10%	16%	11%	4%	10%	15%	6%	7%	10%
If yes, was this crime (these crimes) reported to the police?	91%	100%	59%	84%	93%	76%	84%	91%	87%	70%	85%	100%	60%	66%	84%

Question 11: Resident Behaviors (Percent at least once in past 12 months)															
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Park City?	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
Used Park City public libraries or their services	76%	87%	81%	82%	74%	87%	82%	76%	85%	84%	82%	80%	83%	83%	82%
Used Park City recreation centers	77%	89%	78%	83%	83%	83%	83%	88%	77%	83%	83%	80%	88%	81%	83%
Participated in a recreation program or activity	55%	85%	76%	74%	70%	75%	73%	73%	81%	70%	74%	69%	85%	65%	74%
Visited a neighborhood park or City park	97%	95%	96%	96%	98%	94%	96%	96%	97%	96%	96%	100%	95%	91%	96%

Question 11: Resident Behaviors (Percent at least once in past 12 months)															
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Park City?	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
Ridden a local bus within Park City	86%	84%	86%	85%	91%	81%	85%	90%	94%	78%	86%	92%	85%	73%	85%
Attended a meeting of local elected officials or other local public meeting	34%	42%	58%	44%	34%	49%	44%	27%	57%	47%	44%	33%	51%	51%	44%
Read Park City Municipal Newsletter	57%	61%	71%	63%	60%	64%	62%	64%	65%	61%	63%	59%	67%	62%	62%
Visited the Park City Web site (at www.parkcity.org)	73%	80%	70%	75%	69%	78%	75%	61%	82%	83%	76%	79%	78%	66%	75%
Recycled used paper, cans or bottles from your home	82%	93%	93%	90%	82%	94%	89%	81%	92%	95%	90%	89%	90%	89%	90%
Volunteered your time to some group or activity in Park City	63%	77%	69%	71%	66%	74%	71%	71%	71%	72%	71%	70%	75%	65%	70%
Participated in religious or spiritual activities in Park City	20%	47%	34%	35%	19%	46%	35%	30%	25%	44%	34%	18%	48%	49%	36%
Participated in a club or civic group in Park City	38%	57%	54%	51%	35%	61%	51%	41%	48%	55%	49%	42%	55%	59%	51%
Provided help to a friend or neighbor	92%	98%	100%	96%	95%	97%	96%	98%	100%	94%	97%	96%	97%	97%	96%

Question 12: Neighborliness (Percent at least several times a week)															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Visit with neighbors at least several times a week	43%	57%	60%	54%	54%	53%	54%	61%	64%	42%	54%	52%	55%	55%	54%

Question 13: Service Quality (Percent "excellent" or "good")															
Please rate the quality of each of the following services in Park City:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Police services	82%	78%	84%	81%	70%	88%	81%	65%	85%	89%	81%	72%	83%	92%	81%
Fire services	93%	94%	97%	94%	90%	97%	94%	86%	99%	98%	94%	90%	98%	95%	94%
Ambulance or emergency medical services	92%	92%	95%	93%	89%	95%	93%	87%	96%	97%	93%	90%	97%	92%	93%
Crime prevention	87%	77%	84%	82%	73%	89%	82%	66%	83%	94%	82%	74%	85%	93%	82%
Fire prevention and education	77%	85%	86%	83%	79%	87%	84%	72%	84%	91%	83%	80%	84%	87%	83%
Municipal courts	86%	59%	75%	72%	70%	74%	72%	66%	71%	79%	72%	72%	74%	70%	72%
Traffic enforcement	77%	60%	47%	62%	62%	62%	62%	52%	71%	64%	62%	66%	56%	64%	62%
Street repair	36%	44%	25%	37%	36%	37%	37%	40%	31%	39%	37%	28%	42%	44%	37%
Street cleaning	83%	69%	56%	70%	76%	67%	70%	74%	69%	71%	71%	73%	68%	67%	70%
Street lighting	71%	70%	67%	69%	64%	72%	69%	58%	74%	75%	70%	66%	73%	69%	69%
Snow removal	76%	78%	77%	77%	75%	79%	77%	79%	75%	79%	78%	70%	81%	83%	77%
Sidewalk maintenance	74%	68%	56%	66%	74%	62%	67%	66%	68%	67%	67%	68%	67%	65%	67%
Traffic signal timing	67%	54%	46%	56%	63%	51%	56%	58%	46%	61%	56%	56%	54%	59%	56%

Question 13: Service Quality (Percent "excellent" or "good")															
Please rate the quality of each of the following services in Park City:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Bus or transit services	98%	98%	95%	97%	98%	96%	97%	97%	100%	96%	97%	100%	95%	95%	97%
Garbage collection	80%	93%	90%	88%	89%	89%	89%	97%	89%	83%	89%	87%	90%	89%	89%
Recycling	61%	85%	93%	80%	71%	86%	80%	72%	80%	85%	80%	69%	87%	89%	81%
Storm drainage	79%	83%	84%	82%	89%	79%	83%	90%	84%	78%	83%	83%	81%	85%	83%
Drinking water	33%	43%	56%	43%	34%	49%	43%	32%	53%	43%	43%	33%	46%	58%	43%
Sewer services	71%	79%	85%	79%	73%	83%	79%	82%	73%	81%	79%	66%	86%	90%	79%
Power (electric and/or gas) utility	78%	88%	89%	86%	85%	87%	86%	78%	91%	88%	86%	80%	89%	91%	86%
City parks	97%	98%	97%	98%	99%	97%	98%	96%	100%	97%	98%	100%	98%	95%	98%
Recreation programs or classes	98%	91%	94%	94%	93%	94%	93%	88%	96%	96%	94%	96%	93%	90%	94%
Recreation centers or facilities	87%	94%	90%	91%	90%	92%	91%	88%	91%	95%	92%	93%	92%	88%	91%
Land use, planning and zoning	62%	56%	56%	57%	64%	53%	57%	60%	58%	55%	57%	55%	63%	54%	58%
Code enforcement (weeds, abandoned buildings, etc.)	54%	57%	64%	58%	64%	55%	58%	70%	54%	54%	59%	52%	65%	59%	58%
Animal control	80%	68%	59%	69%	78%	64%	69%	76%	64%	68%	70%	74%	74%	55%	69%
Economic development	61%	61%	51%	58%	51%	63%	58%	50%	65%	62%	59%	57%	60%	60%	58%
Health services	89%	82%	84%	84%	82%	86%	85%	81%	86%	85%	84%	77%	85%	93%	84%
Services to seniors	82%	67%	67%	70%	77%	67%	71%	69%	71%	70%	70%	77%	70%	62%	70%
Services to youth	82%	91%	82%	86%	87%	85%	86%	76%	93%	88%	86%	90%	81%	86%	86%

Question 13: Service Quality (Percent "excellent" or "good")															
Please rate the quality of each of the following services in Park City:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Services to low-income people	27%	57%	56%	48%	37%	61%	49%	42%	44%	64%	49%	38%	63%	54%	49%
Public library services	87%	93%	95%	92%	86%	95%	91%	86%	92%	96%	92%	89%	91%	96%	92%
Public information services	87%	79%	85%	83%	77%	87%	83%	75%	82%	89%	83%	79%	85%	87%	83%
Public schools	81%	87%	81%	84%	83%	84%	84%	77%	92%	85%	84%	81%	89%	80%	84%
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	63%	61%	73%	65%	54%	72%	64%	54%	74%	67%	64%	58%	73%	69%	65%
Preservation of natural areas such as open space, farmlands and greenbelts	72%	75%	77%	75%	58%	84%	75%	51%	77%	87%	74%	64%	80%	85%	75%

Question 14: Government Services Overall (Percent "excellent" or "good")															
Overall, how would you rate the quality of the services provided by each of the following?	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Park City Municipal Government	91%	83%	73%	83%	81%	84%	83%	73%	84%	89%	83%	83%	84%	83%	83%
The Federal Government	47%	43%	43%	44%	51%	41%	44%	59%	36%	42%	45%	56%	36%	36%	44%
The State Government	42%	42%	39%	41%	41%	42%	42%	46%	36%	43%	42%	42%	38%	44%	41%
Summit County Government	81%	70%	64%	71%	75%	70%	72%	61%	78%	76%	72%	79%	70%	62%	72%

Question 15: Recommendation and Longevity (Percent "somewhat" or "very" likely)															
Please indicate how likely or unlikely you are to do each of the following:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Recommend living in Park City to someone who asks	96%	98%	91%	96%	97%	94%	96%	92%	95%	98%	95%	100%	91%	95%	96%
Remain in Park City for the next five years	79%	91%	96%	89%	81%	93%	88%	82%	87%	94%	88%	79%	95%	96%	88%

Question 16: Impact of the Economy (Percent "somewhat" or "very" positive)															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:	21%	28%	23%	24%	28%	22%	24%	24%	22%	27%	25%	31%	26%	11%	24%

Question 17: Contact with Fire Department (Percent a "yes")															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55 +	Overall
Have you had any in-person or phone contact with an employee of the Park City Fire Service District within the last 12 months?	5%	13%	28%	15%	6%	20%	15%	9%	19%	14%	14%	3%	23%	22%	15%

Question 18: Ratings of Contact with Fire Department (Percent "excellent" or "good")															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
What was your overall impression of your most recent contact with the Park City Fire Service District?	100%	94%	86%	91%	100%	89%	91%	100%	84%	91%	90%	100%	89%	92%	91%

Question 19: Contact with City Employees (Percent "yes")															
	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Have you had any in-person, phone or email with an employee of the Park City Municipal Government within the last 12 months (including police, receptionists, planners or any others)?	51%	55%	66%	57%	52%	58%	56%	50%	74%	51%	57%	54%	62%	55%	57%

Question 20: City Employees (Percent "excellent" or "good")															
What was your impression of the employee(s) of the Park City Municipal Government in your most recent contact?	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
Knowledge	78%	87%	78%	82%	71%	88%	82%	72%	78%	92%	82%	75%	84%	91%	82%
Responsiveness	80%	71%	81%	76%	68%	80%	76%	73%	76%	78%	76%	71%	78%	84%	77%
Courtesy	78%	81%	84%	81%	71%	88%	82%	69%	89%	82%	81%	77%	78%	92%	82%
Overall impression	76%	77%	81%	78%	72%	81%	78%	68%	84%	78%	78%	77%	73%	86%	78%

Question 21: Government Performance (Percent "excellent" or "good")															
Please rate the following categories of Park City government performance:	Length of residency in Park City				Rent or own			Annual household income				Age			
	5 years or less	6 to 20 years	More than 20 years	Overall	Rent	Own	Overall	\$49,999 or less	\$50,000 to \$99,999	\$100,000 or more	Overall	18-34	35-54	55+	Overall
The value of services for the taxes paid to Park City	64%	75%	68%	70%	67%	71%	70%	61%	77%	72%	70%	63%	76%	73%	70%
The overall direction that Park City is taking	80%	70%	61%	70%	78%	65%	70%	66%	75%	71%	71%	77%	69%	63%	71%
The job Park City government does at welcoming citizen involvement	89%	74%	80%	80%	79%	81%	80%	69%	87%	83%	80%	79%	81%	82%	80%

**PARK CITY COUNCIL WORK SESSION NOTES
SUMMIT COUNTY, UTAH
DECEMBER 1, 2011**

Present: Mayor Dana Williams; Council members Alex Butwinski; Joe Kernan; Cindy Matsumoto; Dick Peek; and Liza Simpson

Planning Commissioners Brook Hontz, Charlie Wintzer, Nan Worel, and Jack Thomas

Tom Bakaly, City Manager; Mark Harington, City Attorney; Michael Kovacs, Assistant City Manager; Matt Cassel, City Engineer; Thomas Eddington, Planning Manager

Brett Hunter and Chad Ambrose, Rocky Mountain Power; Mary Wintzer, property owner, and Mark Fisher, property owner

1. Council questions/comments. Dick Peek relayed that he attended the Historical Society meeting this morning and discussed the goal of obtaining long term storage for artifacts. Alex Butwinski stated that the HPCA meeting went well. The Mayor congratulated the Special Events Department on receiving an award from the Recycling Coalition of Utah. He announced that Linda Gorton will be leaving KPCW in a month; he thanked her for her fair reporting and friendship.

2. Electrical utilities: recap of Bonanza Park goals; Bonanza Park Substation move; electrical pole/lines visual mitigation; and Ordinance for siting utility facilities. Michael Kovacs reported that a decision on the location of the substation will be made by December 31 and an area plan for Bonanza Park will be completed at the same time which will become part of the General Plan.

Thomas Eddington displayed a PowerPoint presentation. One of the goals was to look at the area and to arrive at a plan to accommodate mixed uses and other goals of Council. Based on the joint work session discussion held on November 4, 2011 it was decided to look at Bonanza Park as an individual neighborhood and prioritize it for redevelopment. Members directed staff to return with a Bonanza Park plan, partner with the owner, consider moving the power station, and formulate a mitigation plan. At the meeting, Council and Planning Commission members were surveyed about the current character of the area, functions, and what officials wanted to see. Responses were used as guiding principles to keep the area vibrant, affordable, available for life-long Parkites and to look at mixed use opportunities. Members wanted Bonanza Park to be local, include parks and campus-like settings. It should encourage business incubation and economic opportunities, while discouraging big box buildings. Mr. Eddington stated that ten guiding principles have been developed focusing on the direction provided to date including circulation, connectivity, authenticity, and opportunities for neighborhood mixed uses and mixed income.

Through illustration of a slide, Mr. Eddington discussed the features of the 99 acre site. He pointed out the existing road pattern which is recommended to be replaced with an overlay grid which keeps the blocks small. Many of the proposed roads bifurcate property lines. The benefit of the grid system encourages pedestrian use and discourages vehicles. It is suggested to provide open space around the historic rail spur and maximize views in the area. He pointed out considering zero lot lines while maintaining the grid and creating an organic form for walkways and bikeways which take advantage of the view corridors. A transportation hub by the park is anticipated to enhance connectivity. This plan has been presented to stakeholders at a public meeting and most people were very excited about the concept. Some concerns were raised about how the density will work but for the most part, people liked the pedestrian focus, additional density and zero lot lines. There is a give and take process in planning the area and some of the gives may be in the form of regulatory relief which could be height, density or moving some of the massing. A MPD may be the mechanism to provide the ability to move things on site.

Through illustration of slides, Mr. Eddington pointed out the current and proposed site which is bigger and may better meet Rocky Mountain Power's needs. The new location in Bonanza Park offers the opportunity to develop the area to create the kind of housing for mixed income residents. The current location off of Munchkin Road is in the General Commercial Zone and the proposed location in Bonanza Park is in the Light Industrial Zone which is more appropriate for the use. It also offers an opportunity in terms of mitigation because of the slope nearby and proposed landscaping. This location may decrease the linear feet of transmission lines required currently. Mr. Eddington felt the plan offers opportunities for Bonanza Park and a better location for the substation. Tom Bakaly stated that the plan will be delivered to Council members by the end of the year and a joint work session with the Planning Commission will be held on the substation plan on January 12.

Michael Kovacs spoke about considering the greater good and the future of the community and pointed out that it may take years to realize the vision for Bonanza Park. He displayed a rendering of a mitigation plan with trees screening the facility. He referred to a model ordinance that the Utah League of Cities and Towns and Land Use Task Force have been working on for the cities in the state. The ordinance is optional for municipalities but without an ordinance, RMP would have to follow the processes outlined in the LMC.

He explained that about six other locations were considered, including Monitor Drive, but placing it within a quarter of a mile of the existing substation is advantageous and it is intended to underground transmission lines as much as possible. Ms. Matsumoto asked how high the poles will be and Chad Ambrose indicated that they will be 45 feet at minimum. Matt Cassel clarified that the power poles off of the hillside will be 75 feet to 90 feet in height and then they drop down in height but RMP doesn't know the height of the poles yet. It was pointed out that the height of the poles represented in the

rendering is about 25 feet. The Mayor encouraged RMP to work with the residents in the area about the placement of poles so visual corridors are protected.

Bret Hunter, RMP Customer and Community Manager, complimented Park City for becoming involved early in the process but at this point, there are many unanswered questions. The growth of Park City is a major consideration for RMP which is a regulated utility and tariff driven and there are things it can't do but the team will be as creative as possible. The position and height of poles will be based on replacing 46,000 volt lines with 138,000 volt lines. However at this point, RMP doesn't know where they are going to be and how they are going to look. Mayor Williams stated that expanding the existing site scored the highest. Mr. Hunter pointed out that people get accustomed to seeing existing facilities in their current location and relocating them creates anxiety and Matt Cassel confirmed that the existing site scored the highest. Chad Ambrose discussed initially selecting seven or eight locations which were pared down to two. Selecting a site will occur by the end of the year and the permit process will begin July 1, 2012.

Alex Butwinski understood that the City will pay for enhancements over and above the base project. Mr. Ambrose advised that costs have not yet been determined but RMP has completed a survey of the lower Iron Horse property and a detailed design will be available by the end of this month. From that point, RMP is able to develop and refine costs and will compare the preferred location with the current location. Those two costs will be evaluated and if the lower Iron Horse location is significantly more, the requesters will pay the differential. Mr. Butwinski confirmed that the equipment features for both sites will be similar. Chad Ambrose stated they will be apples to apples as much as possible and continued that the lower Iron Horse property is not a cookie cutter design because it is triangular and most substations are located in square shaped parcels so the design will have to be creative.

Alex Butwinski asked about the obligations of cleaning up properties. Chad Ambrose explained the opportunity of working with Park City early in the process and seven locations were initially studied. They were narrowed down to these two sites. Mr. Ambrose noted that Mark Fisher owns the lower Iron Horse property and has indicated that he will contribute the property which will be cleaned up and will be in a buildable condition. If the current site is not used, Mr. Fisher has offered to purchase the property from RMP and the difference in property valuations would have to be addressed. Alex Butwinski asked about camouflaging or treating poles and whether the City would have to cover the cost of extraordinary requests. Mr. Ambrose explained that there are treatments and the look of the poles is something that can be better defined during the CUP process. Mr. Ambrose commented that RMP has raised its standards and chain link fences, for example, are not installed anymore. He acknowledged that these details need to be clear especially for the benefit community. Substations are not attractive but they are a necessity and Mr. Hunter felt these issues can be worked out.

Cindy Matsumoto commented on the difficulty to visualize the project if the poles are twice as tall as represented in the rendering and there are four times as many poles. Matt Cassel explained that the rendering was an attempt by staff to try to show if things could be done to soften the impacts of the substation and staff will return with a design with exact specifications so impacts can be adequately addressed. Chad Ambrose explained that two transformers will be installed and six distribution circuits will be underground. Liza Simpson asked Mr. Cassel to work with RMP on options for the visuals for the next meeting; it would be helpful to look at available materials and color options for poles. Scoring was discussed. Dick Peek emphasized that since Bonanza Drive is one of the City's main corridors that the views above and below the Rail Central Building be studied. Mr. Ambrose emphasized that the project is not designed yet and no one knows exactly what the heights will be. There will be a mix of steel and wood structures but the poles will need to be higher from a clearance perspective because they will be designed for 138,000 volts. Jack Thomas understood that there are less reflective conductors and Mr. Ambrose stated that if using certain material is a requirement of the City, a non-reflective conductor will be provided. The main route of the line will be coming from the Silver Creek Substation off US40 heading west and will go from a single circuit to a double circuit transmission line. It will go all the way to Deer Valley Drive and split down to the new substation.

Bret Hunter indicated that staff asked them a number of times to provide renderings for the meeting and they pushed back because of the fear of creating high expectations and they didn't want to provide inaccurate information without enough study. The City's team produced the drawing and RMP will provide details for the next meeting. Jack Thomas understood that there will be no distribution lines under the high tension lines. Mr. Ambrose stated that distribution will be under-built along Deer Valley Drive and Mr. Hunter discussed community outreach programs.

Planning Commissioner Jack Thomas felt that using wood poles may be better and getting non-reflective conductors is worth considering. He has no heartburn about the lower Iron Horse location. He understood that the neighbors have some concerns and issues need to be mitigated. Perhaps more landscaping can be done adjacent to the condominiums and the relocation of the road to the other side of the property helps because it allows the substation equipment to be tucked into the toe of the hill. He felt a substation may be an improvement over the gas station in the area and potential environmental problems. He spoke about undergrounding 138,000 volt lines and stated that he thinks this is a good location that will work.

Discussion ensued on mitigation and Thomas Eddington pointed out the benefit of the hillside serving as a screen for the Ironhorse and Fireside Condominiums. Liza Simpson relayed that residents are concerned that the substation cuts them off from the rest of Bonanza Park. Thomas Eddington responded that access is being studied and the City will continue to work with RMP. Matt Cassel explained that staff has been looking at access alternatives but need to know what RMP decides to do with the existing road. Planning Commissioner Charlie Wintzer felt it important that the project

transitions well into the area and agreed with Mr. Thomas that neighborhood concerns be addressed. The Mayor invited public input.

Mary Wintzer, property owner, expressed that she has no preferred location but if the cost comes in really high to move it, she encouraged to be open to another way of working with what we've got. At a certain point, even the economic benefit of the new Bonanza Park might not outweigh the cost to get there.

Mark Fisher, property owner, stated that he is a willing participant and the goal is a win-win solution for the entire neighborhood. He pointed out that Rail Central is probably the most negatively impacted but he is committed to be fair and reasonable. He encouraged moving ahead and meeting deadlines. He emphasized that there would have been more complexities expanding the current site.

Michael Kovacs referred to the draft ordinance in the meeting packet intended to standardize the process for siting utilities. Mark Harrington clarified that staff is not looking for a decision on the document itself but to initiate an ordinance review which would replace the conditional use permit process. The Mayor pointed out that Mr. Harrington worked on crafting the siting ordinance with members of the Utah League of Cities and Towns and asked if there are any advantages with going this direction. Mark Harrington felt it is advantageous for both sides because it clarifies expectations by adding conditional use type standards and he recommended members going forward with it. This is meant as an interim step so that the state doesn't decide to adopt uniform standards and preempt local planning and zoning. Members were supportive.

The work session concluded earlier than expected and the City Council convened into a closed session before the regular meeting at 6 p.m. See memorandum of closed session made a part of these minutes.

Prepared by Janet M. Scott, City Recorder

**PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH,
DECEMBER 1, 2011**

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, December 1, 2011. Members in attendance were Dana Williams, Alex Butwinski, Joe Kernan, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Mark Harrington, City Attorney; Scott Robertson, IT Manager; Jon Weidenhamer, Economic Development Manager; Kirsten Whetstone, Planner; Clint McAfee, Water Manager; and Chad Root, Chief Building Official.

II COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

None.

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

None.

IV WORK SESSION NOTES AND MINUTES OF MEETING OF NOVEMBER 10, 2011

Joe Kernan, "I move we approve the notes and minutes of November 10th". Alex Butwinski seconded. Motion carried.

Alex Butwinski	Aye
Joe Kernan	Aye
Cindy Matsumoto	Aye
Dick Peek	Aye
Liza Simpson	Abstention

V OLD BUSINESS (*Continued Items*)

Consideration of extending the Letter of Intent on Treasure between Park City and the Sweeney Family (MPE Inc.) – Jon Weidenhamer explained that the LOI is a non-binding document for negotiating parties which establishes the goals of resolution. He urged Council members to extend the LOI until March 2012. In April 2010, the Council appointed a hearing panel as an appeal body for Treasure Hill which allows the Council to take on an owner/negotiator role. In September 2010, Council approved a LOI with three primary tenants including (1) removing half of the density, (2) pursuing a parallel track of removing all of the density, and (3) a redesign of the remaining density.

Significant progress has been made and in April 2011, the LOI was extended through the end of November and staff is requesting that it be extended again.

Mr. Weidenhamer noted that from the last open house in July and results of the survey, it was felt that the public may not be willing to bond for partial buy-down of density which shifted the process. The focus is on the progress made and on the goals moving forward and the parties have agreed that the total buy-out number will be brought forward by Treasure by December 16, 2011. The redesign will identify a maximum gross square footage, heights and limits of disturbance. Other goals include reducing parking as much as possible and impacts of traffic on the neighborhood, agree on the uses within the project. and decide whether affordable housing will count toward density.

The City wants beds on the hill while Treasure wants some residential purchase component. He relayed that Treasure owners may ask for the City to purchase more open space if the project is reduced and the parties will consider flexibility with regard to phasing and deadlines. There is a commitment to continue to work on a potential receiving zone or transfer of density rights. In response to a question from Alex Butwinski, Mike Sweeney stated that the draft is a product of Mark Harrington and Craig Call and the partners have approved the LOI. Dick Peek asked if the Housing authority will make a determination on whether affordable housing should be on-site for any application. Mark Harrington explained that there is standing direction on the current application and changing it requires Housing Authority action. The Mayor opened the public hearing; there were no comments from the audience.

Alex Butwinski, "I move we approve extending the Letter of Intent on Treasure between Park City and the Sweeney Family MPE until March 2012". Cindy Matsumoto seconded. Motion unanimously carried.

VI NEW BUSINESS (*New items with presentations and/or anticipated detailed discussions*)

1. Consideration of a Resolution adopting an Inter-local agreement for enhanced police and dispatch communications between Park City and Summit County – Scott Robertson explained that approval of the agreement will integrate a joint server with Summit County. Chief Wade Carpenter added that both agencies will receive the same information through shared technologies which will improve officer safety and enhance connectivity in the event the system goes down because the systems are separate. In response to a comment from Alex Butwinski, Mr. Robertson stated that this partnership will save about \$5,000 a year and more after the start-up.

The Mayor invited public input; there was none. Mr. Robertson pointed out some minor wording modifications requested by Summit County and members were amenable to the changes. Liza Simpson, "I move that we approve a Resolution adopting an Inter-

local agreement for enhanced police and dispatch communications between Park City and Summit County". Dick Peed seconded. Motion unanimously carried.

2. Consideration of an Ordinance approving the Fifth Amendment to the Stag Lodge Phase III Condominiums for Units 47 and 48, located at 8200 Royal Street East, Park City, Utah – Kirsten Whetstone explained that the application is to amend the existing Stag Lodge Phase III plat which includes two stand-alone condominium units. The request is to identify additional basement and sub-basement space not condominiumized and to document the as-built conditions of the units. If approved, the private area for Units 47 and 48 will increase by 1,080 square feet for Unit 47 and 1,550 for Unit 48. The building footprint of the units doesn't change and additional parking is not required. Approval will not increase unit equivalents for the MPD and does not impact the Deer Valley MPD. She stated that on November 9, 2011 the Planning Commission forwarded a positive recommendation after conducting a public hearing where there was no input.

The Mayor opened the public hearing; there were no comments. Dick Peek, "I move that we approve the Fifth Amended Stag Lodge Phase III Record of Survey Plat for Units 47 and 48 based on the findings of fact, conclusions of law and conditions of approval as stated in the Ordinance". Joe Kernan seconded. Motion unanimously carried.

3. Consideration of an Ordinance amending Title 11, Buildings and Building Regulations, Chapters 3, 4, 7, 8, 9, 12 and 13 of the Municipal Code of Park City, Utah to amend the assessment of Water Impact Fees and update references to National and International Codes and Standards - Clint McAfee explained that Exhibit A illustrates the amendments to the Water Impact Fee Schedule, changing the calculation of additions to bars and restaurants to 15 square feet per occupant from seven. This is a short term solution moving toward a fee calculation methodology based on fixture units which will be presented this July. Exhibit B shows amendments to various sections of the Municipal Code which are considered housekeeping items, like updating Code references. Chad Root added that the Code currently references 2006 and approval of the Ordinance updates references to 2009.

Liza Simpson, "I move we approve the Ordinance amending Title 11, Buildings and Building Regulations, Chapters 3, 4, 7, 8, 9, 12 and 13 of the Municipal Code of Park City, Utah to amend the assessment of Water Impact Fees and update references to National and International Codes and Standards". Alex Butwinski seconded. Motion unanimously carried.

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 2:30 p.m. Members in attendance were Mayor Dana Williams, Alex Butwinski, Joe Kernan, Cindy Matsumoto, Dick Peek, and Liza Simpson. Staff present was Tom Bakaly, City Manager; Andy Beerman, Council-elect; Tom Daley, Deputy City Attorney; Diane Foster, Sustainability Manager; Michael Kovacs, Assistant City Manager; Joan Card, Environmental Regulatory Manager; Jim Blankeneau, Environmental Regulatory Coordinator; Jason Christensen, Environmental Counsel; and Mark Harrington, City Attorney. Liza Simpson, "I move to close the meeting to discuss litigation and property". Cindy Matsumoto seconded. Motion carried unanimously. The meeting opened at approximately 3:30 p.m. Alex Butwinski, "I move to open the meeting". Dick Peek seconded. Motion unanimously carried.

The City Council convened again in closed session at approximately 5 p.m. Alex Butwinski, "I move to close the meeting to discuss litigation and property". Liza Simpson seconded. Motion unanimously carried. The meeting opened at approximately 6 p.m. Liza Simpson, "I move to open the meeting". Alex Butwinski 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



Subject: FY 2011 Audit Report
Authors: Lori W. Collett, Finance Manager
Chelese M. Rawlings, Accounting Manager
Date: December 15, 2011
Type of Item: Administrative

Summary Recommendations:

City Council should review the Comprehensive Annual Financial Report and formally accept the Audit for the Fiscal Year Ended June 30, 2011. The Audit has no significant findings.

Description:

Topic: Audit report for the Fiscal Year Ended June 30, 2011.

Background: City of Park City Comprehensive Annual Financial Report (CAFR) and Independent Auditor's Report

State law requires Park City to follow the Uniform Fiscal Procedures Act for Utah Cities, UCA § 10-6-101 et seq., which requires an independent audit of the City's finances annually. These are performed by certified public accountants (Piercy, Bowler, Taylor & Kern). The Council must accept the audit within 180 days of the end of the fiscal year. After acceptance, a copy is filed with the state auditor and filed with the City Recorder as a public document.

The CAFR includes all funds of the City of Park City (City) and is presented in four sections: Introductory, Financial, Statistical, and Single Audit, Internal Control and Compliance Reports.

The Introductory Section contains a letter of transmittal, a directory of principal officials and an organizational chart of the City. The Financial Section contains management's discussion and analysis (MD&A), the basic financial statements, notes to the financial statements, individual fund statements for which data are not provided separately within the basic financial statements, as well as the independent auditor's report on these financial statements and schedules. The Statistical Section includes selected financial and demographic information, generally presented on a multi-year basis. The Single Audit, Internal Control and Compliance Reports include the independent auditors' reports on internal control and compliance as required by *Government Auditing Standards*, Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and state compliance as required by the *State of Utah Legal Compliance Audit Guide*.

The CAFR is the major document used to communicate the City's financial condition. It is distributed to various bond-rating agencies, investors in City debt and the State Auditor for use in evaluating City finances. The first two basic financial statements, the

Statement of Net Assets (Page 23-24) and the Statement of Activities (Page 25-26), now present information on a government-wide, full-accrual accounting basis which reflect the overall financial position of the City and its various funds, not just the amounts available for budgetary purposes. Fiscal operations in the government-wide statements are organized into two major activities: governmental and business-type.

Fund information is also presented for major funds individually and nonmajor funds combined in a single column in the basic financial statement (Pages 29 through 41). Because the focus is so different between fund statements and government-wide statements, a reconciliation between the two types of statements is necessary to understand how the numbers differ. Such reconciliations are provided on pages 30 and 32. Comparisons of “budget-to-actual” results for the General Fund are presented on Page 33.

Staff suggests attention be focused on the MD&A (Pages 4 through 21) and the notes to the basic financial statements (Pages 43 through 78). The notes to the basic financial statements in the Financial Section provide required detailed disclosures and a description of the financial statements.

The Statement of Net Assets (Page 23-24) may serve as a useful indicator of a government's financial position. The City had positive net assets of \$250.3 million at fiscal year end. The largest portion of the net assets, \$185.1 million, represents the investment in capital assets. Restricted net assets of \$14.4 million are resources that are subject to external restrictions on how they may be used. The remaining \$50.8 million in net assets are unrestricted and may be used to meet the City's ongoing obligations. Again, this is an overall financial position indicator and is not the amount of current resources available for budgetary purposes.

Looking at results on a fund basis (Page 29), the City's governmental funds reported combined ending fund balance of \$44.8 million, a decrease of \$5.1 million compared to the beginning of year fund balance amount due to capital project expenditures. Such information is useful in assessing the City's financing requirements. GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, establishes criteria for classifying fund balances into specifically defined classifications and clarifies definitions for governmental funds. This new standard which the City implemented in fiscal year 2011 has substantially changed the categories and terminology used to describe the components of fund balance. As of June 30, 2010 the City categorized fund balances in the Balance Sheet as reserved and unreserved. GASB Statement No. 54 requires that the fund balances be classified into categories based upon the type of restrictions imposed on the use of funds. The City evaluated each of its funds at June 30, 2011 and classified fund balances into the following five categories: nonspendable, restricted, committed, assigned and unassigned. In particular, unassigned fund balance is a useful measure of the City's net resources available for spending at the end of the fiscal year. More detailed information about the City's implementation of GASB Statement No. 54 is presented in Note A, Section 5, on pages 47-48 and Note A, Section 7, page 50.

Utah State code establishes a 5.0 percent minimum (\$1,225,675) and an 18.0 percent maximum (\$4,412,431) limit to the amount that may be accumulated as the fund

balance in the General Fund. As of June 30, 2011 the unassigned fund balance of the General Fund was \$4,209,020 and was \$203,411 below the 18.0 percent limit. This is consistent with city policies that establish the 18% as the target for year-end fund balance in the general fund.

General Obligation Bonds - Audit of Bond Expenditures

Resolution No.16-98, *Resolution to Appoint a Citizens Committee to Advise the City Council on Community Priorities for Open Space Acquisition, Methods to Permanently Preserve Open Space, and to Account for Expenditure of Open Space Bond Proceeds should Voters Approve a General Obligation Bond to Preserve Open Space*, requires the City to annually audit bond expenditures and report the results of such audit to the public.

Single Audit Report

As a recipient of Federal and State funds, the City is responsible for ensuring that an adequate internal control structure is in place in order to maintain compliance with applicable laws and regulations related to the purpose of the funds.

As a part of the City's single audit, tests were made to determine the adequacy of the internal control structure, including that portion of the structure related to Federal financial assistance programs, as well as to determine that the City complied with all applicable laws and regulations. The results of the City's single audit for fiscal year 2010-11 indicated no instances of material weaknesses in the internal control structure or violation of applicable laws and regulations.

Comments from the City's Audit Firm of Piercy, Bowler, Taylor & Kern

The auditors identified no major improvement areas or areas involving material weakness in the operations or internal control structure of the City.

Consequences of Not Taking Recommended Action: The audit must be approved and accepted by Council by December 31, 2011. Failure to approve the audit would make Park City Municipal non-compliant under Utah State Law.

Summary Recommendations:

City Council should formally accept the Audit for the Fiscal Year Ending June 30, 2011. The Audit has no significant findings.

City Council Staff Report



Author: Matt Twombly
Subject: 3rd Street Stairs – Change Order to Construction Contract
Date: December 15, 2011
Type of Item: Administrative – Change Order to Contract

Sustainability

Summary Recommendation –

Authorize the City Manager to execute a change order to the 3rd Street Stairs Construction Agreement with Northridge Construction, Inc., for additional work in an amount of Forty Eight Thousand Eight Hundred Two Dollars (\$48,802).

Topic: 3rd Street Stairs Project construction contract change order.

Background:

On September 29, 2011 the City Council awarded the 3rd Street Stairs Construction Contract to Northridge Construction Inc., in the amount of One Hundred Nineteen Thousand Dollars (\$119,000). As the excavation for the footings began the contractor found that the 6" waterline between Ontario and McHenry in the 3rd Street ROW would be directly under the stairway and the footings would impact the waterline. There were no drawings as to the actual location of the waterline installed approximately 40 years ago.

The engineers and staff including Sustainability, Water and Engineering discussed possible options such as moving the stairs, constructing the stairs now and moving the water line at a future date, delaying the stair project, and moving forward with the waterline and stair project now. Moving the stairs would still impact the water line; moving the water line at a future date would only be more expensive where the stairs would be in the way; delay would not provide the level of service as promised to the public. As a result staff decided to relocate and upgrade the water line prior to continuing construction of the stairs. Under this option the stairs could also be completed by January 1, 2012 as scheduled.

Analysis:

In the purchasing policy it states: "The following items require City Council approval... d. Accumulated "Change Orders " which would overall increase a previously approved change order by: i. the lessor of \$25,000 or 20% for contracts of \$250,000 or less." As noted above, Staff directed the contractor to proceed with the work of replacing and upgrading the waterline without a set contract price because of the delay it would have caused to the project. Staff anticipated the water line would be within the change order amount. Due to the amount of rock encountered, and the unknown location and condition of the existing lines the line tied into, the change order once completed and totaled exceeded the 20% amount of a previously approved contract.

The water line was upgraded to an 8" line. The main water line in Ontario is 8" and the new 8" line significantly increased the conveyance of water from the Old Town area to the Deer Valley area.. The work also included an upgrade to the water meter vault at 264 Ontario. The cost of the water line is proposed to be split by Stairs CIP and Water CIP funds.

Staff has not stopped the stair project, and the stairs are scheduled to be substantially complete by January 1, 2012.

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

Alternatives:

- A. Approve the request, and authorize the City Manager to enter into a change order to the construction contract in a form approved by the City Attorney's Office with Northridge Construction, Inc., in the amount of Forty Eight Thousand Eight Hundred Two Dollars (\$48,802): (Staff recommendation)**
- B. Modify the request: Council could choose to modify the stairs project or not complete the stairs project due to budget concerns.
- C. Deny the request: Council could choose to not continue with the project at this time. Similar to modify in that the stair project would not be completed in order to fund the water line.
- D. Continue the Item: Council may feel there is not enough information to make a decision, which will delay the project and the proposed schedule.
- E. Do Nothing: Same effect as continuance.

Significant Impacts:

There is currently approximately \$70,000 remaining in the Old Town Stairs Main Street RDA CIP account after the original contract. Staff resources have already been used to relocate and upgrade the water line. No additional maintenance will be required. Replacement of the water line resulted in a significant upgrade to the water system and corridor between McHenry and Ontario as a new water line is not likely require excavation for repair in the near future.

Staff Recommendations:

Authorize the City Manager to execute a change order to the 3rd Street Stairs Construction Agreement with Northridge Construction, Inc., for additional work in an amount of Forty Eight Thousand Eight Hundred Two Dollars (\$48,802).

City Council Staff Report



Sustainability Department

Author: Jonathan Weidenhamer
Subject: Destination Tourism and Community Events Joint Venture MOU
Date: December 15, 2011
Type of Item: Administrative- Memorandum of Understanding

Summary Recommendations:

Review the Memorandum of Understanding (MOU) between the Park City Chamber and Visitors Bureau and Park City Municipal Corporation for the Destination Tourism and Community Events Joint Venture and authorize the City Manager to execute the MOU as attached and in a form approved by the City Attorney.

Description:

Topic:

Memorandum of Understanding between the Park City Chamber and Visitors Bureau and Park City Municipal Corporation.

Background:

The Destination Tourism and Community Events Joint Venture (JV) is a public-private partnership between Park City Municipal Corporation and the Park City Chamber Bureau that was approved in 2005. The JV, which is a one person staff of Bob Kollar, recruits, coordinates, manages, facilitates and funds event and other community activities. Prior to commencement of the JV there were several organizations and administrators functioning independently to attract new events, coordinate event activities and market Park City. The JV partnership has reduced overhead for private event promoters, produced an overall coordinated events calendar for Park City, managed contracts with event organizers, and contracts when necessary with nonprofits for the provision of services and provide limited "seed money" to events. Bob Kollar reports to the Executive Director of the Chamber and the City Manager.

The scope has not been formally updated since initial inception in 2005. JV is being considered to address a reallocation of tax revenue to rectify an unforeseen gap in the original Deer Crest Development Agreement related to our Chamber's ability to promote the St. Regis Hotel.

Analysis

The JV Partnership provides an opportunity to consolidate event requests and serves as a single point of contact for larger and first time event organizers. The role helps separate City Economic Development goals from statutory regulatory roles.

The St. Regis hotel site is governed by the Deer Crest Annexation and an Interlocal Agreement with Wasatch County, which were approved on December 17, 1998. The terms of that interlocal agreement stipulate the St. Regis pays City levied sales taxes, including local option tax, resort tax, and transit tax, to Park City while paying County levied taxes, such as transient room tax to Wasatch County. Because transient room tax is remitted to Wasatch County, they are precluded from being marketed by the Park City Chamber of Commerce. It is an important value to have the Hotel be included in the Park City Chamber's marketing packages in that a branded, five star hotel provides access to an entirely different, higher market share and brand which generates meaningful positive sales taxes in Park City proper. The interlocal agreement with Wasatch County provides for periodic review of exactly these types of unanticipated issues to enable the parties to work through adjustments as necessary.

Staff estimates the St. Regis generates approximately \$125,000 in resort sales tax to Park City annually. The cost (transient room tax lost to the county) to include them in the Park City Chamber's efforts is \$280,000 annually. After reviewing the matter, it was proposed that the City, the Chamber, Wasatch County and the St. Regis split that cost evenly, \$70,000 each. The other parties have provided preliminary feedback supporting the concept, which, similarly to this action, would have to be approved formally by Executive Boards (Chamber, St. Regis), and County Commissions (Wasatch). If the City Council agrees to participate in this arrangement, it would be built into the existing Joint Venture agreement (as proposed in

the attachment). Separate agreements would be drafted between the Chamber, Wasatch County, and St. Regis.

Significant Impacts

The incremental amount to allow the Chamber to market the St. Regis will be proposed within the 2013 Non-Departmental Destination Tourism Budget for Council's consideration during the 2013 Budget process. The St. Regis creates significant sales tax in Park City which contributes to most City services, including transit, police, parks, etc. Additionally, including a branded five star property in our local marketing information allows access to potential clients that may not have otherwise considered Park City as a choice.

Consequences of not taking recommended action:

If Council does not approve the increased budget, the property will remain ineligible for Chamber membership and the Chamber will be unable to market the St. Regis Hotel.

Alternatives

1. **Approve** the Amended Memorandum of Understanding (MOU) between the Park City Chamber and Visitors Bureau and Park City Municipal Corporation for the Destination Tourism and Community Events Partnership.
2. **Modify** the parameters of the Amended Memorandum of Understanding (MOU) between the Park City Chamber and Visitors Bureau and Park City Municipal Corporation for the Destination Tourism and Community Events Partnership.
3. **Deny** the Amended Memorandum of Understanding (MOU) between the Park City Chamber and Visitors Bureau and Park City Municipal Corporation for the Destination Tourism and Community Events Partnership.
4. The City Council may continue the hearing for more information and discussion.

Recommendations

Review the Memorandum of Understanding (MOU) between the Park City Chamber and Visitors Bureau and Park City Municipal Corporation for the Destination Tourism and Community Events Joint Venture and authorize the City Manager to execute the MOU as attached and in a form approved by the City Attorney.

Exhibits

Exhibit A – Amended Memorandum of Understanding

**MEMORANDUM OF UNDERSTANDING
DESTINATION TOURISM AND COMMUNITY EVENTS PARTNERSHIP**

THIS AMENDED MEMORANDUM OF UNDERSTANDING (this "MOU") is entered into effect August ____, 2005 by PARK CITY CHAMBER AND VISITORS BUREAU (the "Chamber"), and by **PARK CITY MUNICIPAL CORPORATION** (the "City"), a political subdivision of the state of Utah ("Park City"), for the purpose of outlining responsibilities associated with the Destination Tourism and Community Events Partnership.

RECITALS :

WHEREAS, the Park City Chamber and Visitors Bureau is responsible for attracting visitors to the area, marketing tourism and maintaining the vitality of the business community.

WHEREAS, the Parties are each committed to promoting the health and welfare and enhancing the quality of life for their citizens.

WHEREAS, the Parties have each determined that the Program will prove a valuable asset to their respective constituents and the development thereof is fully consistent with their respective missions and the public interest.

WHEREAS, pursuant to Sections 10-8-2 and 10-2-84 of the Utah Code Annotated, the City Council hereby finds that the provision of City funds, property and services is consistent with the Park City General plan, particularly the Community Economic Element, and provides for the safety, health, prosperity, moral well-being, peace, order, comfort, or convenience of the inhabitants of the city;

WHEREAS, this Agreement shall not become effective until it is first approved by resolution of the Chamber's Executive Board and of the City's City Council, as evidenced by the execution hereof by the appropriate officers of the Chamber and the City.

Agreement

In consideration of the recitals listed above, which are incorporated herein, and of the terms and mutual covenants set forth below, and for other good and valuable consideration, the receipt and sufficiency of which the parties hereby acknowledge, the parties agree as follows:

A. PRINCIPLES AND RESPONSIBILITIES.

1. General Principles.

1.1 Mutual Cooperation and Flexibility. Park City and the Chamber mutually acknowledge and agree to proceed through all stages of planning and operations for the Partnership in the spirit of mutual cooperation and flexibility, recognizing that circumstances may change between the date of execution of this Agreement and the approval of final operating budgets and funding. Park City and the Chamber agree that the purpose for cooperation and flexibility is the successful operation of the Partnership. Both Parties understand that plans may change each year.

1.2 Supplemental Plans. This Agreement outlines the terms for the respective duties and obligations of Park City and the Chamber with respect to the Partnership and the other items covered by this Agreement. The Parties agree that implementation of the specific terms outlined in this Agreement will require the development of supplemental implementation and operational plans (referred to herein as the "Supplemental Plans"). The Supplemental Plans and any modifications are incorporated herein and a material part of this Agreement. Supplemental Plans for the future years are incorporated within this Agreement; changes that promote the efficient and successful operation of the Partnership may be considered. Failure to agree on changes to existing Plans will result in use of the

Existing Supplemental Plans. Any substantial changes, as determined by City Staff, shall require an amendment to this agreement and City Council approval.

1.3 Chamber General Responsibilities. In addition to the responsibilities of the Chamber set forth in the balance of this Agreement, the Chamber is responsible for the timely submission to City of all annual plans related to the Partnership, and producing and providing all official information related to the Partnership to the City.

1.4 Park City General Responsibilities. In addition to the responsibilities of Park City set forth in the balance of this Agreement, Park City is responsible for producing and providing to the Chamber or its designee all official Park City information relevant to the Partnership.

2. **Name.** The name of the Partnership shall be the Destination Tourism and Community Activities Joint Venture (the Joint Venture).

B. TERM.

3. **Term.** Park City and the Chamber hereby agree to operate the Partnership from December 15, 2011 through June 30, 2013 unless extended in writing by both parties hereto.

C. OPERATION OF THE JOINT VENTURE

4. **Staffing.** The Joint Venture agrees that its day-to-day affairs shall be administered by a staff person to be known as the "Director." For employment purposes, the Director and other staff necessary to conduct the activities of the Partnership shall be deemed employees of the Chamber and the Chamber will be responsible for all compensation, insurance, taxes and reporting requirements relating to their employment. The Partnership will reimburse the Chamber of Commerce for salaries and benefits. The Chamber shall supply an office for the Director. The Chamber will not be reimbursed for this cost.

5. **Management.** The Director shall report jointly to the City Manager and the Executive Director of the Chamber. The Director shall be hired and fired by the Executive Director of the Chamber with the advice and consent of the City Manager.

5.1 City Management Representative. Park City shall designate one full-time employee to serve as its "City Representative" for the Partnership, who shall be the operational liaison between Park City and the Partnership and who shall be authorized by Park City to: (a) ensure that the Council's goals are maintained; (b) ensure that Park City's codes are complied with; and (c) give or obtain any necessary consents, approvals or authorizations on behalf of Park City in relation to annual Supplemental Plans. The City Representative shall generally be the City Manager or their designee for the City, unless otherwise approved in advance by the Chamber, which such approval shall not be unreasonably withheld or delayed. The City Representative shall meet as needed as the steering committee to direct the Director.

a. City Council Representative. Park City shall also designate one Council Member to serve as liaison to the Partnership.

5.2 Chamber Management Representative. The Chamber shall designate one full-time employee to serve as its "Chamber Representative" for the Partnership, who shall be the operational liaison between the Chamber and the Partnership and who shall be authorized by the Chamber to: (a) ensure that the Chamber's goals are maintained; and (b) give or obtain any necessary consents, approvals or authorizations on behalf of Park City in relation to annual Supplemental Plans. The Chamber Representative shall generally be the Executive Director or their designee for the Chamber, unless otherwise approved in advance by the City, which such approval shall not be unreasonably withheld or delayed. The Chamber Representative shall meet as needed as the steering committee to direct the Director.

a. **Chamber Executive Board Representative.** The Chamber shall designate one Board Member to serve as liaison to the Partnership who shall be authorized to speak on behalf of the Chamber's Executive Board, and to act for the Chamber Representative if the Chamber Representative is not available.

6. **Advisory Board.** The Advisory Board shall be compiled as outlined in Exhibit C. The Director provides staff support for the Partnership Advisory Board; attends meetings; provides marketing/management proposals and ideas; prepares reports associated with events, strategies and programs.

7. **Management Meetings.** The Chamber and City Management Representatives shall meet no less than quarterly to review the Partnership operation, Supplemental Plans and terms of this Agreement. Any changes to this Agreement or Supplemental Plans shall be approved prior to April 1 annually, unless based upon the facts and circumstance, approval by April 1 is not practical and then the changes shall be approved as soon as possible.

D. FINANCIAL

8. **Initial Contributions.** Each Party agrees to fund \$75,000 dollars from respective budgets toward FY2013 budget for the Partnership.

In addition, the City will pay \$70,000 annually to the Chamber for general operations use in order to secure chamber membership and resultant benefits (such as marketing) for the Deer Crest Hotel. This payment is anticipated to be made annually for the four year period of time between February 2012 and January 2016. It shall be made contingent upon continued equivalent payments made by Wasatch County and St. Regis.

9. **Annual Budget.** An annual budget breaking down the costs of operating the Partnership will be prepared by the Director and incorporated into the City's and the Chamber's overall budgeting system

F. INSURANCE AND RISK MANAGEMENT.

10. Indemnifications.

10.1 Chamber's Indemnity. Chamber shall indemnify and hold the City and its agents, employees, and officers, harmless from and shall process and defend at its own expense any and all claims, demands, suits, at law or equity, actions, penalties, losses, damages, or costs, of whatsoever kind or nature, brought against the City arising out of, in connection with, or incident to the execution of this Agreement and/or the Chamber's defective performance or failure to perform any aspect of this Agreement; provided, however, that if such claims are caused by or result from the concurrent negligence of the City, its agents, employees, and officers, this indemnity provision shall be valid and enforceable only to the extent of the negligence of Chamber; and provided further, that nothing herein shall require the Service Provider to hold harmless or defend the City, its agents, employees and/or officers from any claims arising from the sole negligence of the City, its agents, employees, and/or officers. Chamber expressly agrees that the indemnification provided herein constitutes the Chamber's limited waiver of immunity as an employer under Utah Code Section 34A-2-105; provided, however, this waiver shall apply only to the extent an employee of Chamber claims or recovers compensation from the City for a loss or injury that Chamber would be obligated to indemnify the City for under this Agreement. This limited waiver has been mutually negotiated by the parties, and is expressly made effective only for the purposes of this Agreement. The provisions of this section shall survive the expiration or termination of this Agreement.

10.2 Waiver of Claims Against Park City. Chamber and Park City shall not make any claim against each other or their officers, employees and agents with respect to any liability incurred by Chamber or Park City to any third person on account of bodily or personal injury or damage to or loss of property arising out of this Agreement, except as provided in Section 13.1.

11. Insurance. Nothing herein shall waive any defense or limitation of the Utah Government Immunity Act.

11.1 Insurance. Chamber shall procure and maintain at its own expense throughout the term of this Agreement the following insurance:

- (a) Workers' compensation insurance for Chamber employees, including statutorily required limits and other requirements of law.
- (b) All employee benefit programs and coverages required under ERISA, unemployment insurance and any other insurance required by state or federal laws.

11.2 Chamber Liability Insurance. Prior to commencement of any activity in Park City under this Agreement, Chamber shall procure and thereafter maintain during the entire period of such activity one or more policies of insurance providing all of the following coverages, whether by separate policies or by endorsement:

- (a) Commercial general liability policy, with combined single limits of Two Million dollars (\$2,000,000.00) per occurrence and in aggregate;
- (b) Liquor Liability Coverage Part on the commercial general liability policy. Chamber shall require any hired security company to provide a policy of liability insurance and name Chamber and Park City as name insureds on the policy with limits set forth in 14.2(a); and
- (c) aircraft liability insurance, if Chamber leases or uses aircraft in connection with its activities under this Agreement.
- (d) Professional Liability (Errors and Omissions) insurance written on an occurrence basis with limits no less than one half million dollars (\$500,000) combined single limit per occurrence.

11.3 Additional Requirements. The insurance provided by Chamber pursuant to Section 14.2:

- (a) shall be written on an occurrence basis, and with respect to any coverage provided on a claims-made basis, shall be supplemented by a two (2) year tail policy for the limits applicable to the policy periods covered by such tail policy, which are approved by Park City, such approval not to be unreasonably withheld or delayed;
- (b) shall provide that Park City be named as additional insured with respect to liability arising out of or in connection with Chamber's activities under this Agreement, including those claims, set-offs, losses, damages, liabilities, fines and expenses that arise out of or in connection with the acts or omissions of Park City incident to Chamber's above-referenced activities, but not including the willful misconduct of Park City or its respective officers, employees or agents;
- (c) shall provide if reasonably possible that with respect to any covered claim arising under this Agreement, such insurance shall be primary coverage without reduction or right of set-off or contribution on account of any insurance provided by Park City for itself or for its officers or employees; and
- (d) shall provide if reasonably possible that such insurance shall not be altered or canceled without thirty (30) days' prior written notice to Park City.

11.4 Park City Liability. Nothing herein shall waive any defense or limitation of the Utah Government Immunity Act.

G. MISCELLANEOUS.

12. Representations and Warranties.

12.1 Representations and Warranties of Chamber. Chamber hereby represents and warrants that: (a) Chamber is a non-profit corporation duly organized, validly existing and in good standing under the laws of the State of Utah; (b) Chamber has all necessary power and authority to enter into this Agreement and to perform its obligations hereunder; (c) the execution of this Agreement by Chamber and the performance by Chamber of its obligations hereunder have been duly authorized by all necessary corporate action; and (d) this Agreement has been duly executed and delivered by Chamber and is a valid and binding obligation of Chamber.

12.2 Representations and Warranties of Park City. Park City hereby represents and warrants to Chamber that: (a) Park City validly exists, and is in good standing under the laws of the State of Utah; (b) Park City has all necessary power and authority to enter into this Agreement and to perform its obligations hereunder; and (c) the execution of this Agreement by Park City and the performance by Park City of its obligations hereunder have been duly authorized by all necessary action, including all reviews and approvals required by the City Council of Park City.

13. Unforeseen Circumstances. Either party may terminate or suspend its obligations under this Agreement if such obligations are rendered impossible of performance by any of the following events to the extent such event is beyond the reasonable control of the party whose performance is prevented: Fire, flood, riot, earthquake, civil commotion, insurrection, Act of God, war or any law or supervening illegality. In any such event, such party shall not be liable to the other for delay or failure to perform its obligations.

14. Dispute Resolution. The parties agree that any dispute arising in connection with the interpretation of this Agreement or the formulation or implementation of any of the Supplemental Plans or the performance of any party under this Agreement or otherwise relating to this Agreement shall be treated in accordance with the procedures set forth in this Section, prior to the resort by any party to arbitration or litigation in connection with such dispute. The dispute shall first be referred for resolution to Park City's City Representative and Chamber's Manager or other person designated by Chamber as exercising authority over the Use Areas. If such persons are unable to resolve the dispute, it shall then be referred for resolution to Park City's Manager Representative and Chamber's Managing Director. Either party may invoke such procedures by presenting to the other party a "Notice of Request for Resolution of Dispute" (a "Dispute Resolution Notice") identifying the issues in dispute sought to be addressed hereunder. A telephone conference of such officers shall be held within three (3) days, or if an emergency meeting is requested, within eight (8) hours, after delivery of the Dispute Resolution Notice. In the event that such officers are unable to resolve the dispute, then upon delivery of a further Dispute Resolution Notice, either party may require that the matter be referred for resolution to the City Manager of Park City and the senior Vice President of the Festival. A telephone conference of the City Manager of Park City and the senior Vice President shall be held within (2) two days, or if an emergency meeting is requested, within eight (8) hours, after delivery of the further Dispute Resolution Notice. If the City Manager of Park City and the senior Vice President are unable to resolve the dispute, then the parties shall engage in nonbinding mediation with a mutually acceptable mediator to resolve the issue within three (3) days of the delivery of a further Dispute Resolution Notice. The costs of such mediation shall be shared equally by both parties. In the event that the parties are unable to agree on a mediator, then each party shall select one (1) mediator and the two mediators shall select a third mediator. Each party shall bear the cost of the mediator chosen by that party and the parties shall share the costs of the third mediator. If the dispute involves the formulation or implementation of any of the Supplemental Plans contemplated under this Agreement, the parties agree that the persons outlined above who are authorized to attempt to resolve disputes shall consider the minimum requirements for each of the Supplemental Plans outlined in this Agreement along with reasonable supplementation of such minimum requirements in order to meet the purposes outlined in this Agreement.

15. Other Miscellaneous Terms.

15.1 Governing Law. This Agreement shall be construed in accordance with, and governed by the substantive laws of, the State of Utah, without reference to principles governing choice or conflicts of laws.

15.2 Severability. If any provisions or portions thereof of this Agreement shall to any extent be held to be invalid or unenforceable, the remainder of this Agreement or the application of such provisions or portions thereof shall not be affected thereby and each provision of this Agreement shall be valid and enforceable to the fullest extent permitted by the law, so long as the intent of the parties can be maintained.

15.3 Assignment and Delegation. Neither party may assign nor in any manner transfer the benefits of this Agreement or delegate its obligations under this Agreement without the prior written consent of the other party. Subject to the foregoing limitation, this Agreement shall be binding upon and inure to the benefit of the parties and their respective legal representatives, successors, agents, heirs and assigns.

15.4 Waiver. No action taken by either party shall be deemed to constitute a waiver of compliance by such party with any representation, warranty or covenant contained in this Agreement. Any waiver by either party of a breach of any provision of this Agreement will not operate or be construed as a waiver by such party of any subsequent breach.

15.5 Headings. The article and section headings herein are for convenience and reference only, and in no way define or limit the scope and content of this Agreement or in any way affect its provisions.

15.6 Consent. Unless otherwise specifically noted herein, the consent of any party to any action may be made in such party's sole discretion. All consents or approvals hereunder shall be given without delay by either party.

15.7 Entire Agreement. This Agreement, together with any attached Exhibits, constitutes the entire agreement between the parties hereto with respect to the subject matter contained herein, and there are no covenants, terms or conditions, express or implied, other than set forth or referred to herein. This Agreement supersedes all prior agreements between the parties relating to all or part of the subject matter herein.

15.8 No Third Party Beneficiaries. This Agreement is intended for the sole benefit of Park City and Chamber and there are no third party beneficiaries to this Agreement.

15.9 Notice. Unless otherwise specified herein, all Notices, requests, consents and demands required to be in writing, including any Dispute Resolution Notice (collectively referred to herein as a "Notice" or "Notices") shall be given to or made upon the parties at their respective addresses set forth below, or at such other address as a party may designate in writing delivered to the other parties. Unless otherwise agreed in this Agreement, all Notices, requests, consents and demands shall be given or made by personal delivery, by confirmed air courier, by facsimile transmission ("fax") (with a copy sent the same day by first-class mail), or by certified first-class mail, return receipt requested, postage prepaid, to the party or parties addressed as aforesaid. If sent by confirmed air courier, such Notice shall be deemed to be given upon the earlier to occur of the date upon which it is actually received by the addressee or the business day upon which delivery is made at such address as confirmed by the air courier (or if the date of such confirmed delivery is not a business day, the next succeeding business day). If mailed, such Notice shall be deemed to be given upon the earlier to occur of the date upon which it is actually received by the addressee or the second business day following the date upon which it is deposited in a first-class postage-prepaid envelope in the United States mail addressed as aforesaid. If given by fax, such Notice shall be deemed to be given upon the date it is actually received by the addressee.

If to Park City:

City Manager
Park City Municipal Corporation
PO Box 1480
445 Marsac Avenue
Park City, UT 84060-1480
Tel 435-615-5000
Fax 435-615-4901

With copies to:

City Attorney
Park City Municipal Corporation
PO Box 1480
445 Marsac Avenue
Park City, UT 84060-1480

If to Chamber:

Executive Director
Park City Chamber and Visitors Bureau
PO Box 1630
Park City, UT 84060

15.10 Reserved Police Power. The City expressly reserves, and Chamber expressly recognizes, the City's right and duty to adopt, from time to time, in addition to provisions herein contained, such ordinances and rules and regulations as the City may deem necessary in the exercise of its police power for the protection of the City may deem necessary in the exercise of its police power for the protection of the health, safety and welfare of its citizens and their properties.

IN WITNESS WHEREOF, the parties have executed this agreement as of the day and year first written above.

PARK CITY MUNICIPAL CORP

PARK CITY CHAMBER AND VISITORS BUREAU

Tom Bakaly
City Manager

Bill Malone
Executive Director

Approved as to Form:

City Attorney

Attest:

City Recorder

ACKNOWLEDGMENT

STATE OF UTAH)
 : ss.
COUNTY OF SUMMIT)

On this _____ day of _____, 2011, personally appeared before me Bill Malone, who being duly sworn, did say that he is the Executive Director for the Park City Chamber and Visitors Bureau, and acknowledged to me that the preceding Agreement was signed on behalf of said company, and he acknowledged that the company did execute the same for its stated purpose.

Notary Public

SUMMARY OF EXHIBITS

Exhibit "A"	Director Job Description
Exhibit "B"	Goals for FY2012 - 2013
Exhibit "C"	Organizational Structure

**EXHIBIT “A” TO
PARTNERSHIP MEMORANDUM OF UNDERSTANDING
Job Description**

The Director should be a self-motivated, creative, innovative, realistic, results-oriented individual able to work with dual agencies. This candidate should possess excellent verbal and written communication skills when working with the staff, Chamber Board, City Council, citizens and media.

Candidates will have demonstrated experience and skill in the overall management, promotion and operation of events, sponsorship relationships, and contract negotiation. General knowledge and experience in logistics, volunteer management, sponsorship recruitment/solicitation, governmental and non-profit interaction and preparation of annual budgets required. The candidate must have strong listening skills and the ability to problem solve.

A strong financial background is required for this position. Due to the unique governmental complexities, this individual must possess the ability to coordinate and implement projects with various governing bodies. Marketing and public relations skills coupled with integrity will be keys to success in this position.

This position researches and identifies area attractions and facilities; works with the marketing council to make sure event and cultural tourism information is clear in their materials; reviews and analyzes market studies, surveys, and event research; identifies trends and practices; and promotes community activities. The Director works with other city departments, businesses, individual merchants, event rights holders, sports organizations, local organizations, and others; attends trade shows, conventions and conferences.

The Director provides staff support for the Partnership Advisory Board; attends meetings; provides marketing/management proposals and ideas; prepares reports associated with events, strategies and programs.

Responsibilities/Duties of Director:

- Research, identify, develop and prepare bid packages for events
- Work with the Steering Committee and Advisory Committee to create the maximum impact (bang for the buck) using available funding resources while avoiding costly duplication of efforts
- Write and manage contracts with actual event organizers to program areas/events for Park City
- Contract for the operations of destination and community-oriented special events
- Contract when necessary with non-profits for the provision of services
- Program and manage City owned spaces including the Main Street Plaza and City Park
- Assist the Chamber Executive Director in preparing budgets that outline the Chamber's financial sponsorship of events and secure contracts that specify the Chamber's sponsor-marketing opportunities
- Work with the Chamber's marketing and sales department to develop customized event solicitation packets
- Work with the Chamber's marketing and sales department to maximize marketing opportunities and media/press associated with events
- Coordinate and publish a yearly calendar of all events and community activities
- Perform economic analyses of events and prepare reports on their 'return on investment'
- Prepare and periodically update an inventory of existing events and identify opportunities for expansion and growth
- Coordinate with the City concerning the regulation of event and become expert in the City's and County's requirements and regulations

**EXHIBIT "B" TO
PARTNERSHIP MEMORANDUM OF UNDERSTANDING**

Goals for FY2013

Goals/Percentage of Efforts for Director:

2/3 Destination Tourism

1/3 Community Events

The Director will liaise and market for these types of events

Destination Tourism Events:

Triple Crown Sports
Soccer Tournaments

Sundance

Jazz Festival

Tour of Utah Bike Race

Lacrosse Tournaments

Community Events:

Parades
Park Silly Sunday Market

Festivals

Holiday Celebrations

Concerts



City Council Staff Report

Subject: Authorization for Final Payment for
Royal Street Emergency Repairs
Author: Matthew Cassel, P.E., City Engineer
Department: Engineering
Date: December 15, 2011
Type of Item: Administrative

Summary Recommendations:

The Council should authorize the final payment to Granite Construction for the emergency repairs to Royal Street in the amount of \$384,314.73.

Topic/Description:

During the spring of 2011, a section of Royal Street experience shifting of the road surface. This shifting was severe enough to force staff to reduce this section to one lane to keep vehicles from driving on the unsafe failed section. Following the emergency procedures guidelines in Park City's purchasing policy, Granite Construction was contracted to repair the failed section. This is the one and only invoice from Granite Construction and is their final request.

Background:

In May of 2011, staff noticed severe longitudinal cracking along the downhill lane of Royal Street. This road section is being retained by gabion baskets. The initial crack widths on average were approximately 2.5 inches. Staff monitored this section of road on a daily basis and found that it continued to move not only in a horizontal direction but also started to sink.

On May 27, 2011, GeoStrata Geotechnical was brought to the site to help staff evaluate the situation. GeoStrata recommended removing traffic from the failed road section and to wait until the spring run-off stops and the road section base soil dries up and stabilizes before performing any exploratory investigation (the destructive exploratory investigation could cause the whole slope side to slip and thus lose the whole road section). During the first week of June, Pubic Works installed barricades to keep the public from driving over the failed section. Staff waited as long as possible for the road to dry before heavy equipment (i.e. boring rig use to take soil samples) was allowed on the failed section. Monitoring of the water flowing through this section of road was possible because it day lighted out of the embankment just below the failed section. When this water flow reduced to just a trickle in mid-August, staff then mobilized the investigation.

Proposals were requested from GeoStrata, AGECE and GSH Geotechnical to determine the cause of the failure and develop a repair methodology. GeoStrata and AGECE both provided a proposal. AGECE's proposal was substantially lower and they were contracted with on August 18, 2011. Because this contract was for \$7,000, it did not go

to Council for approval. AGECE completed their investigation and provided the City with a report on September 14, 2011.

AGECE indicated in their geotechnical report that, in their professional opinion, the road movement is the result of slippage between the fill used for the road and the native soil. The movement is being made worse because the fill material is poorly compacted and because of the subsurface water. AGECE recommended with the amount of movement that has recently occurred the repairs should occur soon. Staff requested AGECE to prepare a rough set of plans that would provide direction to a contractor for the road repairs. These plans were ready in two weeks. They anticipated at least a month to repair this section of road.

Now with only two to four more weeks remaining of decent weather, staff recognized that enough time was not available to go through a full bidding process and select a contractor. To complete the repairs before snow started to accumulate and temperatures dropped, emergency work was needed and staff followed the emergency procedures outlined in the City's Budget Document (Chapter 5 Contracts and Purchasing Policy, Part II, Paragraph D.1). Council was notified of the emergency work through the October 13, 2011 manager's report.

Because of their solid construction history within Park City and the size of their company, Granite Construction was requested to repair Royal Street. Granite Construction started repair work on October 13, 2011 and completed the work on November 16, 2011.

Analysis:

Royal Street was originally constructed in the early 1980s. In discussion with Public Works, it does not appear that this section of the road has had previous problems. Normal operation and maintenances were performed including routine overlay of the road every few years.

On June 22, 2011, staff met with FEMA to discuss the flooding issues in Summit County from the spring 2011 runoff and how the process would work for the county and cities to recoup monies spent. Early on, FEMA indicated that they would assist in paying for the retaining wall repairs and road stabilization costs, but when the FEMA representatives submitted their report to FEMA, they made a final determination to not assist because they made the determination that Royal Street has been a long term problem. Current FEMA funding is anticipated to be \$57,046.42 (temporary drainage and road replacement costs) and they have denied the retaining wall costs at \$186,357. Staff is appealing this decision.

Staffed entered into a time and material contract with Granite Construction Company. This contract methodology required Granite to submit back-up information for all expenses and to provide daily reports for man-hours, equipment use and other incidental costs. Staff, along with AGECE, provided daily oversight to verify the costs and

hours submitted by Granite were accurate. Staff is comfortable with this contract because we are paying the true and actual cost of the construction.

At the start of the project, Granite provided an estimate of construction costs, so staff would know the approximate cost. The original estimate provided by Granite was approximately \$235,000. The final amount was \$384,314.73. The difference between the estimated cost and final cost can be traced to the following items;

- The original design of the soldier pile and lagging wall included the drilling and installation of 44 soldier piles to a depth of 20 feet minimum to stabilize the 270 foot long failed section. The soldier piles were to be encased in lean concrete and were to be embedded into the native soil located immediately below the road fill. When the heavy equipment mobilized to site, the section of Royal Street immediately east of the failed section started to slide into failure (approximately 144 feet in length). The team quickly decided to install an additional 24 soldier piles to stabilize this section of road,
- Extra costs were incurred by the contractor to cut through hard native soil. The hard soil caused the contractor to lose an excessive number of teeth on their auger and more importantly slowed their production down. To meet their schedule, the contractor was anticipating drilling four holes per day but was only able to complete one to two holes on average. To maintain their schedule, the contractor mobilized to site a second drilling rig
- The water flowing between the native soil and the road fill was also a problem. Water in the drilled holes is a problem because it has a tendency to collapse the holes before the pile can be placed and the concrete can be poured. Many of the contractor's holes were collapsing due to the water causing the contractor to slow on production as they tried to keep the holes open, and
- Due to these issues, the project took a week longer to complete.

Staff has reviewed Granite Construction's submitted costs, has compared their daily reports to our daily reports and agrees to the costs. Our Budget Team has identified a CIP account for funding of these Royal Street emergency repairs. The CIP account is a mix of FEMA money and road impact fees from the general fund.

This soldier pile and lagging system is a temporary fix which allows the City to put back into service and use Royal Street for the next two to three years. The permanent repair will require the complete replacement of the existing retaining wall. Staff anticipates requesting money during this upcoming budget season and then issuing an SOQ to design the retaining walls along with addressing other smaller issues along Royal Street including the replacement of the wood retaining wall just west of the Royal Street and Deer Valley Drive intersection and minor drainage improvements. Construction on Deer Valley Drive is anticipated to occur in the summer of 2013 and will rely heavily on Royal Street to bypass traffic. The retaining wall replacement on Royal Street is anticipated to occur during the summer of 2014 if funds are available.

Department Review:

This report has been reviewed by City Manager, Public Works and Legal. All issues have been resolved.

Alternatives:**A. Approve the Request:**

This is the staff's recommendation.

B. Deny the Request:

If the request is denied, Granite Construction could not be paid for work already completed.

C. Continue the Item:

If the Council needs more information the item can be continued, but this would delay our payment to Granite Construction for work already completed.

D. Do Nothing:

This option would not allow staff to pay Granite Construction for work already completed.

Significant Impacts:

Budget impacts to other projects due to this unforeseen expenditure of funds that may have been able to use on other projects.

Consequences of not taking the recommended action:

Payment to Granite Construction for work already completed might not occur.

Recommendation:

The Council should authorize the final payment to Granite Construction for the emergency repairs to Royal Street in the amount of \$384,314.73.

Exhibit - AGEC Geotechnical Report Executive Summary
 Construction T and M Billing Summary
 Map of location
 Picture of Failed Section

EXECUTIVE SUMMARY

1. The subsurface materials encountered at the site consist of approximately 12 to 18 inches of asphaltic concrete overlying approximately 6 to 30 inches of base course. Fill was encountered below the base course in Borings B-1 and B-3 and extends to depths of approximately 9 and 10½ feet, respectively. Clayey gravel was encountered below the base course in Boring B-2 and below the fill in Borings B-1 and B-3 and extends the maximum depth investigated, approximately 17½ feet.

2. Subsurface water was not encountered in the borings to the depth investigated, however, the fill in Borings B-1 and B-3 was very moist to wet. Subsurface water in the area typically occurs in a perched condition. The subsurface water flows through more permeable soil layers.

Water was observed flowing out of the slope on Royal Street below the area where the road movement occurred.

3. The portions of Royal Street near Borings B-1 and B-3 appear to have slipped and moved laterally and vertically. Cracks were observed in the pavement up to several inches in width. The affected areas are also lower in elevation than the adjacent road. Based on the thickness of the asphalt pavement in the borings, we anticipate that movement has occurred over a long period of time and the area has been repeatedly paved to maintain the current road elevation.

In our professional opinion, the road movement is a result of slippage between the fill and the natural soil. The movement is made worse by the poorly compacted fill and the subsurface water. We anticipate that movement will continue to occur, especially during the wet times of the year.

4. Consideration should be given to removing the affected areas and replacing them with properly compacted fill and a retaining system. As an alternative, the existing fill and pavement could remain in place and a shoring system could be installed on the downhill slope to maintain the stability of the fill and road. We anticipate the shoring would consist of soil nails and a shotcrete face. With the amount of movement that has recently occurred, we recommend that repair of the road occur soon.
5. Geotechnical information related to subgrade preparation, materials and compaction is included in the report.



APPLIED GEOTECHNICAL ENGINEERING CONSULTANTS, INC.

1110589

T&M BILLING SUMMARY

Granite Construction Company P.O. Box 30429 Salt Lake City, UT 84130 801.526.6000		Contact: Dustin Williams Phone (801) 831-5527 Email dustin.williams@gcinc.com	Contractor	 Job #: 232635 Job Name: Royal Street
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Park City Municipal P.O. Box 1480 Park City, UT 84060 435.615.5075		Contact: Matt Cassel Phone (435) 615-5075 Email matt.cassel@parkcity.org	Owner	
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Job Description	Remove guard rail, install temporary soldier pile wall, remove asphalt, replace guard rail and pave back asphalt.
Dates:	

Daily Charges		
Date	Description of Work	Total
10/13/2011	Set Up VMS Boards and stage traffic control.	\$702.05
10/17/2011	Mobilize equipment. Close road. Remove guard rail and posts. Install 500 lf of orange safety fence.	\$5,488.21
10/18/2011	Becho mobilized drill rig, start drilling. Hard drilling, only 1 hole drilled.	\$18,655.45
10/19/2011	Becho continued drilling. Beams arrived today. Remove asphalt where it will in way of holes. Got 3 holes today. Went through 60 teeth.	\$39,983.12
10/20/2011	Drilled 2 holes, set 7 beams for concrete pour tomorrow. Drill bits wearing quickly (28 teeth).	\$8,410.31
10/21/2011	Poured concrete in 7 holes around beams first thing. Continued drilling, hard drilling(72 teeth) and collapsing holes around baskets. Poured flowable fill in collapsing holes to stabilize drilling. Poured flowable fill on 7 beams that got	\$13,983.04
10/22/2011	Becho continue drilling. Hard drilling (28 teeth) with a layer of muck at the bottom not keeping hole open. Got 2.5 holes drilled today and will have to go back and flow fill to get holes to stay open.	\$7,682.47
10/24/2011	Becho continue drilling. Drilled 3 holes, set 3 beams and poured concrete. Loaded and hauled of 6 loads of spoils. Double R Trucking hauled off spoils to Wanship. Fueler came up and fueled backhoe. Becho mechanic (Duke Johnson) welding on core barrels. (63 Teeth)	\$12,207.08
10/25/2011	Becho redrilled 2 holes that got flow fill, drilled 1 new hole. Set 3 beams and poured concrete. (40 Teeth)	\$9,422.55
10/26/2011	Becho redrilled 3 holes that were flow filled. Drilled 2 new holes and set and poured 1 beam. Becho mechanic (Duke Johnson) welding on core barrels. (47 teeth) Granite fuel truck came up to fill up backhoe.	\$10,876.10
10/27/2011	Continued drilling and got 4 holes drilled. No foreman for Granite onsite, PM operating and oversite of subcontractor. Hard drilling continued (147 teeth).	\$7,642.46
10/28/2011	Drilled 4 holes, set and poured beams. Second rig getting worked on. Had Double R trucking hauling off spoils.	\$16,074.48
10/29/2011	Becho continued drilling, got 4 holes. Mechanics still working on secondary rig.	\$7,759.90
10/31/2011	Becho continued drilling. Got 9 holes drilled between day shift and night shift. Pour 5 beams today also. Granite start placing lagging that was picked up from the left overs from Bonanza in the Yard.	\$16,821.67
11/1/2011	Becho continued drilling. Got 6 holes drilled between day shift and night shift. Pour 4 beams today also. Granite continued placing lagging. Becho Mechanic hard facing drill tool. Haul off spoils and back haul rock for lagging backfill.	\$15,513.25
11/2/2011	Becho continied drilling, got 4 holes today. Second drill rig was fixed by the end of the day. Placed and poured 10 beams today. Had Double R trucking hauling off spoils.	\$33,029.63
11/3/2011	Becho got 10 hole drilled today, set and poured 5 beams also. Both drill rigs working, crew working late to finish job (83 teeth). Hauled off chunked asphalt and hauled back 3/4" gravel for lagging backfill.	\$28,555.76
11/4/2011	Becho drilled three new holes today (52 teeth), Set and poured 8 beams. Granite had Doulbe R Trucking hauling off spoils. Have patching crew come and prep for mill work next week.	\$18,612.23
11/7/2011	Becho redrilled 3 holes, set and poured 2 beams (87 teeth). Granite installing lagging. Double R trucking hauling off spoils.	\$15,426.77
11/8/2011	Coughlin onsite early to mill exsiting asphalt off road. Milled 4" of existing asphalt and hauled to Granite Materials in Salt Lake City. Once the milling completed Becho came back on site and continied drilling, they got 3 holes and will set and pour tomorrow (115 teeth).	\$24,565.56
11/9/2011	Becho completed drilling (78 teeth), setting and pour beams. Continue installing lagging. Guardrail subcontractor had welder on site cutting and welding beams to uniform height prior to welding on guard rail posts.	\$14,671.08
11/10/2011	Becho demobilize from job. Granite paving 4" of asphalt back. Guard rail subcontractor continue cutting and welding beams.	\$28,113.28
11/11/2011	Finished placing lagging. Place remaining gravel behind lagging. Haul off dirt spoils from drilling. Guard rail sub welding on beams.	\$3,212.15
11/14/2011	Hauled off remaining spoils from drilling. Pick up left over lagging and city barricades and return to the city's yard.	\$2,479.67
11/15/2011	Sweep road, remove fence, and take all trash off site. Guard rail sub get all posts welded and start putting up rail.	\$1,979.42
11/16/2011	Guard rail subcontractor finish guard rail. Take down all traffic control and open road.	\$22,447.05

TOTALS	
180	
Total Due:	\$384,314.73

Royal Street Emergency Repairs
10/13/2011-11/16/2011

Section of
Royal Street
that was
failing and
repaired.





**EXHIBIT “C” TO
PARTNERSHIP MEMORANDUM OF UNDERSTANDING
Organizational Structure**

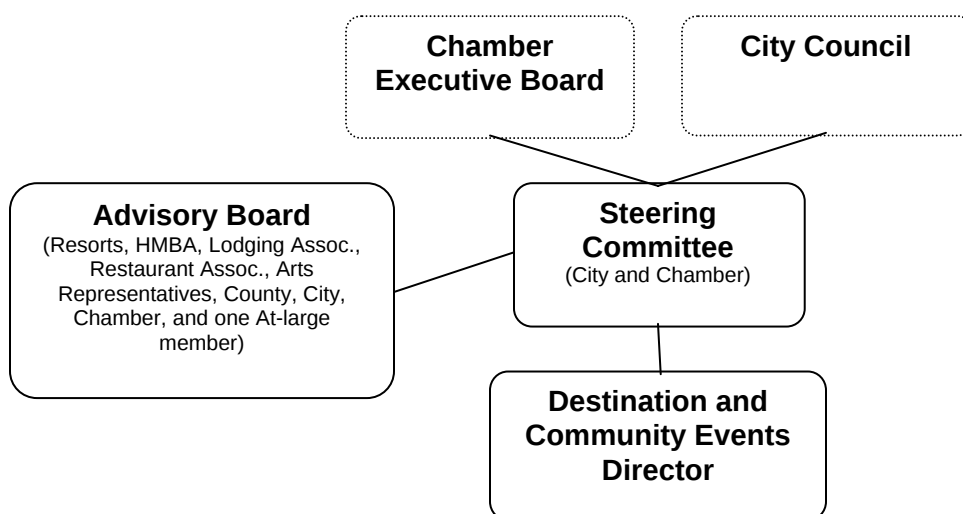
Destination Tourism and Community Events Partnership.

A new entity, established by the City and Chamber/Bureau, to centrally coordinate, market, manage, and fund events and community activities.

Goal:

- Attract new revenue producing events
- Reduce overhead of event holders and facilitate ease of process
- Program/develop events for areas in town
- Market events
- Consolidate efforts towards sports/recreation tourism and cultural tourism

Flow Chart:



Budget/Funding:

Joint Venture: \$150,000

- 50% Chamber of Commerce
- 50% Park City Municipal Corporation
- Budget shall include salary and associated costs including contracts/programming

Deer Crest Hotel Chamber Participation: \$70,000

- Park City Municipal Corporation shall contribute \$70,000 annually to the operating fund of the Chamber of Commerce
- This payment shall be made annually for the four year period from February 2012 through January 2016.
- This payment shall be made contingent upon continued equivalent financial participation by Wasatch County and St. Regis.

Administration:

The Director will be located at the Chamber's offices. The Director shall report to the City Manager or his designee with the advice of the Executive Director of the Chamber.



Subject: Contract Amendment No. 2 to AGEC Contract
for the Royal Street Emergency Repairs

Author: Matthew Cassel, P.E., City Engineer

Department: Engineering

Date: December 15, 2011

Type of Item: Administrative

Summary Recommendations:

The Council should authorize the City Manager to execute Contract Amendment No. 2 with Applied Geotechnical Engineering Consultants (AGEC) contract for evaluation, design and construction engineering management services related to the Royal Street emergency repairs in the amount of \$3,236.50.

Topic/Description:

During the spring of 2011, a section of Royal Street experience shifting of the road surface. This shifting was severe enough to force staff to reduce this section to one lane to keep vehicles from driving on the failed section. Staff contracted with AGEC to determine the cause of the road failure, develop a repair methodology, provide construction oversight and material testing and provide a final retention wall design. The cost proposed for these services was \$24,890. Because the construction took longer to complete and a longer section of the road needed to be repaired, AGEC's construction oversight cost's increased from \$10,390 to \$16,626.50. This increase in the total contract amount exceeds the \$25,000 cap for contracts not requiring Council approval and thus requires City Council approval.

Original Contract Amount:	\$7,000
Amendment No 1:	
• Temporary Retaining Wall Design-	\$4,500
• Long Term Retaining Wall Design-	\$3,000
• Construction Engineering Management -	<u>\$10,390</u>
SUBTOTAL	\$24,890
Amendment No. 2:	
• Additional Construction Engineering Management -	\$6,236.50
• Elimination of Long Term Retaining Wall Design -	<u>(\$3,000)</u>
FINAL TOTAL	\$28,126.50

Background:

In May of 2011, staff noticed severe longitudinal cracking along the downhill lane of Royal Street. This road section is being retained by rock-filled gabion baskets. The initial crack widths on average were approximately 2.5 inches. Staff monitored this section of road on a daily basis and found that it continued to move not only in a horizontal direction but also started to sink.

On May 27, 2011, GeoStrata Geotechnical was brought to the site to help staff determine what was happening. GeoStrata recommended removing traffic from the failed road section and to wait until the spring run-off stops and the road section dries and stabilizes before performing any exploratory investigation (the destructive investigation could cause the whole slope side to slip and thus lose the whole road section). During the first week of June, Pubic Works installed barricades to keep the public from driving over the failed section.

Proposals were requested from GeoStrata, AGECE and GSH Geotechnical to determine the cause of the failure and develop a repair methodology. GeoStrata and AGECE both provided a proposal. AGECE's proposal was substantially lower and they were contracted with on August 18, 2011 by the City Manager since the amount was \$7,000 which is not required to go before Council pursuant to the Contract Policy AGECE completed their investigation and provided the City with a report on September 14, 2011.

AGECE indicated in their geotechnical report that, in their professional opinion, the road movement is the result of slippage between the fill used for the road and the native soil. The movement is being made worse because the fill material is poorly compacted and because of the subsurface water. AGECE recommended with the amount of movement that has recently occurred the repairs should occur soon.

Staff amended AGECE's contract to prepare and design a rough set of plans that would provide direction to a contractor for the road repairs. These plans were ready in two weeks. The amendment to AGECE's contract also included them providing final retaining wall design, and providing construction management oversight.

Now with only two to four more weeks remaining of decent weather, staff recognized that enough time was not available to go through a full bidding process and select a contractor. To complete the repairs before snow started to accumulate and temperatures dropped, staff opted to follow the emergency procedures outlined in the City's Budget Document (Chapter 5 Contracts and Purchasing Policy, Part II, Paragraph D.1).

Because of their solid construction history within Park City and the size of their company, Granite Construction was requested to repair Royal Street. Granite Construction started repair work on October 13, 2011 and completed the work on November 16, 2011.

Analysis:

The original design of the soldier pile and lagging wall included the drilling and installation of 44 soldier piles to a depth of 20 feet minimum. The soldier piles were to be encased in lean concrete and were to be embedded into the native soil located below the road fill. When the heavy equipment mobilized to site, the section of road immediately east of the failed section started to slide into failure. The team quickly decided to install an additional 24 soldier piles to stabilize this section of road. The

increase in work effort by the contractor translated into increase field time and material testing costs for AGECE.

The original contract with AGECE was for \$7,000 and included two tasks; 1.) Determine the cause of the failure and 2.) Provide recommendation(s) on how to stabilize/repair the road section temporarily and permanently. AGECE completed their report and submitted it to the City on September 14, 2011.

With AGECE's report in hand, staff negotiated an amendment to their contract. Amendment No. 1 increased the contract from \$7,000 to \$24,890. The amendment included the following tasks;

- Design a temporary retaining wall design that would allow the road to be put back into service and allow two years of service life - \$4,500,
- Design a long term and permanent retaining wall design to replace the existing rock-filled gabion walls - \$3,000,
- Provide construction engineering management oversight services for the construction including laboratory and material testing - \$10,390.

Because the construction took longer to complete and a longer section of the road needed to be repaired, AGECE's construction oversight cost's increased from \$10,390 to \$16,626.50. AGECE submitted their final invoice to staff which included the overrun on the construction oversight. To offset the increase in construction oversight costs, staff informed AGECE to not start the design of the permanent retaining walls. Amendment No. 2 to AGECE's contract is for \$3,236.50 and includes the following tasks:

- Increase in construction engineering management costs due to additional installed soldier piles - \$6,236.50,
- Elimination of the design of the long term and permanent retaining wall design from AGECE's contract - \$3,000

In summary, the original contract with AGECE was for \$7,000. Amendment No. 1 and Amendment No. 2 increased the contract to \$28,126.50. Staff has reviewed these costs and agrees with them. Our Budget Team has identified a CIP account for funding of these Royal Street emergency repairs. The CIP account is a mix of FEMA money and road impact fees from the general fund. It should be noted that the FEMA money will not be used for these consultant services costs.

The soldier pile and lagging system is a temporary fix which allows the City to put back into service and use Royal Street for the next two to three years. The permanent repair will require the complete replacement of the existing retaining wall. Staff anticipates requesting money during this upcoming budget season and then issuing an SOQ to design the retaining walls along with addressing other smaller issues along Royal Street including the replacement of the wood retaining wall just west of the Royal Street and Deer Valley Drive intersection and minor drainage improvements.

Department Review:

This report has been reviewed by City Manager, Public Works and Legal. All issues have been resolved.

Alternatives:**A. Approve the Request:**

This is the staff's recommendation.

B. Deny the Request:

If the request is denied, AGECE could not be paid for services already provided.

C. Continue the Item:

If the Council needs more information the item can be continued, but this would delay our payment to AGECE for services already performed.

D. Do Nothing:

This option would make it difficult to make final payments to AGECE and close out this portion of the project.

Significant Impacts:

This project was not anticipated in the yearly budget. Budget impacts to other projects due to this unforeseen expenditure of funds could possibly occur.

Consequences of not taking the recommended action:

Payment to AGECE for services already performed might not occur.

Recommendation:

The Council should authorize the City Manager to execute Contract Amendment No. 2 with Applied Geotechnical Engineering Consultants (AGECE) contract for evaluation, design and construction engineering management services related to the Royal Street emergency repairs in the amount of \$3,236.50.

Exhibit - AGECE Geotechnical Report Executive Summary
Contract Amendment No. 2

EXECUTIVE SUMMARY

1. The subsurface materials encountered at the site consist of approximately 12 to 18 inches of asphaltic concrete overlying approximately 6 to 30 inches of base course. Fill was encountered below the base course in Borings B-1 and B-3 and extends to depths of approximately 9 and 10½ feet, respectively. Clayey gravel was encountered below the base course in Boring B-2 and below the fill in Borings B-1 and B-3 and extends the maximum depth investigated, approximately 17½ feet.
2. Subsurface water was not encountered in the borings to the depth investigated, however, the fill in Borings B-1 and B-3 was very moist to wet. Subsurface water in the area typically occurs in a perched condition. The subsurface water flows through more permeable soil layers.

Water was observed flowing out of the slope on Royal Street below the area where the road movement occurred.

3. The portions of Royal Street near Borings B-1 and B-3 appear to have slipped and moved laterally and vertically. Cracks were observed in the pavement up to several inches in width. The affected areas are also lower in elevation than the adjacent road. Based on the thickness of the asphalt pavement in the borings, we anticipate that movement has occurred over a long period of time and the area has been repeatedly paved to maintain the current road elevation.

In our professional opinion, the road movement is a result of slippage between the fill and the natural soil. The movement is made worse by the poorly compacted fill and the subsurface water. We anticipate that movement will continue to occur, especially during the wet times of the year.

4. Consideration should be given to removing the affected areas and replacing them with properly compacted fill and a retaining system. As an alternative, the existing fill and pavement could remain in place and a shoring system could be installed on the downhill slope to maintain the stability of the fill and road. We anticipate the shoring would consist of soil nails and a shotcrete face. With the amount of movement that has recently occurred, we recommend that repair of the road occur soon.
5. Geotechnical information related to subgrade preparation, materials and compaction is included in the report.



APPLIED GEOTECHNICAL ENGINEERING CONSULTANTS, INC.

1110589



Amendment Number 2

This Supplemental Agreement, made and entered into by and between Applied Geotechnical Engineering Consultants (Consultant) and PARK CITY MUNICIPAL CORPORATION (Client) amends their agreement of 8/18/2011, for Consultant to provide services to the Client for the Royal Street Emergency Repairs, as follows:

Scope of Service

Additional Construction Engineering and Management: \$6,236.50

Elimination of Long Term Retaining Design: -\$3,000.00

Time of Beginning and Completion

Begin 8/18/2011. Completion 11/29/2011

Adjusted Total Fee

Original Contract Amount: \$7,000.00

Amendment No. 1: \$17,890.00

Amendment No. 2: \$3,236.50

Total Contact Amount: 28,126.50

Except as specifically amended by this Amendment, all the terms and conditions of the original Agreement dated 8/18/2011 shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have caused this Supplemental Agreement to be executed on the date below indicated.

AGEC CONSULTANTS

PARK CITY MUNICIPAL CORPORATION

By: _____

By: _____

Date: _____

Date: _____

Attest:

Attest:

By: _____

By: _____



City Council Staff Report

Subject: 2012 Annual Insurance Placement
Author: Jessica Winderl
Department: Legal
Date: December 15, 2011
Type of Item: Administrative

***Please note that there are two blanks for the premium payments to States Insurance. The underwriter is currently revising the final quote, which will be received by staff shortly, and communicated to City Council.**

Summary Recommendations:

Authorize the following insurance premium payments for 2012 City insurance that includes public entity liability, worker's compensation, property, and boiler and machinery insurance that covers a one-year time period of January 1, 2012 through December 31, 2012.

1. _____ Premium payment to States Self-Insurers Risk Retention Group, Inc. ("States") for public entity broad form excess liability insurance (including General Liability, Employment Practices Liability, Automobile Liability, Law Enforcement Liability, and Public Officials Error and Omission Liability);
2. _____ Premium payment to States Self-Insurers Risk Retention Group, Inc. ("States") for Potable Water Treatment Operations insurance supplement;
3. \$127,676: Premium payment to Workers Compensation Fund ("WCF") for workers compensation insurance;
4. \$85,453.05: Premium payment to Affiliated FM ("Affiliated") for property, boiler and machinery insurance; and
5. \$1,630: Premium Payment to Hartford for property insurance covering 1255 Iron Horse Drive (anticipated to be leased through January, 2012).

Topic/Description:

Park City Insurance Placement for 2012

Background:

Park City exposures and risks are unique due to its world-class mountain resort environment and extensive public services. City staff continues to promote and

implement safety policies, procedures, prevention methodologies, and to provide regular training so that risks are mitigated. Risk management procedures also ensure that the City's assets, facilities and public property are protected, and that the employees, local residents, and tourists and visitors are provided a safe and enjoyable place to work and play.

Analysis:

The City's insurance broker, Marsh, placed the City's property, boiler and machinery, Workers Compensation Fund, and the Iron Horse location insurance needs out to bid in fall 2011. They received back two (2) quotes for property insurance coverage from Affiliated FM and AXIS. Our incumbent insurance carrier, Lloyds of London & Zurich, failed to respond to the bid, as they are no longer interested in insuring this class of business (municipal entities), and are moving into alternative markets.

Marsh also received the quote from Workers Compensation Fund, a quote for Boiler and Machinery- Commercial from Zurich American Insurance Company, and a quote from Hartford Casualty Insurance Company to cover the Iron Horse property.

Staff submitted a renewal application to States for the excess liability insurance and potable water treatment operations insurance, and is anticipating receiving an exact premium quote shortly. Last year's excess liability premium payment was \$111,933, and the potable water treatment operations insurance was \$2,905.

During last year's insurance renewal period, the City entered into a three (3) year policy for crime insurance (Public Officials Employee Dishonesty) which is valid until December 31, 2014 and therefore not part of this year's renewal.

A. States Insurance.

Staff recommends insurance renewal with States Self-insurance Risk Retention Group for a \$5 million occurrence/aggregate policy, \$250,000 SIR (Self-Insured Retention), with a premium of \$_____.

Staff also recommends that Park City renew the Potable Water Treatment Operations insurance with States. The premium for this insurance is \$_____. This supplemental insurance addresses the increased scope of the City's water services operations and will cover bodily injury, personal injury, or property damage arising directly or indirectly out of the sale and distribution of potable water by the Insured to others.

States is a member-owned company with policies written by public entity risk managers and specifically crafted to address the unique exposures and operations of cities, counties, school districts and related public entities. Park City has been a member of

States for the past nine years, and its' risk management administrative affiliate Berkely Risk Administrators Co.

States is a well-established, highly regulated, multi-state program that is registered to do business in 44 states. They are also audited on an annual basis by reinsurance partners and outside auditors and actuaries.

B. Affiliated FM.

This property insurance quote is for \$83,453.05, with an additional policy available for Property TRIA (terrorism) for a premium of \$2,500. This premium cost is the most competitive with the City's incumbent insurer, Lloyds of London (last year's premium was \$80,977), and the scope of coverage is the most broad out of the three quotes the City received. It also includes the Boiler and Machinery coverage in the policy, and would eliminate the need for an additional policy with Zurich to cover these items.

C. AXIS.

The full property insurance quote from AXIS was significantly more costly, with a premium of \$135,000, and with mediocre terms and conditions. This total includes the separate premiums for Property TRIA, but a separate Boiler and Machinery policy would need to be purchased from Zurich at a cost of \$7,567, bringing the total for this option up to \$142,567.

D. Workers Compensation Fund.

The insurance premium for this policy is \$127,676, which was down from last year's premium of \$139,389. The decrease in our policy is directly related to increased safety practices within the City's workplace, and fewer workers compensation claims. The City's E-Mod (Experience Module), which is one of the main tools used to measure a City's management of claims, decreased from .97 last year to .79 this year. This is a noteworthy accomplishment on the City's behalf, and the City was recognized with an award from the Workers Compensation Fund this summer.

E. Hartford.

The premium for the coverage on the property at 1255 Iron Horse Drive is \$1,630 for 2012. Due to the delayed opening of the MARC, we need to maintain insurance coverage on this property until the recreation facilities re-open at the new location. It is anticipated that we will cancel our coverage of this property at that time, and may be subject to a cancellation penalty.

Department Review:

Staff and Marsh representatives reviewed the City's exposure and options to insure the City in a responsible and appropriate manner. Risk Management/Legal consulted with

City departments to obtain the most current comprehensive City data (financial statement, payroll, fleet, transit, water, recreation, and safety programs), and discussed workers compensation insurance administrative requirements with Human Resources.

Alternatives:

A. Approve:

Approve the insurance recommendations as presented.

B. Deny:

Deny the recommendations and approve the alternative insurance quote presented above.

C. Continue the Item:

Continue the item and provide direction to staff. This alternative is not recommended.

Consequences of not taking the recommended action:

All current insurance policies for the City will expire on January 1, 2012, and there would be a lapse in insurance coverage.

Recommendation:

Authorize the following insurance premium payments for 2012 City insurance that includes public entity liability, worker's compensation, property, and boiler and machinery insurance that covers a one-year time period of January 1, 2012 through December 31, 2012.

1. _____ Premium payment to States Self-Insurers Risk Retention Group, Inc. ("States") for public entity broad form excess liability insurance (including General Liability, Employment Practices Liability, Automobile Liability, Law Enforcement Liability, and Public Officials Error and Omission Liability);
2. _____ Premium payment to States Self-Insurers Risk Retention Group, Inc. ("States") for Potable Water Treatment Operations insurance supplement;
3. \$127,676: Premium payment to Workers Compensation Fund ("WCF") for workers compensation insurance;
4. \$85,453.05: Premium payment to Affiliated FM ("Affiliated") for property, boiler and machinery insurance; and
5. \$1,630: Premium Payment to Hartford for property insurance covering 1255 Iron Horse Drive (anticipated to be leased through January, 2012).

City Council Staff Report



Subject: Building Fee Waiver for Renewable Energy Projects
Author: Tyler Poulson
Department: Sustainability
Date: December 15, 2011
Type of Item: Legislative

Summary Recommendations:

Staff recommends that City Council approve the Resolution provided in Exhibit A. This Resolution would allow the City Manager to waive Building permit and site inspection fees, up to \$1,000 per site, for renewable energy projects completed in 2012.

Background:

City Council approved a previous version of this resolution in June 2011 which covered renewable energy projects completed this year. Staff is recommending that Council extend the building fee waiver for another year based on the City's goal to encourage local clean energy¹ and the positive, yet limited, response the waiver has received thus far. Information on local renewable energy installations, and the financial impact of the waiver, is included in the Analysis section of this staff report.

If approved, the resolution in Exhibit A would allow the City Manager to waive up to \$1,000 per site in permitting and site inspection fees for all new solar photovoltaic (PV), solar thermal, and small-scale wind projects completed within City limits in 2012. All local land use and building regulations would remain in effect for renewable energy projects and building permits would still be required. The waiver would apply to both residential and commercial projects.

Analysis:

The Building Department fee waiver was used sparingly in 2011. There were a total of three renewable energy projects completed within PCMC boundaries during the year. Two of the projects involved solar PV panels and the third included both solar PV panels and a small wind turbine. A summary of these projects is included below:

Application Type	Technology	Date of Application	Fee Amount Waived*
Commercial	Solar PV & Wind	June 2011	\$1,000.00
Commercial	Solar PV	June 2011	\$199.20
Residential	Solar PV	September 2011	\$498.00
Total Permit and Site Inspection Fees Waived			\$1,697.20
<i>*Permit and site inspection fees for renewable energy projects are based on project cost. For a typical residential installation, the fee waiver would be \$200-600. Larger projects, such as the 80-panels on the Marsac Building can have a fee of \$1,000 or greater.</i>			

¹ Environmental Strategic Plan: <http://www.parkcity.org/index.aspx?page=244>

Despite limited use of the fee waiver, staff received a fair amount of positive feedback. Local solar installers, Park City residents, and other municipalities all expressed support for the initiative and encouraged its extension into the future. Staff advertised the fee waiver via a press release, social media, and by emailing solar installers so that they could market it to their customers. Staff believes that awareness of the incentive will grow if it's extended into 2012. If the incentive is approved, staff will report back to City Council after year-end 2012 to provide updates on the program and ask Council whether the incentive should be extended again.

Department Review:

Sustainability, Building, Legal, and the City Manager have reviewed this Staff Report and their commentary has been included.

Alternatives:

- A. Approve (Staff Recommendation):** Council may approve the attached Resolution which allows the City Manager to waive Building permit and site inspection fees, up to \$1,000 per site, for renewable energy projects completed in 2011.
- B. Deny:** Council may choose to deny the Resolution and not formally pursue a fee waiver for renewable energy.
- C. Modify:** Council may provide additional input and direct staff to return at a future date with a modified Resolution.

Significant Impacts:

The fee waiver is anticipated to have a small impact on 2012 Building department revenues (<\$10k), yet it is an innovative way for Council to promote clean energy and advance goals contained within the Environmental Strategic Plan. The proposed resolution (Exhibit A) will provide the City Manager with administrative authority to approve fee waivers within the stated parameters.

Recommendation:

Staff recommends that City Council approve the Resolution provided in Exhibit A. This Resolution would allow the City Manager to waive Building permit and site inspection fees, up to \$1,000 per site, for renewable energy projects completed in 2012.

Attachments:

Exhibit A – Resolution for Building Department Fee Waivers on New Renewable Energy Projects in 2012

Exhibit A – Resolution for Building Department Fee Waivers on New Renewable Energy Projects in 2012

Resolution No. __-11

RESOLUTION FOR BUILDING DEPARTMENT FEE WAIVERS ON NEW RENEWABLE ENERGY PROJECTS IN 2012

WHEREAS, Commercial and residential buildings use 42% of Utah's total energy; and

WHEREAS, the current energy mix for electricity generation in Utah includes a high reliance on finite fossils fuels, including 82% coal and 15% natural gas; and

WHEREAS; the deployment of clean, renewable energy technologies contributes positively to a wide variety of environmental, social, and economic goals; and

WHEREAS; Park City Municipal Corporation has completed four separate clean energy projects on City-owned buildings in the past 36 months and encourages similar development within the community;

NOW, THEREFORE, BE IT RESOLVED by the City Council of Park City, UT as follows:

1. Building Fee Waiver. The City will waive Building Permit and Site Inspection fees, up to \$1,000 per site, for new solar PV, solar thermal, and small-scale wind projects completed within City limits during 2012. The waiver will be handled on a project-by-project basis as an administrative approval by the City Manager. All local land use and building regulations will remain in effect for renewable energy projects and building permits will still be required.
2. Expiration Date. The fee waiver will remain in effect until December 31, 2012. Staff will return to City Council after this expiration date for direction on whether the waiver should be extended.

PASSED AND ADOPTED this 15th day of December 2011.

PARK CITY MUNICIPAL CORPORATION

Mayor Dana Williams

Attest:

Janet M. Scott, City Recorder

Approved as to form:

Mark D. Harrington, City Attorney



City Council Staff Report

Subject: Renewal of the Recycling Market Development Zone
Author: Tyler Poulson
Department: Sustainability
Date: December 15, 2011
Type of Item: Legislative

Summary Recommendations:

Approve a resolution (Exhibit A) that authorizes staff to file an application for renewal of the Recycling Market Development Zone within Park City.

Background:

In 1996, the Utah Legislature created the Utah Recycling Market Development Zone Program which focuses on recycling activities as an economic development tool. Eligible recycling businesses located within a designated Recycling Market Development Zone qualify for:

- 5% state tax credit on machinery and equipment (if approved by State)
- 20% state tax credit on eligible operating expenses, up to \$2,000 annually
- Tax credits may not exceed 40% of an applicant's yearly owed state taxes
- Technical assistance from state recycling economic development professionals

In 1999, 2004, and 2008, Park City Municipal Corporation staff successfully applied for designation as a Recycling Market Development Zone. The designation is valid for five years; however, staff was recently encouraged by the Recycling Coalition of Utah to apply for renewal of this designation prior to year-end 2011. The state-level Recycling Zone Legislation may not pass in the upcoming legislative session, but Park City can ensure that local businesses receive additional years of state incentives by renewing its status in 2011. The renewal would be retroactive to January 1, 2011 and would extend the associated tax credits locally through year-end 2015.

Analysis:

Because the State of Utah does not allow an entire city to become a Recycling Market Development Zone, the Deer Valley MPD, Deer Crest, and Flagstaff Annexation Areas plus Thaynes Canyon, Iron Canyon, and Aspen Springs Ranch Subdivisions were excluded. These are the same areas that were exempted in 2008 due to the small likelihood that recycling businesses would locate their headquarters in such locations. The remainder of the City has historically been designated as a Recycling Market Development Zone and this same territory is listed for the resolution in Exhibit A.

Park City would benefit from designating areas of the City as Recycling Market Development Zones due to the financial benefit this provides to recycling businesses and the positive economic activity this encourages. The State asks that municipalities support recycling locally in order to receive the Zone designation, but does not specify

exactly how this should be done. Park City Municipal Corporation already has a primary incentive in place for recycling, in the form of supporting Recycle Utah, and therefore is not required to offer any additional incentives to participate in this State program. There are no additional costs forecast to the City for extending our Recycling Market Development Zone designation.

Department Review:

Sustainability, Legal, and the City Manager have reviewed this Staff Report and their commentary has been included.

Alternatives:

- A. Approve (Staff Recommendation):** Approve the resolution contained in Exhibit A and authorize staff to submit a renewal application requesting continuation of the Recycling Market Development Zone in Park City. The updated zone designation would be retroactive to January 1, 2011 and be valid through 2015.
- B. Deny:** Direct staff to not pursue extension of the local Recycling Market Development Zone at this time and instead revisit the designation, if state legislation continues its existence, at year-end 2013.
- C. Modify:** Direct staff to pursue an alternative route, as suggested by City Council.

Significant Impacts:

Authorizing an extension of the Recycling Market Development Zone will benefit Park City economically as well as environmentally. Local recycling businesses can currently benefit from state-level tax credits which are only available to businesses located in such zones. Not taking action at this time risks state legislation not extending the program and Park City businesses only having access to this incentive through 2013 (as opposed to 2015, if we apply for an extension prior to year-end).

Recommendation:

Approve a resolution (Exhibit A) that authorizes staff to file an application for renewal of the Recycling Market Development Zone within Park City.

Attachments:

Exhibit A – Resolution for Renewal of the Recycling Market Development Zone

Exhibit A – Resolution for Renewal of the Recycling Market Development Zone

Resolution No. __-11

**RESOLUTION ACCEPTING DESIGNATION OF SPECIFIED AREAS
WITHIN PARK CITY MUNICIPAL CORPORATION LIMITS TO BE
UTAH RECYCLING MARKET DEVELOPMENT ZONES**

WHEREAS, the Utah Code 63M-1-1101, known as the “Recycling Market Development Zone Act” provides for state and local incentives to be extended to businesses which collect, process, distribute or use recycled materials in their manufacturing operations, or compost; and

WHEREAS, recycling businesses located in the designated Recycling Market Development Zones are eligible for a variety of State incentives; and

WHEREAS; the City currently provides a primary incentive for recycling in the form of the City-owned building used by the Recycling Center at 1951 Woodbine Way; and

WHEREAS; the City supports recycling in Goal 2, Objective 2.2 of its Environmental Strategic Plan: “Increase Park City’s community-wide recycling rates”;

NOW, THEREFORE, BE IT RESOLVED by the City Council of Park City, UT as follows:

1. **Park City Recycling Market Development Zone.** The entire City, with the exception of the areas known as Deer Valley MPD, Deer Crest, and Flagstaff Annexation Areas plus Thaynes Canyon, Iron Canyon, and Aspen Springs Ranch Subdivisions, is hereby designated as a Recycling Market Development Zone.
2. **Application.** Staff is hereby authorized to file the necessary application with the State and request extension of our local Recycling Market Development Zone through year-end 2015.
3. **Effective Date.** This Resolution shall take effect upon adoption by the City Council.

PASSED AND ADOPTED this 15th day of December 2011.

PARK CITY MUNICIPAL CORPORATION

Mayor Dana Williams

Attest:

Janet M. Scott, City Recorder

Approved as to form:

Mark D. Harrington, City Attorney



City Council Staff Report

Subject: Government Records Access Management Act (GRAMA), Records Classification and Retention Schedules
Author: Scott W. Robertson; Teresa Connell
Department: IT
Date: December 15, 2011
Type of Item: Legislative

Summary Recommendation:

Approve the resolution adopting amended Records Classification and Retention Schedule for each record series maintained by Park City Municipal Corporation pursuant to the Utah Governmental Records Access Management Act (GRAMA) (UCA 63-2).

Topic/Description:

Review proposed changes to the Records Classification and Retention Schedules.

Background:

This item is continued from August 4 and November 10, 2011 Council meetings. Because of its length, the updated proposed schedule is located on-line.

At the November 10 meeting, Council discussed and requested extending the Record Retention Schedule for several record categories. Staff requested time to review the requested changes and return with a revised proposal. Category changes included:

1. Historic Preservation Board Grants
2. Meeting Recordings
3. Historic District Design Review Applications
4. Determination of Historical Significance

The retention schedule is otherwise the same as presented on November 10, 2011.

The Government Records Access and Management Act (GRAMA) went into effect in 1992. GRAMA sets forth guidelines for classifying information in government records based upon who has the right to access that information. The law also identifies the records management responsibilities of agencies, and the duties of State Archives and the State Records Committee.

The City established a government records access management program in 1992. In 1998 retention schedules identifying records commonly found in local government were adopted by Resolution for each record series pursuant to the Utah Municipal General Records Retention Schedule prepared by the Utah Department of Administrative Services, Division of Archives and Records Service, with record amendments, exclusions and additions as necessary and particular to Park City. Staff conducted a review and update of schedules in 2008 which were adopted by Resolution.

Analysis

Staff is recommending Council's requested changes to the retention schedule with exception to Residential Building Plans. The changes are outlined below.

1. HISTORIC PRESERVATION BOARD GRANTS LOG:

This log represents a new permanent record category that contains a log of all grant requests for local historic residential and commercial projects and improvements.

2. MEETING RECORDINGS - CITY COUNCIL, ADVISORY BOARDS, COMMITTEES, AND COMMISSIONS:

The record retention was increased to permanent for City Council, Advisory Boards, Committees and Commissions audio recordings.

3. HISTORIC DISTRICT DESIGN REVIEW:

The record retention was increased to permanent for all records within Design Review category. This is an increase over Councils' proposed retention, but minimizes administrative costs of resorting files.

4. DETERMINATION OF HISTORICAL SIGNIFICANCE:

This change reflects a permanent retention schedule for both significant and insignificant determinations. Insignificant determinations are currently retained for five years.

Category	Data Format	Current Schedule	Years Staff Proposed	Years Council Requested	Definition
HISTORIC PRESERVATION BOARD GRANTS LOG (NEW CATEGORY)	Digital Record	Undefined	Permanent	Permanent	This file is a log of all applications and for historic preservation board grants. Information contained within the log contains street address, owner, year of application, action taken, approval amount, and project description.
202 MEETING RECORDINGS - CITY COUNCIL, ADVISORY BOARDS, COMMITTEES, AND COMMISSIONS	Digital Record	1 year	Permanent	Permanent	These are audio recordings of the proceedings of regularly scheduled, special and emergency municipal meetings. They are used to create the official minutes. UCA 52-4-203 requires that "written minutes shall be kept of all open meetings" and that they "shall be available within a reasonable time after the meeting." UCA 52-4-206 (2006) requires that "if a public body closes a meeting the public body shall make a recording of the closed portion of the meeting and may keep detailed written minutes that disclose the content of the closed portions of the meeting." Minutes of the meetings and the recordings of closed portions of the meetings will also continue to remain permanent.

Category	Data Format	Current Schedule	Years Staff Proposed	Years Council Requested	Definition
HISTORIC DISTRICT DESIGN REVIEW 203	Scanned Image	Retain 5 years after the issuance of the Certificate of Occupancy and then destroy.	Permanent	Permanent	These files document the application for historic district design review. Design review allows for and ensures compliance of buildings within the historic guidelines and land management code. These records the original application, site plan, topographical plan, building elevation, floor plans and building sections, photographic panoramic view of the property, photographs of all existing buildings on-site, adjacent lots, and a streetscape elevation for the project side of the street. Include original applications, site plans, drawings, and related correspondence.
DETERMINATION OF HISTORICAL SIGNIFICANCE	Paper & Scanned Images	Permanent if determined significant 5 Years if determined insignificant	Permanent for each record type	Permanent	These files document the application for a Determination of Historical Significance. This determination must be made by the Planning Department and Historic Preservation Board prior to the removal or addition to the Historic Sites Inventory. These files contain the application and supporting documentation as required by LMC Section 4.13(a).

Department Review:

All departments reviewed schedules under their purview and a comprehensive review was conducted by the Legal Department.

Alternatives:**A. Approve:**

Approve staffs' recommended changes to the Records Classification and Retention Schedule.

B. Deny:

Denying the request will delay the adoption of the Records Classification and Retention Schedule as required by Utah State law.

C. Modify:

Modifying the request will delay the adoption of the resolution.

D. Continue the Item:

Continuing the item will delay the adoption of the resolution.

E. Do Nothing:

Will be the same as denying the request.

Significant Impacts:

Adopting the proposed schedule changes should have minor impacts to existing record retention processes but will increase storage and backup requirements for audio recordings (estimated at 48GB/yr.).

Consequences of not taking the recommended action:

The current Records Classification and Retention Schedule would remain in place and be followed by City departments, but would not reflect department updates or updates based on changes in technology.

Recommendation:

Approve resolution adopting amended Records Classification and Retention Schedule for each record series maintained by Park City Municipal Corporation pursuant to the Utah Governmental Records Access Management Act (GRAMA) (UCA 63-2).

Exhibits:

Minutes from November 10, 2011 work session

Resolution adopting retention schedule

New formal Records Classification and Retention Schedule

**PARK CITY COUNCIL WORK SESSION NOTES
SUMMIT COUNTY, UTAH
NOVEMBER 10, 2011**

Present: Mayor Dana Williams; Council members Alex Butwinski; Joe Kernan; Cindy Matsumoto; Dick Peek; and Liza Simpson

Tom Bakaly, City Manager; Mark Harington, Polly Samuels McLean, Assistant City Attorney; Scott Robertson, IT Manager; Jan Scott, City Recorder; and Ron Neeley, IT Analyst

1. Council questions/comments. Cindy Matsumoto commented on a Library Board meeting. Alex Butwinski encouraged the public to participate in the Live PC Give PC fund-raiser tomorrow and discussed the Planning Commission meeting where another plat amendment to maximum house size in Old Town was approved. The Mayor acknowledged Veteran's Day tomorrow. He congratulated Andy Beerman, Dick Peek and Liza Simpson on their successful election to the City Council this week.

2. Retention schedules. In response to a question from Cindy Matsumoto about the scope of archived material, Scott Robertson explained that printed material converted to digital format equates to about 10 terabytes and the City has about 50 terabytes of raw storage for redundancy in the event of a failure. Joe Kernan stated that the conversion to digital will make it easier to retrieve information. Although staff is recommending something different than he suggested, he wanted to point out that there may be better options than just following the state's retention schedule. Alex Butwinski noted that some of Mr. Kernan's suggested retentions represent a tenfold increase over what staff or the state recommends. Mr. Kernan responded that certain items like budget is a category where he felt information should be kept longer. Mr. Butwinski questioned if the material would be relevant in ten years. The Mayor felt that meeting recordings could be kept permanently as suggested by Mr. Kernan rather than one year. Joe Kernan stated that it depends on what Council members think but he felt that looking back at 10 to 15 years of budget information would be helpful.

If the Council agrees with Mr. Kernan's schedule, Alex Butwinski asked about the impacts. Mr. Robertson pointed out three components; the database component is the ideal location for storing data. An electronic image is equivalent to a photograph of printed paper and lastly there is paper. The database provides an ability to make the data extremely relevant like producing reports. He referred to Exhibit A in the staff report and explained that increasing retention for paper formatted documents may be an administrative burden because someone has to scan it, store it and destroy it. Retrieving data from files stored in boxes can be challenging and staff resources are focused on building a database. Electronically searching documents was discussed. The Mayor suggested that cloud-based storage may be more economical and Mr. Robertson acknowledged that it is an option; however, the City should be cautious until a strong infrastructure to support it is in place.

Cindy Matsumoto referred to the entry, *design review of historic homes*, and suggested that this data be retained permanently. Polly McLean explained that the final design will be associated with the building permit which is stored permanently. Ms. Matsumoto asked if information like the history of the home is included in the plan files and Ms. McLean clarified that if a design review plan is denied, it will be kept on file for five years. Mark Harrington understood Ms. Matsumoto's comment to be that ancillary information accompanying the application may be useful in the context of evaluating historic context in the future or for other neighborhood structures. The five year retention can be changed if it is important to members. The Mayor believed that design review and determination of significance data should be retained permanently and suggested if a structure is significant, the file is kept forever but if it is deemed insignificant, the file can be destroyed after five years.

Cindy Matsumoto referred to dispatch tapes being destroyed after five years if not part of a case file, and asked if that is consistent with statutes of limitations. Mark Harrington pointed out that the retention time is state-recommended and the statute of limitations vary for various claims which he felt were factored in collectively. He believed the five year retention is based on current technology which is storing video tapes which is cumbersome. Ms. McLean stated that the state recommendation is three months and the City far exceeds this standard. Bike registrations were discussed. Ms. Matsumoto asked that the Planning Manager consider her comments on historic design review and Ms. McLean stated that she will follow-up on her suggestions. Scott Robertson interjected that from an IT management perspective, the priority has been developing the transition toward new forms of media as opposed to extending retentions and managing existing data.

Dick Peek referred to Historic District preservation grants where the retention is five years and felt it should be longer. Mark Harrington suggested maintaining a permanent log of grants, but not necessarily the entire file which Mr. Peek felt was adequate. Retaining historic structure information was again discussed and Mr. Harrington believed the important information would relate to streetscapes and photographs submitted with a design review application which the next property owner might not have. The Planning Manager may have an idea of how to efficiently weed this data from one application to another.

Joe Kernan referred to meeting recordings and pointed out that the minutes don't necessarily detail every discussion and can be abbreviated. It may be wise to designate a longer retention than one year. The City Recorder pointed out that digital recordings are much easier to store than cassette tapes which were kept for three years. As a practical matter, the digital City Council meeting recordings can be easily stored permanently. Members were supportive. After some discussion, Mr. Robertson stated that he did not know the impacts of retaining all board recordings permanently but will return to Council with a recommendation. The Mayor expressed his appreciation to the IT staff for its hard work. Scott Robertson confirmed that with the exception of Item 27, Schedule A is okay and the Mayor added that historic reviews need to be addressed.

Resolution No. 11-

**RESOLUTION ADOPTING RETENTION AND CLASSIFICATION SCHEDULES FOR
CERTAIN RECORDS MAINTAINED BY PARK CITY MUNICIPAL CORPORATION
PURSUANT TO THE UTAH GOVERNMENTAL RECORDS ACCESS AND MANAGEMENT
ACT AND REPLACING RESOLUTION NO. 33-08 IN ITS ENTIRETY**

WHEREAS, in 1991, the Utah State Legislature enacted the Government Records Access and Management Act (GRAMA); and

WHEREAS, GRAMA governs the management of and public access to the government records of the State of Utah and all of its political subdivisions; and

WHEREAS, GRAMA is applicable to Park City Municipal Corporation as a political subdivision of the state of Utah; and

WHEREAS, in 1998, City Council adopted Ordinance 98-46 and Resolution 21-98 which adopted the 1998 Utah Municipal General Records Retention Schedules with modifications consistent with the administrative needs particular to Park City; and

WHEREAS, approximately every three years, department managers and staff complete a comprehensive review of the City's records classification and retention schedules and certain amendments have been proposed in order to reflect the City's current records; and

WHEREAS, the City Council deems it important to promote the public's right of easy and reasonable access to unrestricted public records, and to provide guidelines for both disclosure and restrictions on access to government records, which are based on the equitable weighing of the pertinent interests and consistent with nationwide standards of information practices; and

WHEREAS, the City Council finds it is in the best interest of Park City Municipal Corporation to rescind Resolution No. 33-08 in its entirety, and adopt this new Resolution outlining the record classification and retention schedules for the City departments.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of Park City, Utah, as follows:

SECTION 1. RESOLUTION NO. 33-08 RESCINDED. Resolution No. 33-08 is hereby rescinded.

SECTION 2. AMENDED RECORD CLASSIFICATION AND RETENTION SCHEDULES ADOPTED. Amended Park City Municipal Corporation Record Classification and Retention Schedules are hereby adopted as presented in Exhibit A.

SECTION 3. EFFECTIVE DATE. This Resolution shall become effective upon adoption.

PASSED AND ADOPTED this 15th day of December, 2011.

Exhibit A: See on-line meeting packet files.