PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH,
February 26, 2015

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, February 26, 2015.

Study Session
3:00pm FIAR Update PG 3
4:10pm Presentation of Snyderville Basin General Plan by Summit County Community Development Director Patrick Putt, Planning and Zoning Administrator Peter Barnes and Planner Jennifer Strader & introduction of new Summit County Manager Tom Fisher *(no report needed)*

Work Session
5:20pm Council Questions and Comments and Manager's Report
5:35pm 2015 Legislative Update *(no report needed)*
5:55pm Break

Regular Meeting
6:00 pm

I. ROLL CALL

II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

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

IV. CONSIDERATION OF MINUTES FROM THE FEBRUARY 12, 2015 CITY COUNCIL MEETINGS PG 113

V. CONSENT*(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)*

1. Consideration of a request for a non-exclusive vehicle and pedestrian easement across City property for the benefit of April Inn (545 Main Street). PG 117

VI. NEW BUSINESS

1. Main Street Project Discussion *(no report needed)*

2. Consideration of authorization for the City Manager to enter into Amendment #1 to the construction manager at risk (CMAR) contract in a form approved by the City Attorney's Office with Miller Paving Inc. for the Guaranteed Maximum Price (GMP) of Two Million Three Hundred Sixty Eight Thousand Seventy Three Dollars **($2,368,073)** for the 2014 Main Street Improvement Projects including the City Hall Plaza, Bear Bench, and Main Street sidewalks**.** PG 132

3. Consideration of a contract authorizing the City Manager to execute a Construction Agreement, in a form approved by the City Attorney, with Cascade Drilling, L.P. for construction of the Spiro Piezometer Project in an amount of Eighty-Eight Thousand Four Hundred dollars **($88,400)** PG 144

VII. ADJOURNMENT INTO A REDEVELOPMENT MEETING

PARK CITY REDEVELOPMENT AGENCY MEETING
SUMMIT COUNTY, UTAH,
February 26, 2015

I. ROLL CALL

II. CONSENT*(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)*

1. Consideration of the authorization for the City Manager to enter into a contract in a form approved by the City Attorney, for electronic access controls and closed circuit video in conjunction with the remodel of the Park City Library in an amount not to exceed Ninety One Thousand Three Hundred Seventy-Nine dollars **($91,379.)** PG 151

2. Consideration of authorization to order the bookshelves for the Library and execute a purchase order with Steelcase in an amount not to exceed Three Hundred Eighty Thousand Dollars. **($380,000)** PG 157

III. ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting. Wireless internet service is available in the Marsac Building on Wednesdays and Thursdays from 4 p.m. to 9 p.m. Posted: 02/23/2015 See: www.parkcity.org

City Council
Study Session Report

Subject: FIAR Presentation and Budget Kickoff
Author: Jed Briggs & Nate Rockwood
Department: Budget, Debt, & Grants
Date: February 26, 2015
Type of Item: Informational/Discussion

Topic/Description:
FIAR presentation, monthly budget report, budget kickoff (Biennial Strategic Plans update).

Background:
This budget season will be the second year of the budget biennium. Between now and June we will be working on adjusting the FY 2015 Budget as well as developing the FY 2016 Budget.

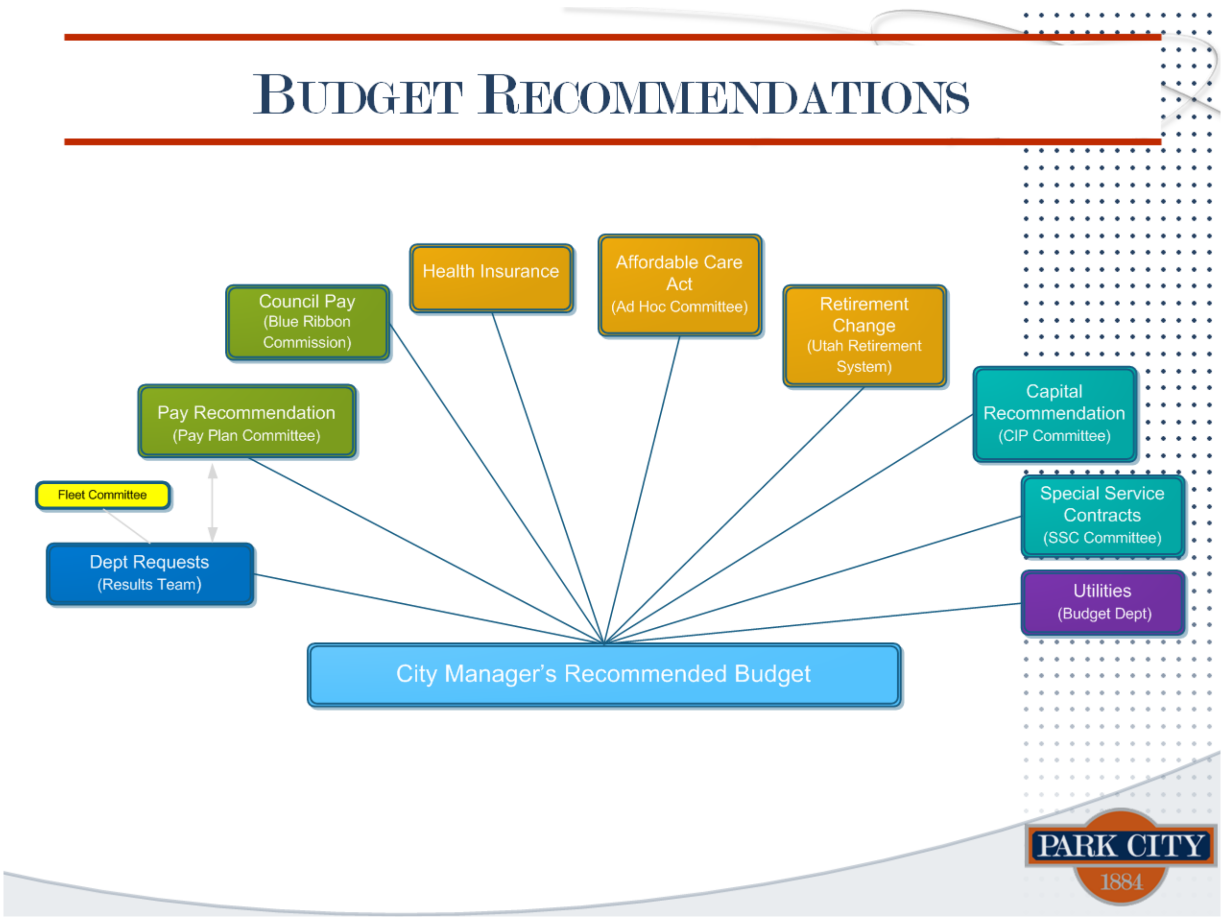
The City Manager's Recommended Budget is constructed drawing upon Council input and direction received during the Council Retreat in January/February, as well as Council input received during work sessions and study sessions throughout the year. During a Council work session (Feb. 26), Council will be presented with the Financial Impact Assessment Report (FIAR) projection of the City's expenditures and revenues over the next ten years. In essence, the FY16 budget have to fit within the confines of the FIAR's projected expenditure increases (based off of a 10-year historical analysis of an average annual increase of Park City's expenditures), approved by Council. The funding level recommendation has to account for what could be considered "inflationary" increases like Pay Plan, health insurance, and retirement as well as more discretionary increases like Affordable Care Act (ACA) provisions, departmental requests, CIP enhancement, etc.

Below are the City's Long-Term Budget Strategies for crafting the City Manager's Recommended Budget:

1. Budget draws upon Council input from Council Retreat and FIAR projections as a guide
    - Performance-driven operating budget based upon Council's goals, objectives, and desired outcomes
2. Two-year budget process with fewer budget requests coming in the "off-year" (the "off-year" is FY16 in this particular biennium budget)
    - Second-year budget requests that will be considered are ones that
        i. will come with revenue offsets;
        ii. are accompanied by expense reductions, or that;
        iii. are required by law; or

iv. are necessitated by market/environment changes that happened since the last budget adoption (since the adoption of the FY15 budget, in this case)

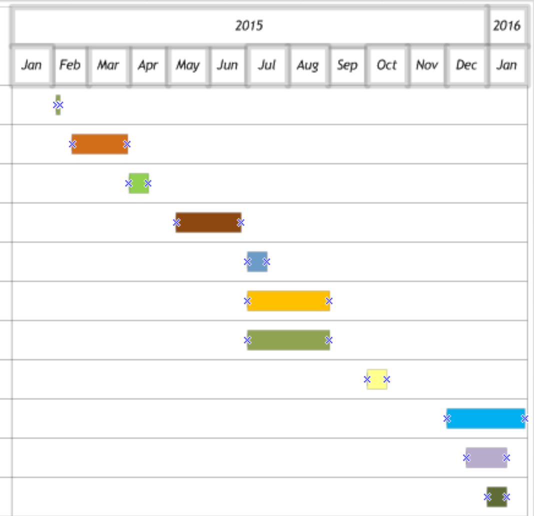
3. Budget committees' recommendations will be considered
   - Committees include Results Team as well as CIP, Pay Plan, and Fleet Committees and any other ad hoc committees needed for unique circumstances
   - Results Team will make recommendations by considering BFO score, manager's bid request, established need, available resources, and performance measures
4. All operating and capital budget requests should be considered during the budget process
5. General Fund budget surplus should be used for capital projects



Utah State law requires that the City Manager present to Council a balanced budget at the first regularly scheduled Council meeting in May. A balanced budget is defined by Utah Code: "The total of the anticipated revenues shall equal the total of appropriated expenditures." The proposed budget must be available for public inspection during normal business hours after it has been filed with the City Council. Between the first City Council meeting in May and the presentation of the Final Budget on June 18, the Council has the opportunity to review the proposed budget, consider public comment, and finally, adopt a balanced budget. Before June 22 the Council must adopt either a tentative budget if the certified tax rate is to be exceeded (tax increase) or a final budget and proposed tax rate (no tax increase). If there is a property tax increase, the Council holds an additional public hearing before adopting the budget in August.

The high level timeline for the strategic planning and budget process was provided to City Council during their annual retreat and is as follows:

ID	Task Name	Start/Ongoing	Finish	Duration
1	Council Retreat	2/4/2015	2/6/2015	3d
2	Results Team deliberation	2/16/2015	3/30/2015	31d
3	Quarterly Goal Update (Q3.FY14)	4/1/2015	4/15/2015	11d
4	Council Budget Hearings	5/7/2015	6/25/2015	36d
5	Quarterly Goal Update (Q4.FY14)	7/1/2015	7/15/2015	11d
6	Business Plan FY14 Update	7/1/2015	9/1/2015	45d
7	Biennial Plan FY15 & 16 Revision	7/1/2015	9/1/2015	45d
8	Quarterly Goal Update (Q1.FY15)	10/1/2015	10/15/2015	11d
9	BFO Departmental Submission	12/1/2015	1/29/2016	44d
10	Biennial Plan FY15-16 Off-year Update	12/16/2015	1/15/2016	23d
11	Quarterly Goal Update (Q2.FY15)	1/1/2016	1/15/2016	11d



The timelines and process for the budget hearings is detailed below:

February 23 – March 31 – Results Team reviews and negotiates bids

March 2 – All CIP requests submitted in Board

March 2 – March 30 – CIP Committee Reviews Capital requests

April 1 – Executive Budget Team Review (adjust Results Team recommendation if needed)

April 1 - 30 – Budget Dept prepares Tentative Budget Documents

May 7 - Tentative Budget presented to Council (Council must receive tentative budget by its first meeting in May)

May 14 – Budget Hearing

May 28 - Tentative Budget adopted & certified tax rate adopted by ordinance (no later than June 8)

June 4 – Budget Hearing

June 18 – Final Budget Adopted – RDA, MBA budgets adopted by resolution (no later than June 22)

Analysis:

Financial Impact Assessment Report

Attached is the 2015 Financial Impact Assessment Report (FIAR) (Attachment A). This report is organized to forecast revenues and operating, capital, and debt service expenses for the General Fund. The information contained in the report is intended to inform decision makers in the upcoming budget process by illustrating the potential impacts of current financial decisions on the financial health of the City in both the near and distant future. The figures presented in the FIAR help set the funding limits for both the operating and capital budget process as related to the general fund and general fund capital transfer.

The figures below incorporate expenses and revenues from the General Fund as well as the general fund transfer to the CIP.

Operating expense projections are shown using the service level associated with the 2015 Budget as the base year. The above table shows the FY 2015 service level projected over ten years using the 4.5% growth rate identified in the 2010 Service Level Assessment Committee (SLAC) update. The projected surpluses (or deficits) for each year are shown in the following graph.

Ten-year Financial Impact Forecast

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenue	**$31,751**	**$32,814**	**$33,529**	**$34,310**	**$35,134**	**$36,019**	**$36,875**	**$37,714**	**$38,548**	**$39,336**
Op. Expenses (Base)	$27,044	$27,072	$27,044	$27,044	$27,044	$27,044	$27,044	$27,044	$27,044	$27,044
Inflationary Growth	$0	$835	$1,697	$2,588	$3,508	$4,459	$5,441	$6,456	$7,505	$8,589
Operating LOS Growth	$0	$347	$700	$1,058	$1,421	$1,789	$2,163	$2,542	$2,928	$3,318
CIP Expenses	$3,490	$2,732	$2,395	$2,115	$2,105	$2,205	$2,305	$2,355	$2,405	$2,455
Debt Service	$180	$183	$179	$178	$181	$182	$0	$0	$0	$0
Total Expenses	**$30,714**	**$31,170**	**$32,015**	**$32,982**	**$34,258**	**$35,679**	**$36,953**	**$38,398**	**$39,881**	**$41,406**
Rev/Exp	**$1,037**	**$1,644**	**$1,514**	**$1,328**	**$875**	**$341**	**-$78**	**-$684**	**-$1,334**	**-$2,070**

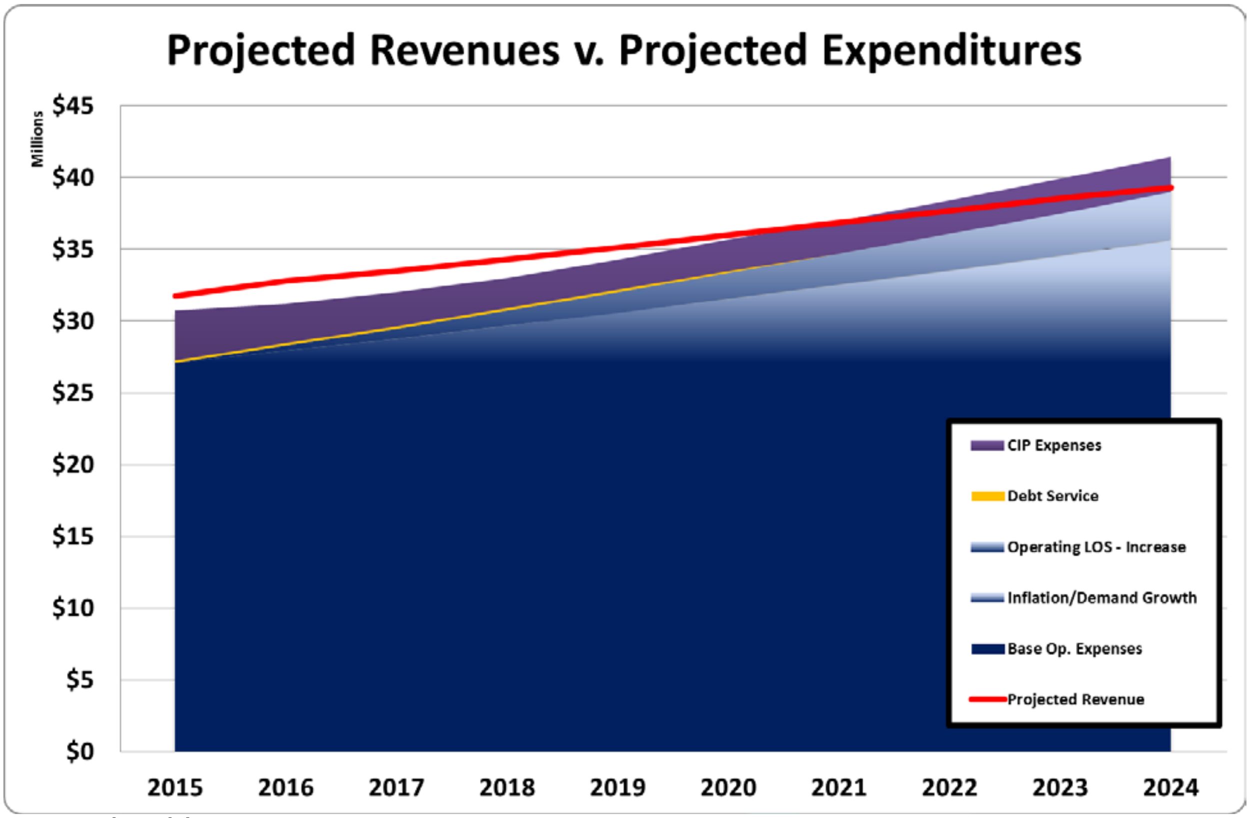
**In Thousands (x1,000)*

Aggregate Surplus/(Shortfall) Over Ten-Years (2015 to 2024)	**$2,572,794**

Financial Impact Assessment Trends

The FIAR projections are based on long-range historical trends. As the economic environment of a resort economy ebbs and flows, the FIAR is intended to act as a long-range measure and reference for future financial decisions. As the City moves forward, revenue growth will be added and evaluated in the contexts of the historical trends and will help form an updated FIAR projection in 2016 which will guide the City in the subsequent biennium budget process.

Staff has prepared a formal presentation of the Financial Impact Assessment Report, which will be presented as part of the council meeting.



Ten-year Financial Impact Forecast

(See Attachment A – FIAR)

State Compliance Monthly Budget Reporting
During our last financial audit it came to our attention that we needed to formalize a process to provide Council with monthly and quarterly budget reports. The format of these reports is to follow the audit procedure from the State Compliance Audit Guide, the Utah statute and sample summary reports found in the Utah Uniform Accounting Manual. The summary reports should be prepared and reviewed by Council monthly for all funds. A detailed report for all funds should be prepared and reviewed by Council quarterly. Thus, the Budget Department will provide a monthly budget report by fund in Council's boxes in conjunction with the sales tax report. In addition, the Budget Department will present to Council a quarterly budget report detailed by major object.

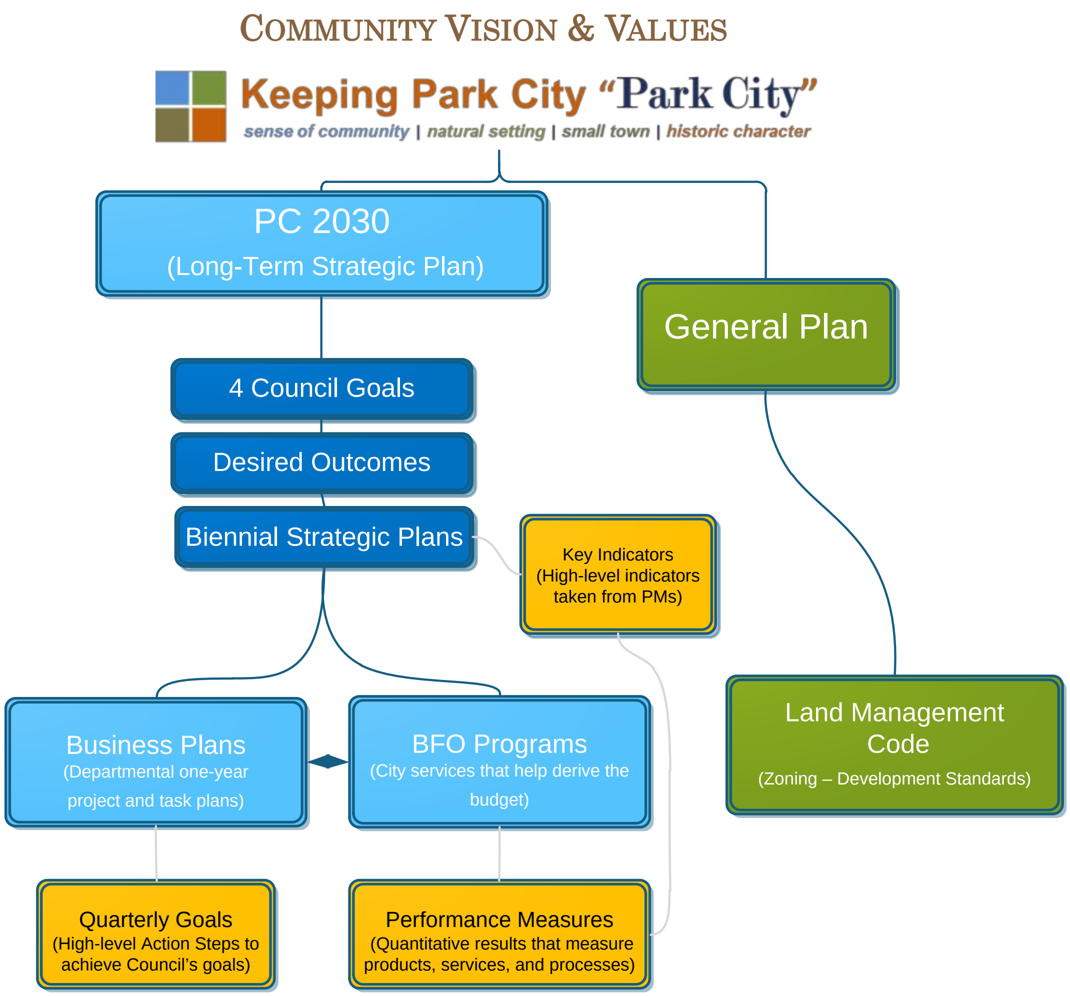
The beginning and ending (399 Beginning Balance) fund balances (09 Interfund transfer) have not been calculated for the FY14 or the FY15 YTD actuals and thus do no show up in the report. We typically calculate these when we begin balancing the budget in April.

(See Attachment B – Monthly Budget Report)

Biennial Strategic Plans Update
When the City Council met in January, 2014, at its annual visioning workshop, the Mayor and Council reaffirmed their long-range vision for Park City and updated their

annual action plan. At that time Council reviewed and approved four goals for Park City which are highlighted below:

- Preserving & Enhancing the Natural Environment
- World Class, Multi-Seasonal Resort Destination
- An Inclusive Community of Diverse Economic and Cultural Opportunities
- Responsive, Cutting-Edge & Effective Government



The four Council Goals represent what the leadership of Park City Municipal Corporation believes is most essential to focus its attention and resources in order to realize the Community Vision. The Goals are a key component of Park City's Strategic Plan, not only for Council but for residents and Park City staff as well. They provide a philosophical foundation for the Council in its role as a policymaking body. For residents, the Goals provide a detailed definition of success. For Park City staff, they provide guidance on how to manage finite resources in the face of nearly infinite expectations.

In order to ensure results and accountability, Desired Outcomes and Key Indicators were built into the Biennial Strategic Plans. The Desired Outcomes are observable effects that visibly demonstrate success in each Goal area. They are the guideposts for making funding and planning decisions. Similarly, the Key Indicators are high-level measures that gauge effectiveness and allow Park City stakeholders to compare their performance to that of similar service providers and monitor their efforts over time. They also help determine if we are moving the “dial” on achieving the Desired Outcomes. The Key Indicators selected do not represent the totality of measures that could be used, rather they are those that best communicate whether we are meeting the expectations set forth in the community visioning process. Both the Desired Outcomes and Key Indicators are tied to the Budgeting for Outcomes process, which helps ensure that resources are allocated to the most effective efforts related to achieving the community’s vision.

Currently, the City employs a Budgeting for Outcomes (BFO) process that focuses on Council priorities and objectives as the driving factor for determining the annual budget. BFO is a way to link Council’s policy goals to the day-to-day management operations of the City. Council’s Goals are taken into account when department managers identify which Desired Outcomes will be met when requesting budget operating and capital options. Furthermore, to ensure that Council’s goals are carried out, department managers must also identify and refer to them when making Quarterly Goal Action Steps, which are high-level projects and/or tasks.

BFO provides a comprehensive review of the organization, identifying every program offered and its cost, evaluating the relevance of every program on the basis of the community's priorities, and ultimately guiding elected officials to the policy questions they can answer with the information gained from the process. Thus, BFO will inform the development of the City’s 2016 Budget and serves as a tool to identify potential service reductions and eliminations. By creating Desired Outcomes within Council goals and then receiving offers from City departments, the City can make better-informed decisions regarding the prioritization and cost of City services and programs.

Since this is the “off-year” of the budget it is not the intention to present in detail all the Biennial Strategic Plans. Of course, if Council has questions with regards to these then staff can address those in the Study Session. If Council feels like they would like to discuss the Biennial Strategic Plans in more depth, then it is recommended to direct staff to hold another Council meeting.

(See Attachment C – Biennial Strategic Plans)

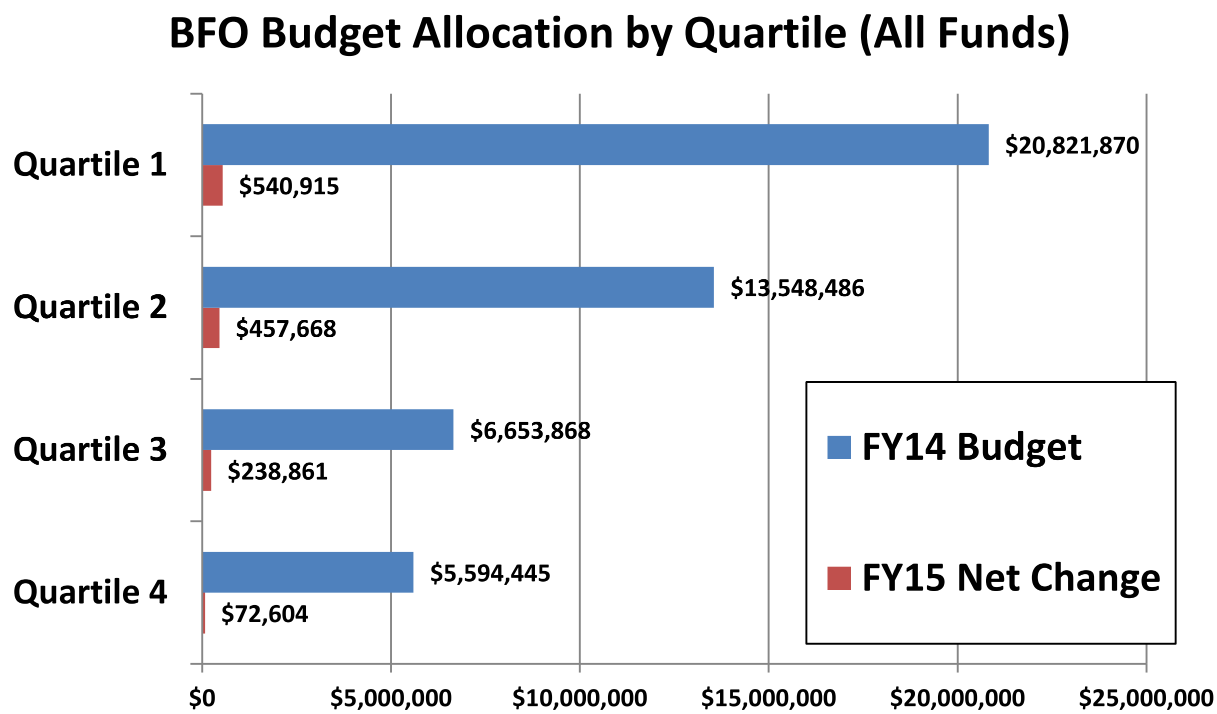
PARK CITY MUNICIPAL CORPORATION
STRATEGIC MANAGEMENT SYSTEM

The Results Team

The Results Team (staff-led budget congress) receives service proposals (bids) for programs and activities tied to a Council Goal and to a Desired Outcome. These BFO programs are scored by departmental managers based off of scoring criteria that were discussed during last year's Council Retreat. The Results Team reviews these scores and changes them to arrive at a composite score agreed on by the group. This provides the ranking of proposals within each Council goal with a quartile ranking as well, numbered from 1 to 4, with 1 being the highest ranking and 4 the lowest.

The Results Team then identifies questions or gaps in specific proposals and requests additional information from the proposal owner, including potential implications of level of service adjustments or the suggestion of additional collaboration. The scoring and prioritization of the BFO programs is the start of the discussion on where to fund programs—not the end. Decisions on budget enhancements or decreases are based on the scoring of each BFO program, as well as the department manager's rationale, established need, and availability of resources. The team discusses their overall rankings and rationale for budget enhancements or decreases and prepares a final recommendation to the City Manager, who examines and refines this recommendation and may include it in the overall budget recommendation.

The below figure shows the ranking break down, by quartile, in the FY 2015 recommended budget.



It is important to note that a high rating of a program will not guarantee that a program will be retained; nor does it guarantee that a lower-ranking program will be proposed for elimination. Also, the rankings do not reflect whether a program is being delivered in the most efficient manner. The prioritization process provides valuable information for budget proposal development and City Council deliberation. It is not the "only answer" on to how best to determine the City's budget.

Budget Constraints

The Results Team has to make tough decisions in order to fit their recommendation within the confines of the FIAR's projected expenditure increase, which also has to cover inflationary costs like Pay Plan, health insurance, retirement, and any other non-departmental budget increases. It is the intention of BFO for managers to submit the most cost-effective program budgets. In theory, this could result in budget decreases from previous fiscal years, however, in most cases managers feel that their current budget level is the lowest it can be without impacting levels of service. If anything, some managers feel that their current budgets are not adequate enough to provide the level of service required, due to existing and projected demands levels and because of extensive budget cuts during the recession years.

BFO Summary
The City Manager's Recommended Budget is what will be presented to City Council. The budget changes are presented through the lens of the Desired Outcomes and Council Goals. Staff is confident BFO provides us with the tools we need to build a budget that reflects our city's values and needs. This budget process will help us do this by focusing on outcomes that matter to our residents and others who have a stake in this community.

On May 7, staff will deliver the City Manager's Recommended Budget (Tentative or Proposed Budget) to City Council, which will include the Results Team recommendations on level of funding for departmental requests.

Department Review:
Budget, Debt, & Grants Department, Legal, and City Manager

Summary Recommendation:
Council is being asked to discuss and (if needed) provide direction regarding the FIAR, monthly budget report, and the Biennial Strategic Plan updates. The numbers reflected in this staff report represent preliminary assumptions and estimates are subject to change. If Council provides substantial changes to the FIAR assumptions/projections, then the Results Team and CIP Committee will take these into consideration when making their recommendation to the City Manager.

Attachment A – FIAR
Attachment B – Monthly Budget Report
Attachment C – Biennial Strategic Plans (Summary, Quarterly Goal Action Step Report, BFO Program List)

Acronyms:
FIAR - Financial Impact Assessment Report
BFO – Budgeting for Outcomes
ACA - Affordable Care Act
RDA – Redevelopment Agency
MBA – Municipal Building Authority
CIP – Capital Improvement Project(s)/Program
SLAC - Service Level Assessment Committee
YTD – Year-to-date

PARK CITY
1884

February 2015

A 10-Year Projection of
Park City's Financial Condition

Financial Impact Assessment Report

Prepared For :
Park City Mayor and City Council

Prepared By :
Budget, Debt, & Grants Department

Executive Summary

Background

Assumptions & Methodology

Appendix

General Fund Revenue Type	FY 2009	FY 2013	FY 2014	FY 2015 Budget	FY 2015 Projection	% =/-
Sales Tax	$ 9,568,666	$ 9,749,200	$ 10,103,580	$ 9,847,802	$ 10,238,857	4%
Property Taxes	9,964,464	$ 10,023,934	$ 9,279,024	$ 10,085,000	$ 10,112,245	0%
Franchise Tax	2,816,071	$ 3,037,408	$ 3,158,716	$ 3,277,000	$ 3,438,948	5%
Planning Building & Engineering Fees	791,384	$ 1,019,748	$ 2,154,168	$ 1,541,000	$ 2,604,395	69%
Recreation	1,430,096	$ 1,495,801	$ 1,605,530	$ 1,808,000	$ 1,848,590	2%
Ice Revenue	687,932	$ 661,737	$ 810,830	$ 707,500	$ 810,830	15%
Licenses	344,597	$ 391,550	$ 422,747	$ 432,000	$ 464,448	8%
Intergovernmental	147,298	$ 330,408	$ 138,853	$ 142,000	$ 142,367	0%
Court Fees	79856.5	$ 75,927	$ 86,364	$ 92,000	$ 91,494	-1%
Fees/Other	465,090	$ 441,349	$ 477,852	$ 530,000	$ 547,584	3%
Interfund Transfers	1,471,500	$ 1,415,722	$ 1,346,991	$ 1,451,534	$ 1,451,534	0%
Total	**$ 27,766,954**	**$ 28,642,784**	**$ 29,584,656**	**$ 29,913,836**	**$ 31,751,292**	**6.1%**

Figure ES-1: Park City General Fund Revenues by Type

The following narrative and analysis details the most recent projections of both the short and long-range financial outlook for Park City Municipal Corporation. The analysis is intended to inform decision makers in the upcoming budget process by illustrating the potential impacts of current financial decisions on the financial health of the City in both the near and distant future. The details of projections, assumptions, methodologies, etc., are contained in the body of the report and appendices. This summary reviews key findings and the most pertinent details for budget decisions.

Current Economic Conditions

While the effects of the most recent recession have had a significant impact on Park City, the recovery in the local economy has outpaced the gradual and somewhat up and down recovery experienced on the national level. This relatively quick recovery and the addition of new large lodging developments paired with the budget reductions instituted in FY 2009 and FY 2010, resulted in an operating budget surplus during FY 2014, as it did in FY 2012 and FY 2013. In addition to the return of strong recreation activity in the last three years, the City has experienced a recent growth in building activity in FY 2014 and FY 2015. These factors have all contributed to a recalibration of projected revenues and a very strong revenue outlook for Park City.

The nation's economy continues to shows many signs of a slow continued recovery. The Index of Leading Economic Indicators, produced by the Conference Board, has been increasing steadily over the last three years. January's findings continued to show positive trends projected for the next 6 to 12 months. Current indicators, such as Gross Domestic Product, Consumer Confidence Index, and the stock market have shown positive trends over the last several years. GDP has shown consistent growth since quarter 2 of 2009.

The DestiMetrics Program (formerly MTRiP) is reporting positive data trends in the Travel Price Index, enplanement data, and occupancy. Projected occupancy rates are up an average 6% over last year levels. Projected Average Daily Rates (ADR) are up an average 5% over last year and projected revenue per available room (REVPAR) is up 12% as well. These are all positive long range trend which indicating continued growth in the region. Despite a snow season well below average, strong first and second quarter sales trends are above the five-year average and will likely keep the City on track to meet budgeted revenue amounts in FY 2015.

In addition, the amount visitors are spending outside of lodging has been increasing as well. The average visitor spent 7% more in FY 2011 than in FY 2010 and 8.5% more in FY 2012 than in FY 2011. All this adds up to strong sales tax in Park City, which, coupled with strong building activity and continued consistency in property tax, leads to positive revenue news for the City for the foreseeable future.

Short Range Surplus

Stable revenue projections for the current fiscal year along with a moderately increased budget mean significant surpluses are expected over the next several years. With the additional property and sales tax revenue in FY 2015, revenues are expected to be sufficient to cover operating costs, debt service payments, and allow for more than $3.5 million transfer to the Capital Fund. It is expected that revenues in FY 2016 will come in at similar levels.

While these surpluses continue to paint a positive picture for Park City, particularly given the deficits the City has faced during the budgets of 2009 and 2010, it should not be relied upon in perpetuity. Staff continues to recommend that surpluses be used primarily for one-time allocations, such capital improvement projects.

Long Range Outlook

Although the recovery in sales tax revenue and the return of building growth to the property tax "new growth" equation significantly delays the timeline, as has been illustrated in all prior FIAR's, long-term projections continue to show deficits in future years. Currently deficits are projected starting in FY 2021 and continue in perpetuity. While FY 2021 may evoke visions of intergalactic ports and strange ultramodern landscapes, in terms of revenue and expenditure forecasting it is important to continue to discuss the underlying cause of the projected deficits.

There are two key underlying factors for these deficits. The first is discretionary growth in operating expenses (referred to as "operating level of service increase" in the projections). This is an anticipated increase in expenditures related to enhanced levels of service which future Councils are likely to consider. It is based on the prior experience of the City as reported in the 2010 SLAC analysis. It is certainly arguable whether Council will continue to direct staff to enhance levels of service at the pace of the last 10 years.

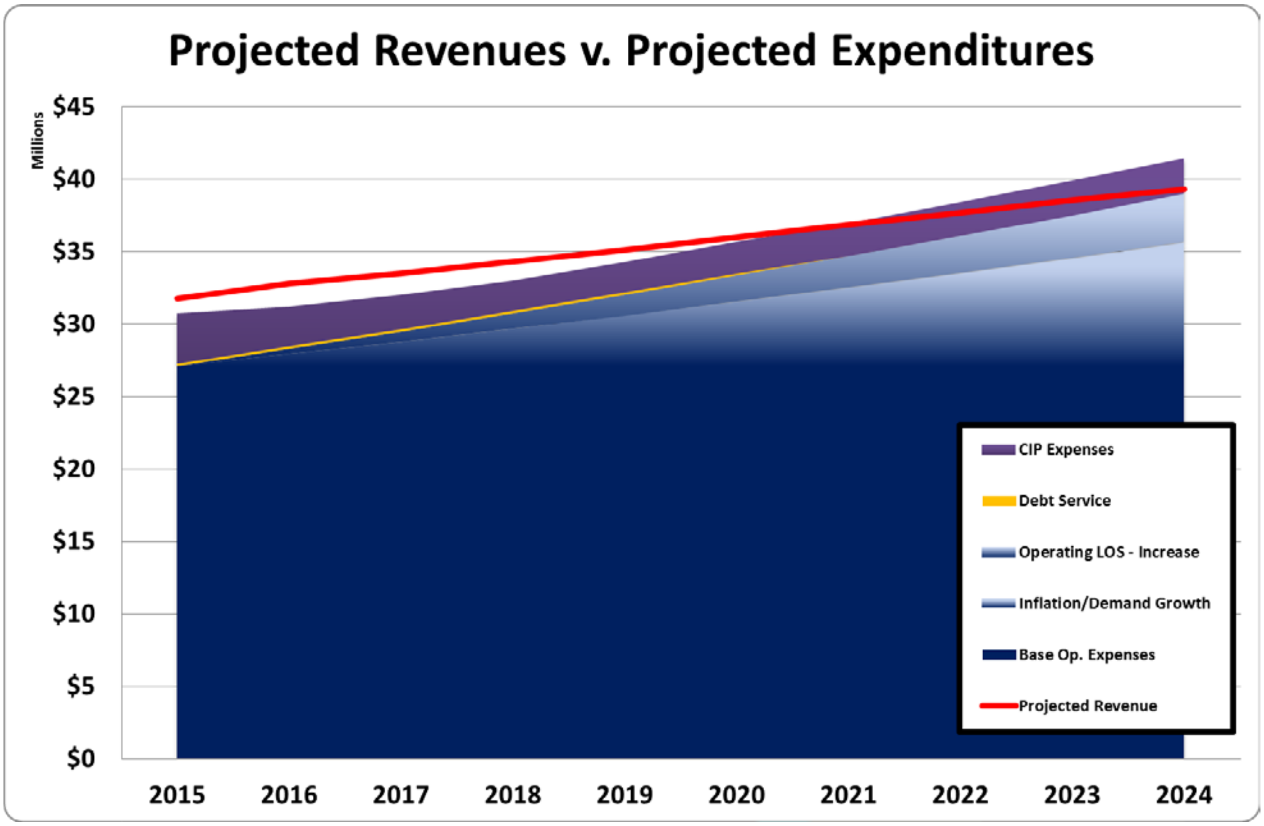


Figure ES-2: The FIAR Graph

However, it is almost indisputable that over any span of 10 years, Council will need to enhance services to some degree, which will lead to increased overall expense. These increases are increasingly likely in the face of the anticipated capital infrastructure improvements necessary to keep up with development growth in the next five to ten years. The projections show that *any* amount of new expense for enhanced services will magnify deficits over the long run.

The second underlying factor which is the systemic driving force behind the dim long-range projections and will be the most difficult to overcome is effect which Truth in Taxation has on the property tax base.

Truth in Taxation is the legislative requirement that the City's property tax general levy be adjusted down to collect the same dollars from existing property and improvements as the prior year. It is true that the City collects new dollars from new growth, but as the City approaches build-out and settles into a less aggressive rate of redevelopment, it is unlikely that the growth in this revenue stream will overcome the inflation hurdle. Thus Truth in Taxation effectively strips the inflationary component from this critical revenue. Property tax revenue accounts for 34 percent of General Fund revenue. The end result is a diminishing of cities' purchasing power over time which will eventually lead to deficits.

Recommendations

The Budget Department recommends the following solutions for the two identified factors causing long-term deficits.

First, every level of service enhancement should be accompanied by an offset when possible. An offset can be either a revenue offset (ie: new revenue source, increased tax or fee, etc.) or an expenditure offset (ie: reduced budget due to efficiencies gained, cut to another service in the budget, etc.).

Second, the Budget Department recommends that Council continue to evaluate the current revenue and taxation policy and adjust it as necessary to establish a sustainable approach to the long-term financing of City services.

The Budget Department produced a revenue mix analysis in 2010 which outlined some possible steps which might be considered in order to stabilize revenue volatility and ensure the ongoing delivery of current levels of service. One suggested recommendation included the institution of regular, small property tax increases to keep this revenue source up with inflation. While increases would not be necessary in the near future, it is important to continue to understand and make the public aware of the potential long-term revenue issues.

In past revenue shortfall years staff was directed to explore more thoroughly the expenditure side of the budget in an effort to address both long-term and short-term deficits. This prompted the City to initiate the Budgeting for Outcomes (BFO) process, which has been carried out over the last 3 years and continues to be the central theme for the budget process. BFO will provide Council with an opportunity to adjust ongoing expenses and reaffirm current levels of service.

Regardless of the decisions that Council makes via BFO, the root problem remains in place. There are inflationary pressures on *all* of the expenses in Park City's budget over time, and one-third of Park City's General Fund revenue does not increase with inflation. The principle of time-value of money is working against Park City (and all Utah cities, for that matter) and short of cutting service levels perpetually, there is no way to overcome projected deficits focusing solely on the expenditure side of the equation.

In 2001, the City formed a Service Level Assessment Committee (SLAC) in order to determine future expenses and revenues. The report showed an operating deficit in future years. At the time Council took action to minimize this projected deficit by reducing $600,000 in expenditures. Fortunately, revenues came in higher than projected.

In fiscal year 2007, the Budget Department conducted meetings with liaisons from City Council regarding budget issues. One of the requests from the Council liaisons to the Budget Department staff was to revisit the idea of forecasting revenues and operating, capital, and debt service expenses for the General Fund. This is the ninth year that the Budget Department has prepared and presented these projections as the Financial Impact Assessment Report (FIAR).

Purpose

Staff has put together a group of decision tools to assist Council with the budget process. These decision tools help to provide information about various aspects of the City when policy direction is being established. It is anticipated that the FIAR will be a reference for Council to estimate the impacts of additional operating and capital spending as well as policy decisions in future years.

The primary output of this analysis is a 10-year projection of surpluses or deficits of General Fund revenues. Council can use these projections to plan for future expenses. Projected short-term surpluses could be used to fund one-time capital projects, while projected deficits would require budget cuts or changes in taxes or fees.

There is a level of uncertainty when dealing with projections of any kind. The accuracy of a forecast will most likely decrease the further out it is from the base year of the analysis. Therefore, general trends in the projections are a more valuable output of this analysis rather than specific data in future years.

Major Findings

Figure B-1 shows projected surpluses and deficits over the next ten years. As found in fig. B-1, the current forecast shows surplus revenue until FY 2021. The current projection includes significant new property tax growth related to the Flagstaff annex coding error which was corrected in FY 2012. It also reflects growth in building activity in both the building, planning and engineering fees and also the effect new growth has on property tax and sales tax revenue.

Ten-year Financial Impact Forecast

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenue	$31,751	$32,814	$33,529	$34,310	$35,134	$36,019	$36,875	$37,714	$38,548	$39,336
Expense	$30,714	$31,170	$32,015	$32,982	$34,258	$35,679	$36,953	$38,398	$39,881	$41,406
Rev - Exp	$1,037	$1,644	$1,514	$1,328	$875	$341	-$78	-$684	-$1,334	-$2,070

In Thousands (x1,000)

Aggregate Surplus/(Shortfall) Over Ten-Years (2015 to 2024)	$2,572,794

Figure B-1: Projections of Surplus/Deficit (in thousands)

Revenues

The following revenues were used in the General Fund projections: Property Tax, Sales Tax, Franchise Tax, Planning, Building, & Engineering Fees, Recreation Fees, Ice Facility Fees, Licenses, Intergovernmental (or Grants), Court Fees, Miscellaneous/Other Revenue, and Interfund Transfers. These revenues were projected using various methods of trend forecasting with the exception of Interfund Transfers. These methods are outlined in the Appendix under the revenue section. All projections are based on current local economic conditions with the assumption that there will be no significant changes to current tax legislation. Figure AM-1 displays various revenue sources for future years in the General Fund.

Property Taxes

Park City collects property tax based on numerous factors such as the prior year collections, a collection rate, debt service needs, total taxable assessed value, and a new growth component. Each year a mil levy is set by dividing the "budgeted" property tax (that is the amount the City should have collected the prior year, and it is determined by the State) by the base assessed value (AV) for properties and improvements that existed the prior year. The mil levy is then applied to any new growth value, which is what generates any growth in property tax.

To project these amounts, the Budget Department estimated base AV growth using an exponential trend (0.66 R-squared value). The projected base AV is used to calculate an estimated mil levy in future years. This mil levy is then applied to both the projected base AV and the projected new growth to generate the

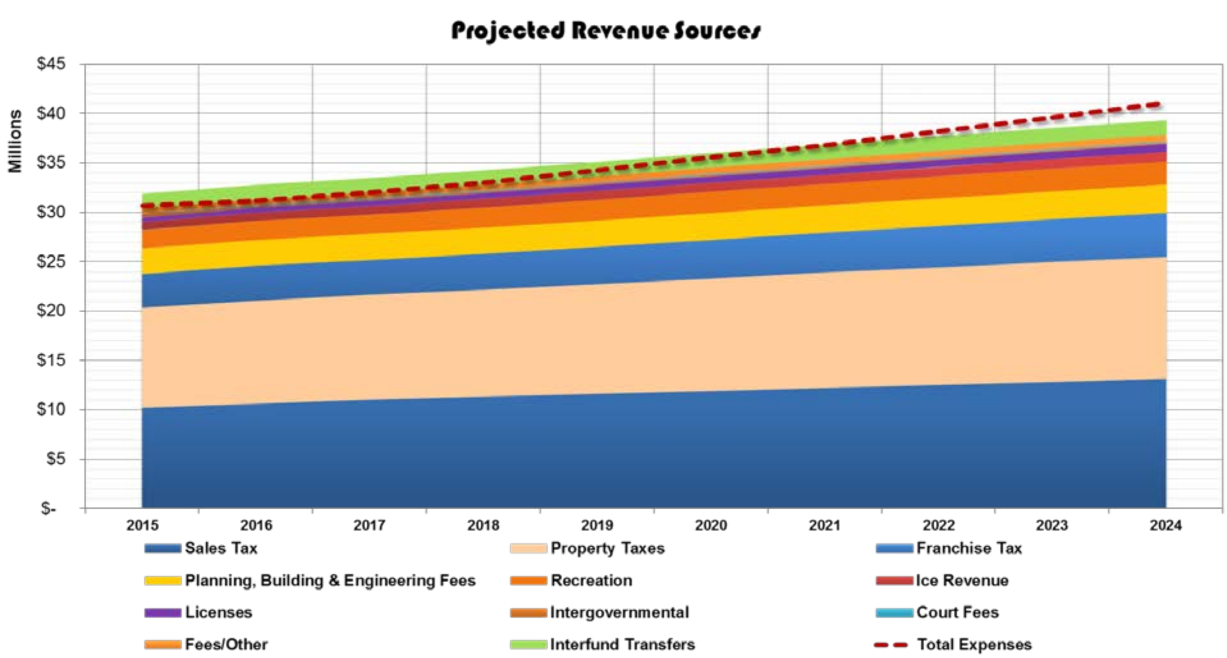


Figure AM-1: Projected Revenue Sources

revenue estimates.

In the process of updating the base AV projection in FY 2012, it was found that the methodology used was inadvertently including past year's new growth increment. This had the effect of double counting new growth totals, driving up expected future base AV and therefore prematurely driving down the future mil levy. These low future mil levies were then applied to projected new growth totals which resulted in a lower tax value for new growth than is now expected. The current base AV projection has been recalibrated to project base AV independent of past year's new growth.

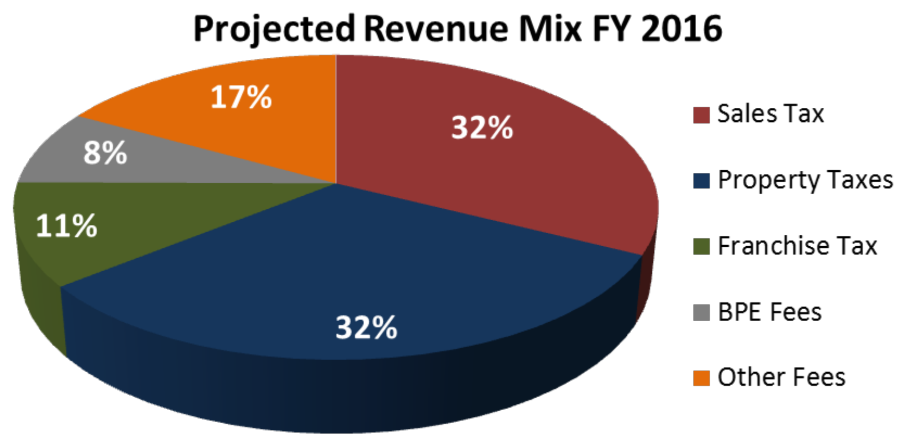


Figure AM-2: Projected Revenue Mix

In addition to the change in the base AV projections a second recalibration in FY 2012 was also necessary for new growth projections. In past FIAR's the Budget Department had projected new growth based on a logarithmic trend which would allow growth projections to settle into a natural rate of redevelopment over the next 10-15 years. While this methodology did properly reflect redevelopment rates of a city approaching build out, it was not correctly capturing the effects of inflation of future new growth values. Therefor the new growth projection has been recalibrated as an average percentage of projected AV and therefore appropriately reflects the correct proportion of future property base AV. In FY 2015, new growth figures were updates to include potential growth in key economic development areas.

In addition to the general levy revenues, the City also collects minor amounts for delinquent taxes, interest on delinquent taxes, and fee-in-lieu (motor vehicle tax). Delinquent taxes are also erratic, and a logarithmic trend was used to project this based on the thinking stated above. Fee-in-lieu is fairly consistent and flat, so a simple average was used for projection.

Sales Tax

Property, sales, and franchise taxes make up nearly 80% of the total General Fund revenues. Sales tax has increased at a fairly steady rate for the past decade peaking in FY 2008 then dropping during the last recession in 2009 and 2010. Due to large resort developments coming online in the last several years, sales tax revenue has grown significantly with FY

2014 as the highest in sales tax generation to date.

Sales tax is widely considered a volatile revenue source and this holds especially true for Park City as roughly two-thirds of the year's sales tax come in the winter months. This means that the City's most significant revenue source is dependent upon a productive ski season and stable local and national economic conditions. The method forecasting future sales tax assumes that these factors will remain fairly predictable in future years. The forecasting method will also smooth out large fluctuations incorporating only sustained trends when predicting future sales tax. The larger collection years are assimilated into the future projections. The forecasting method also assumes that there will be no major legislative changes to affect sales tax collection for the City. The current long-range tend line for sales tax is remarkably consistent with an R-squared value of 0.94.

For short-term projections lodging bookings data (as reported by Mountain Travel Research) are used as an indicator to project visitor nights for the next 6-12 months. This data can be somewhat erratic and fluctuates rapidly, but it provides a more immediate picture colored by current economic conditions not captured by the long-term trend.

Franchise Tax

Franchise taxes account for about eleven percent of General Fund revenue. This revenue source has been fairly consistent each year and is typically charged as a percentage of sales from utility companies. The forecasts are made using a time-series linear trend analysis (0.95 R-squared). This trend is extremely reliable although the revenue has experience fluctuation recently due to shifting utility use in telecommunications.

Building, Planning, & Engineering Fees

BPE Fees are typically the fourth largest revenue source in the General Fund. Projection of these fees are subject to the same issues and concerns outlined in the property tax projection narrative. They are tied to growth, which is geographically bound. Eventually these fees will settle into a certain level at the natural rate of redevelopment. Recent local and national economic recover have led to significant growth activity and has highlighted the potential for extreme swings in BPE revenue.

Therefore, in order to project these fees, a logarithmic trend is used. This does not provide a strong predictor in the short-term, and in the long-term it functions as little more than an average which increases ever more slightly from year to year. However, considering the volatile nature of the historical data coupled with the lack of a reliable leading indicator for purposes of econometric modeling, an average is about the best you can do. The logarithmic trend at least introduces some additional logic into the equation. While BPE have been down significantly during the recession years, fees were up slightly in FY 2013, significantly in FY

2014, and are expected to be up in FY 2015, far surpassing levels projected in last year's FIAR.

Recreation & Ice Fees

Recreation fees have grown steadily on a linear trend (R-squared .92). Some might argue that these fees are subject to the population growth parameters which bind new growth related revenues. However, as the fee levels are reasonably fluid and adjust with demand, they function on more of a price inflation basis, similar to sales tax. Linear growth, then, is reasonable, as well as historically accurate. Recreation revenue had been down significantly during the construction of the MARC, however since its opening recreation revenues have experienced a steep rebound.

Ice revenues continue to be projected using the 5-year Ice Revenue Model. This model is based on projected fee schedule adjustments and user growth projections by activity type. The model is driven by manager inputs for fee schedule and growth projections of individual activity types. It is anticipated that the Ice Revenue Model projections will more accurately reflect real changes in actual usage and fee structure over time. The Budget and Ice Facility departments are currently updating the Ice Revenue Model which will be used to set fees and revenue during the upcoming budget process.

Other Revenues

Licenses include the festival facilitation fee associated with business licenses and liquor licenses. Intergovernmental revenue includes state and federal grants, state monies for liquor and drug enforcement, Summit County Recreation, Arts, & Parks Tax grants, Restaurant Tax grants, etc. Most grants received by the City are related to capital or a City enterprise fund (such as water, golf, transit), however some apply to operations like the ice facility or police and end up in the General Fund. Reimbursed court fees refer to the portion of fines collected by the Summit County Justice Court which are distributed to Park City for police and/or prosecutorial expense. Any money due to traffic citation is included in this amount. Fees/Other contain various revenue types, interest earnings from funds invested in the state pool being the largest of these.

Each of these revenues are projected using some form of time-series analysis, generally linear. See the Appendix for details.

Interfund Transfers

Interfund transfers are currently based on a study that determines the amounts to be transferred to and from the General Fund. The study was updated by the Budget Department in cooperation with the Water, Transit and Golf Departments in FY 2014. The study apportions administrative costs to enterprise fund activities in a manner similar to an overhead calculation. Future increases and/or decreases to transfers will be determined once the current level of transfers fall outside the appropriate range as defined in the study and updated regularly.

This study does not project changes in these transfers despite the fact that changes are anticipated. Any adjustment to the level of the transfers would be set by policy, and therefore adjusting these levels would violate the underlying assumption that policy remains static.

If, however, they were to be projected, it should be based on the relative growth of enterprise funds compared to the relative growth of the General Fund.

Short-Range Projections

The preceding describes methodology and assumptions for long-term projections. However, these projections have been modified in many cases in the short-term. Primarily, year-to-date information for the current year is incorporated into a model which uses five-year averages of year-to-date compared to year-end to project year-end totals for the current year. In the case of sales tax and property tax, variations of this methodology are used and the computer projection is overridden.

In FY 2015, some subjective modification has been made to sales tax, property tax, BPE fees, and interest earnings. These modifications were made necessary due to current building activities or weather patterns. In all cases, either a simple multiplier or smoothing factor was applied to ease the projection back to the long-term curve.

EXPENSES

Operating Expenses

In the fall of 2009, a committee of City staff reconvened to update the 2000 SLAC report. The committee agreed that the most valuable output from the original report was the distribution of the increment of operating expenses over a ten-year period into three categories describing the nature of the growth. Efforts were focused on reproducing this data for the ten-year period between 2000 and 2010. It was agreed that the results would tie into the City's long-term financial planning and therefore would be reported in this FIAR rather than as a separate report.

As part of the update process, the committee (consisting of Pace Erickson, Kim Leier, Phil Kirk, Jon Pistey, Thomas Eddington, Diane Foster, and budget staff) sought to rename and clarify the definition of the three categories used in the 2000 report. The following details the three categories into which operating expense growth was distributed for this SLAC update:

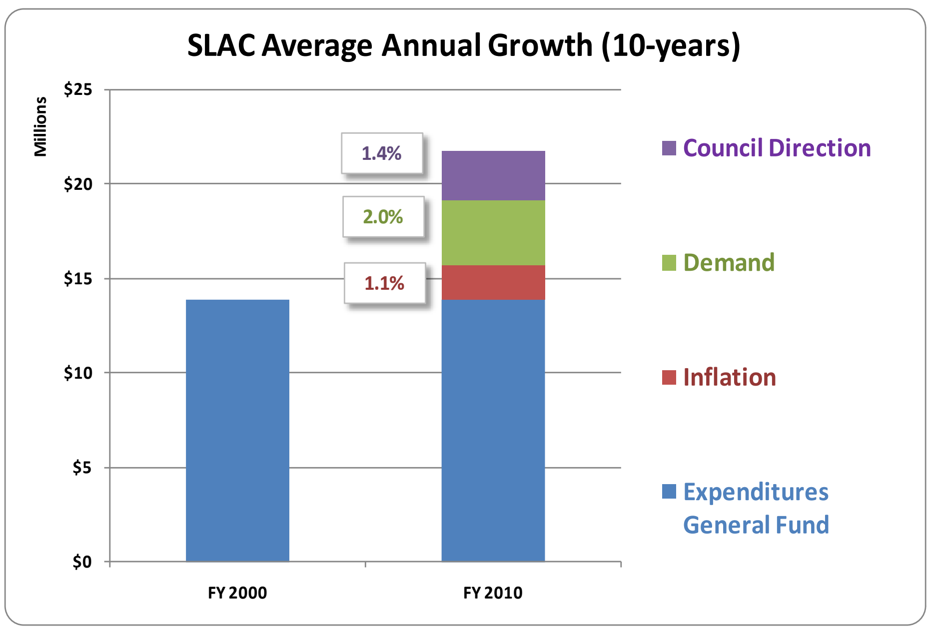


Figure AM-3: SLAC Results

Inflation: Any growth in the cost to provide the same quantity and quality of existing service in 2000. This is basically price increases (e.g., road salt costs more now than it did then, even if we buy the same amount). Any decrease in program costs due to efficiencies gained, economies of scale, reorganizations, etc., would be accounted for here. Increased costs due to State or Federal mandates would also fit in this category.

Increased Demand: Any growth in expenditures due to providing more of the same service to more population, visitors, users, lane miles, etc. (e.g., we buy more salt because we have more lane miles than we had in 2000). A change in the sophistication of user or population demand which causes increased expense could also be accounted for here.

Increased Service Level (Council Directed): Growth in expenses related to direction given by Council to increase/expand new services or the level at which existing services are provided. Also operating expenses resulting from capital projects which represent a greater level of service, such as the Ice Arena, would fit (e.g., we buy more salt because Council directed us to salt the roads more often).

The committee sent a survey to managers which showed the programs run by each department along with the cost for those programs. Managers were asked to divide up their 2010 budget among the programs their departments run today, calculate the incremental cost for their programs between 2000 and 2010, and divide each increment into the categories that best describes the impetus for the growth (or decline) that occurred.

The resultant rates of increase from the SLAC update, specific to General Fund activity, are as follows: Inflation – 1.1%; Demand – 2.0%; and Increased Service Level – 1.4%.

These percentages are applied to FY 2016 budgeted expenditures to project operating expense growth through 2024 in this FIAR update. More detailed results of the study are included in the appendix of the FIAR. In updating actuals for FY 2014 it was found that expenditures had grown at a rate which was consistent with the results of the SLAC study. Therefore the Budget Department continues to view the findings of the SLAC study as the most relevant for projecting future expenditures.

In addition, as part of the BFO process, the budget department has used the growth projections of the SLAC study as the baseline target growth rate when determining the annual operating budget.

Capital Expenses

Park City finances capital projects in three manners. First, many capital projects are financed using specific revenues which are collected with the sole intention of funding capital projects. These revenues are earmarked for capital projects and cannot be spent on operations. By and large, these revenues are received directly into the Capital Projects Fund and never impact the General Fund directly. Examples of such funding sources include impact fees, grants, special contributions and donations, sale of assets, class B & C road funds, RDA increment, interest earnings, additional resort sales tax, etc.

Capital projects are also financed with excess operating funds from the current year. This is the portion of General Fund revenues that remains after all operating expenses are paid. Essentially, this is the operating surplus that this report seeks to define. However, there is the portion of that surplus that is already dedicated to capital projects. Although these are non-earmarked funds, they are committed by Council to capital projects through the 5-year Capital Improvement Plan or the Asset Management Plan.

The final method for financing capital projects is debt, or more specifically, bond issuance financing. For these projects, the

City issues bonds and uses the proceeds to pay for the project. The City then makes debt service payments over many years to retire the debt. The proceeds are received directly into capital projects funds and never impact the General Fund. The debt service is paid for using various funding sources depending on the type of debt issued and the financing strategy.

For purposes of long-range projections, the relevance of a capital project is determined by the type of funding: general fund transfer (A), flexible (B) or inflexible (C). Type B projects are not relevant to long-range projections since their funding will not come from General Fund or operating revenues. Expenses for Type C projects will be accounted for through debt service expense, so actual project expenses are irrelevant to this study. Type A projects are relevant since they impact the General Fund surplus.

Figure AM-4 shows all of the Type A projects and their requirements of the General Fund by year, according to what is currently scheduled in the 5-year Capital Improvement Plan. These figures serve as the basis for the capital expense portion of the long-range projection analysis. Projects that are intended to have ongoing funding, such as Asset Management and Equipment Replacement, were extrapolated out beyond the 5 years.

5-Year Capital Improvement Plan Listing (General Fund Transfer)*

CIP #	Project Name	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
CP0006	Pavement Management Implementation	300,000	300,000	300,000	300,000	300,000	Ongoing
CP0075	Equipment Replacement - Computer	275,000	296,000	296,000	296,000	296,000	Ongoing
CP0146	Asset Management/Replacement Program	552,709	552,709	552,709	552,709	552,709	Ongoing
CP0312	Fleet Management Software	27,000					27,000
CP0336	Prospector Avenue Reconstruction		100,000	300,000			400,000
CP0267	Soil Repository		300,000				300,000
CP0278	Royal Street	750,000					750,000
CP0325	Network & Security Enhancements	80,000					80,000
CP0290	APP Development	60,000					60,000
CP0074	Equipment Replacement - Rolling Stock	650,000	700,000	700,000	750,000	750,000	Ongoing
CP0217	Emergency Management Program	10,000	10,000				20,000
CP0283	Storm Water Utility Study	25,000					25,000
CP0061	Economic Development	25,000	25,000	25,000			75,000
CP0339	Fiber Connection to Quinn's Ice & Water Facilities	65,000					65,000
CP0333	Engineering Survey Monument Re-establishment	10,000	5,000	5,000			20,000
CP0041	Trails Master Plan Implementation	30,000	30,000	30,000	30,000	30,000	Ongoing
CP0017	ADA Implementation	5,000	5,000	5,000	5,000	5,000	Ongoing
CP0250	Irrigation Controller Replacement	20,000	20,000	20,000	20,000	20,000	Ongoing
CP0191	Walkability Asset Management	40,500	40,500	40,500	40,500	40,500	Ongoing
CP0340	Fleet Shop Equipment Replacement	15,000	15,000	15,000	15,000	15,000	Ongoing
CP0036	Traffic Calming	37,500	37,500	10,000	10,000		95,000
CP0142	Racquet Club Program Equipment Replacement	60,000	60,000	60,000	60,000	60,000	Ongoing
CP0264	Security Projects		50,000				50,000
CP0280	Aquatics Equipment Replacement	11,250	11,250	11,250	11,250	11,250	Ongoing
CP0229	Dredge Prospector Pond		150,000				150,000
CP0332	Library Technology Equipment Replacement	14,387	24,387	24,387	24,387	24,387	Ongoing
CP0337	Solar Installation - MARC	426,800					426,800
	Total	$3,490,146	$2,732,346	$2,394,846	$2,114,846	$2,104,846	$12,837,030

*Does not include Past Budget Carry Forward

Figure AM-4: Capital Expense Projections from General Fund Transfer

Debt Service

The City has five categories of debt: General Obligation (GO) Bonds, Sales Tax Revenue Bonds, Water Revenue Bonds, RDA Tax Increment Bonds, and Notes/Contracts Payable. GO debt is generally funded by increased property tax, thus having a net zero impact on the General Fund. Sales Tax bonds can be funded using varying strategies, but are generally retired using sales tax (or General Fund surplus, for purposes of this study). Water Revenue debt service is paid with enterprise fund revenues and does not impact the operating fund. RDA debt is paid with RDA property tax increment, which is earmarked revenue that does not impact the General Fund. Notes/Contracts Payable are often retired using operating revenues.

Long-Term Debt Service (from General Fund)			
Date	Contract Payable	Sales Tax Revenue Refunding Bond	Grand Total
	Gillmore Note	2014 A*	
'15	$ 100,000	$ 168,673	$ 268,673
'16	$ 100,000	$ 169,610	$ 269,610
'17		$ 169,510	$ 169,510
'18		$ 169,741	$ 169,741
'19		$ 169,549	$ 169,549
'20		$ 169,587	$ 169,587
'21		$ 169,523	$ 169,523
'22			

*estimated - calculation to be determined as part of budget process

Figure AM-5: Debt

This study ignores all debt that has no impact or a net zero impact on the General Fund. This means that GO debt, Water debt, RDA debt, and Sales Tax debt funded by non-operating funds (such as impact fees or the additional resort communities sales tax) are excluded from the long-range projections. Figure AM-4 shows current debt service amounts that will be paid from General Fund revenues.

Debt service includes sales tax debt for 2014A sales tax bond. Debt service of the 2014 A is show in fig. AM-5.

In 2012, Park City votes approved a half-cent sales tax increase known as the Additional Resort Communities Sales Tax. This tax revenue will be received directly into the capital improvement fund (Fund 031) or debt service fund (Fund 071). Future sales tax revenue bonds will be issued against this additional revenue and will therefore not affect the General Fund.

APPENDIX
2015 FIAR

Ten-year Financial Impact Forecast

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenue	**$31,751**	**$32,814**	**$33,529**	**$34,310**	**$35,134**	**$36,019**	**$36,875**	**$37,714**	**$38,548**	**$39,336**
Op. Expenses (Base)	$27,044	$27,072	$27,044	$27,044	$27,044	$27,044	$27,044	$27,044	$27,044	$27,044
Inflationary Growth	$0	$835	$1,697	$2,588	$3,508	$4,459	$5,441	$6,456	$7,505	$8,589
Operating LOS Growth	$0	$347	$700	$1,058	$1,421	$1,789	$2,163	$2,542	$2,928	$3,318
CIP Expenses	$3,490	$2,732	$2,395	$2,115	$2,105	$2,205	$2,305	$2,355	$2,405	$2,455
Debt Service	$180	$183	$179	$178	$181	$182	$0	$0	$0	$0
Total Expenses	**$30,714**	**$31,170**	**$32,015**	**$32,982**	**$34,258**	**$35,679**	**$36,953**	**$38,398**	**$39,881**	**$41,406**
Rev/Exp	**$1,037**	**$1,644**	**$1,514**	**$1,328**	**$875**	**$341**	**-$78**	**-$684**	**-$1,334**	**-$2,070**

**In Thousands (x1,000)*

Aggregate Surplus/(Shortfall) Over Ten-Years (2015 to 2024)	**$2,572,794**

Budget Summary

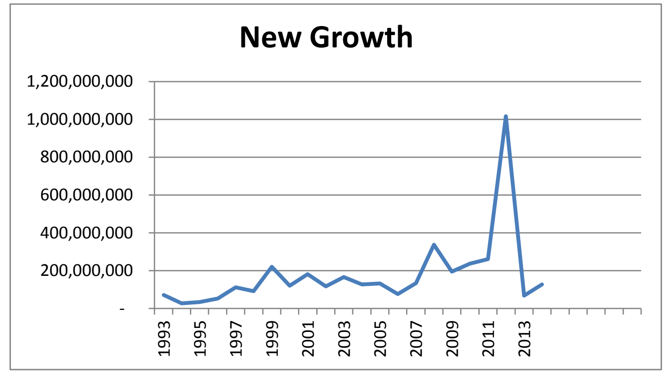
Description	Actual Revenue (15 Years)															Average Annual Change
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
General Fund Revenue (thousands)																**10 Years (2005 -2014)**
Sales Tax	5,656	6,215	6,844	6,253	6,560	7,847	8,530	8,588	9,205	8,091	8,474	8,989	9,569	9,749	10,104	3.0%
Property Taxes	4,955	5,517	6,091	5,834	6,153	7,244	6,731	6,756	7,141	6,937	7,741	8,647	9,964	10,024	9,279	3.1%
Franchise Tax	1,195	1,481	1,642	1,703	1,855	2,309	2,715	2,530	2,749	2,720	2,774	2,907	2,816	3,037	3,159	3.8%
Planning Building & Engineering Fees	1,692	1,274	910	1,136	1,122	2,047	2,159	2,611	3,098	1,496	562	825	791	1,020	2,154	12.6%
Recreation	-	-	-	-	990	1,067	1,225	1,241	1,287	1,368	1,227	850	1,430	1,496	1,606	7.2%
Ice Revenue	-	-	-	-	-	-	161	407	402	458	459	583	688	662	811	28.7%
Licenses	-	-	36	29	21	88	91	48	173	207	212	228	345	392	423	35.7%
Intergovernmental	-	-	83	7	174	45	179	54	158	84	119	137	147	330	139	56.3%
Court Fees	-	-	66	51	77	103	101	75	92	101	106	95	80	76	86	-0.9%
Fees/Other	-	-	788	628	527	815	904	1,090	1,040	646	453	468	465	441	478	-3.9%
Interfund Transfers	-	-	-	-	-	-	1,450	1,618	2,350	1,450	1,450	1,520	1,472	1,416	1,347	1.4%
Total	**13,498**	**14,487**	**16,460**	**15,640**	**17,479**	**21,565**	**24,246**	**25,020**	**27,696**	**23,558**	**23,578**	**25,248**	**27,767**	**28,643**	**29,585**	**3.9%**

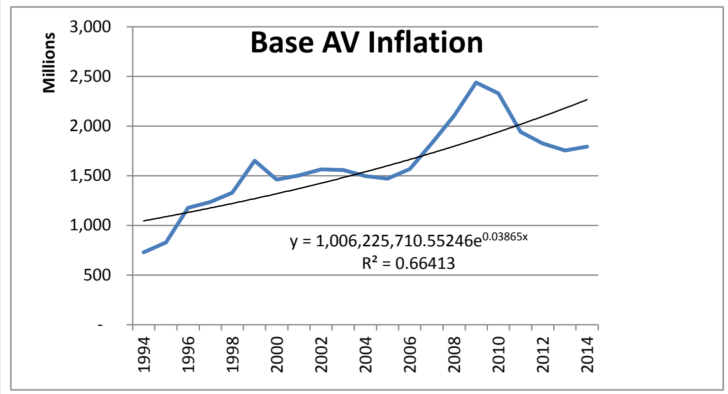
** Actual in red indicate outliers*

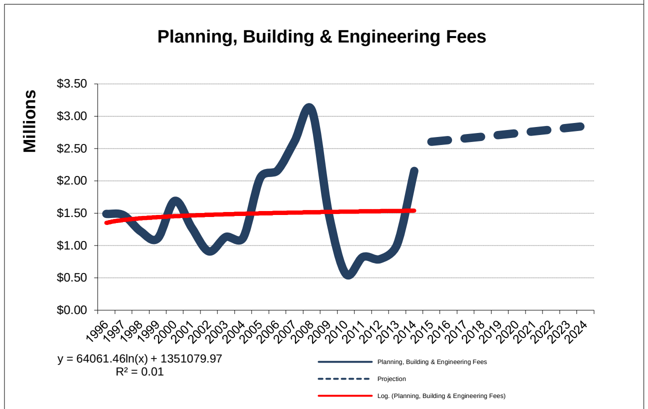
Description	Projected Revenue (10 Years)										Average Annual Change (10 Years)
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	
General Fund Revenue (thousands)											
Sales Tax	10,239	10,638	11,038	11,337	11,637	11,937	12,236	12,536	12,835	13,135	2.7%
Property Taxes	10,112	10,435	10,671	10,870	11,112	11,416	11,690	11,945	12,192	12,392	3.0%
Franchise Tax	3,439	3,572	3,506	3,639	3,773	3,906	4,040	4,174	4,307	4,441	3.5%
Planning Building & Engineering Fees	2,604	2,630	2,657	2,683	2,710	2,737	2,765	2,792	2,820	2,848	3.0%
Recreation	1,849	1,902	1,955	2,008	2,062	2,115	2,168	2,222	2,275	2,328	3.9%
Ice Revenue	811	827	844	860	878	895	913	931	950	969	1.8%
Licenses	464	504	543	582	621	660	699	738	777	816	6.8%
Intergovernmental	142	143	143	143	143	143	143	143	143	143	0.3%
Court Fees	91	90	89	91	91	90	88	87	88	89	0.3%
Fees/Other	548	621	632	644	656	669	682	695	709	724	4.3%
Interfund Transfers	1,452	1,452	1,452	1,452	1,452	1,452	1,452	1,452	1,452	1,452	0.8%
Total	**31,751**	**32,814**	**33,529**	**34,310**	**35,134**	**36,019**	**36,875**	**37,714**	**38,548**	**39,336**	**2.9%**

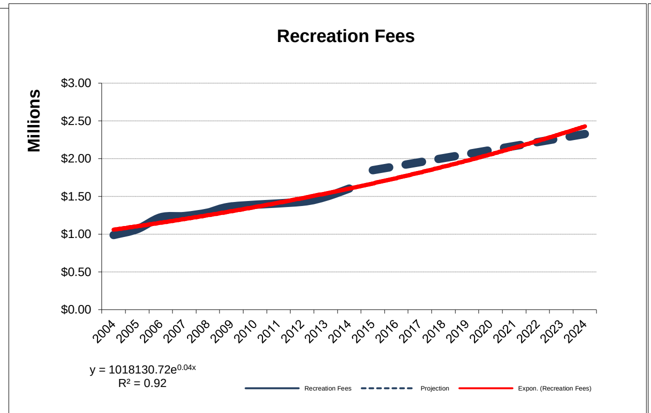
Property Tax Calculation

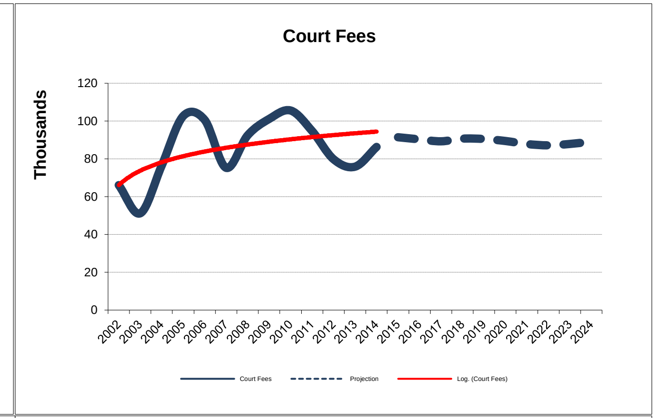
FY	Base AV	Base Rev	Gen Levy	Est New Growth AV	Est New Growth Rev	Total Projected Gen Levy
1993	702,394,843	2,727,282	0.003883	72,031,510	279,698	
1994	803,188,589	3,151,763	0.003924	27,154,818	106,556	
1995	942,273,048	3,381,510	0.003589	34,311,260	123,143	
1996	1,389,314,410	3,540,711	0.002549	52,732,915	134,416	
1997	1,517,035,803	3,497,089	0.002305	111,716,130	257,506	
1998	1,756,725,163	3,829,613	0.002180	91,454,078	199,370	
1999	2,304,102,616	3,987,868	0.001731	221,517,191	383,446	
2000	2,268,723,378	4,286,649	0.001889	120,684,324	227,973	
2001	2,467,799,060	4,631,374	0.001876	181,553,620	340,595	
2002	2,776,388,386	5,092,154	0.001834	117,639,223	215,750	
2003	2,899,770,031	5,356,096	0.001847	167,499,887	309,372	
2004	2,966,027,232	5,501,084	0.001855	128,503,658	238,374	
2005	3,049,757,096	5,718,586	0.001875	132,307,533	248,077	
2006	3,400,877,632	5,944,867	0.001748	76,444,065	133,624	
2007	4,067,660,253	6,070,152	0.001492	135,173,000	201,678	
2008	4,859,206,356	6,260,672	0.001288	337,192,925	434,304	
2009	6,136,616,502	6,670,656	0.001087	196,200,198	213,270	
2010	6,112,813,996	6,874,752	0.001125	237,981,804	267,730	
2011	5,365,907,122	7,131,534	0.001327	261,217,643	346,636	
2012	5,327,424,788	7,399,793	0.001389	1,017,211,007	1,412,906	
2013	6,229,284,469	8,627,559	0.001385	68,768,667	95,245	
2014	6,448,304,413	8,109,243	0.001248	127,236,788	158,792	
2015	6,651,451,429.93	8,268,035	0.001243	282,590,302	351,272	9,319,306
2016	6,946,841,155.77	8,619,306	0.001241	293,726,233	364,441	9,633,748
2017	7,257,023,724.76	8,983,748	0.001238	305,300,993	377,944	9,861,691
2018	7,572,582,072.97	9,361,691	0.001236	317,331,876	392,305	10,053,996
2019	7,924,122,108.00	9,753,996	0.001231	272,115,405	334,954	10,288,950
2020	8,244,552,165	10,088,950	0.001224	242,841,184	297,167	10,586,117
2021	8,599,976,315	10,386,117	0.001208	221,230,587	267,178	10,853,296
2022	8,938,226,383	10,653,296	0.001192	208,342,635	248,319	11,101,615
2023	9,268,199,843	10,901,615	0.001176	205,324,056	241,510	11,343,125
2024	9,599,947,784	11,143,125	0.001161	166,730,613	193,532	11,536,658
2025	9,898,084,222	11,336,658	0.001145	173,300,905	198,488	11,735,146
2026	10,207,969,211	11,535,146	0.001130	180,130,109	203,550	11,938,695
2027	10,530,065,722	11,738,695	0.001115	187,228,429	208,718	12,147,414

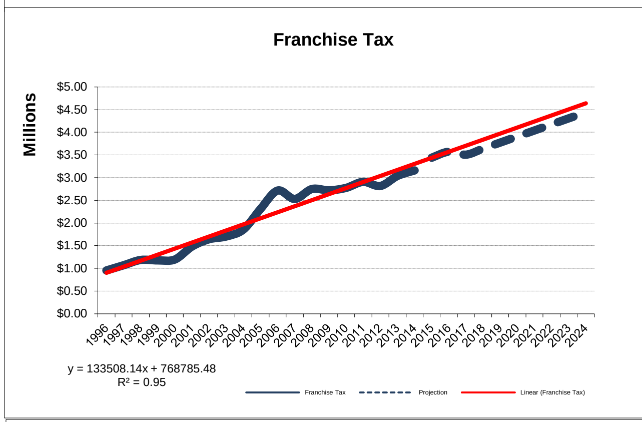


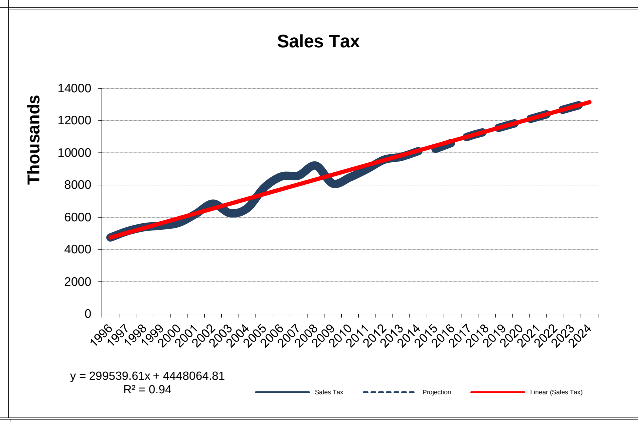


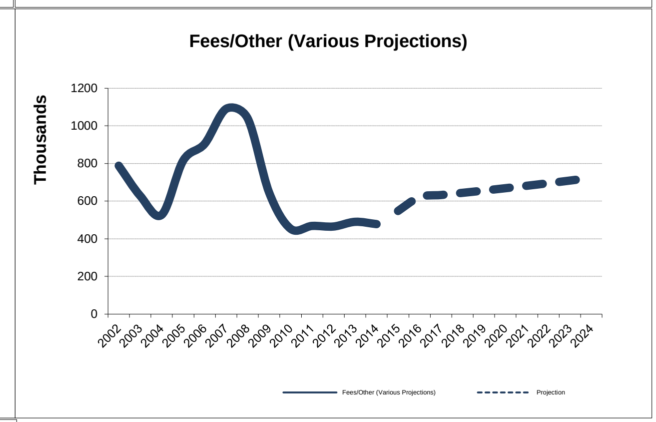

Planning, Building & Engineering Fees
Millions
y = 64061.46ln(x) + 1351079.97
R² = 0.01
Planning, Building & Engineering Fees
Projection
Log. (Planning, Building & Engineering Fees)

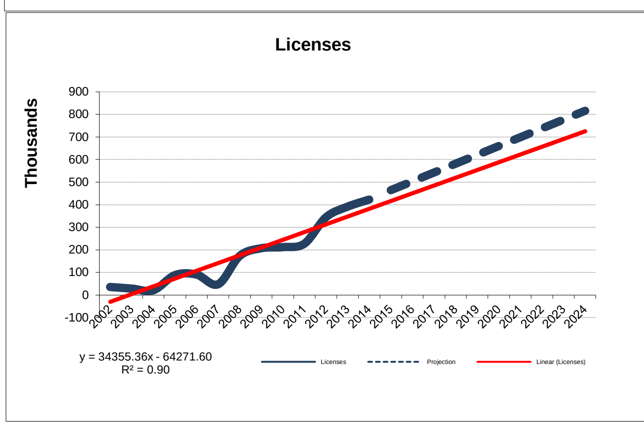

Recreation Fees
Millions
y = 1018130.72e^0.04x
R² = 0.92
Recreation Fees
Projection
Expon. (Recreation Fees)

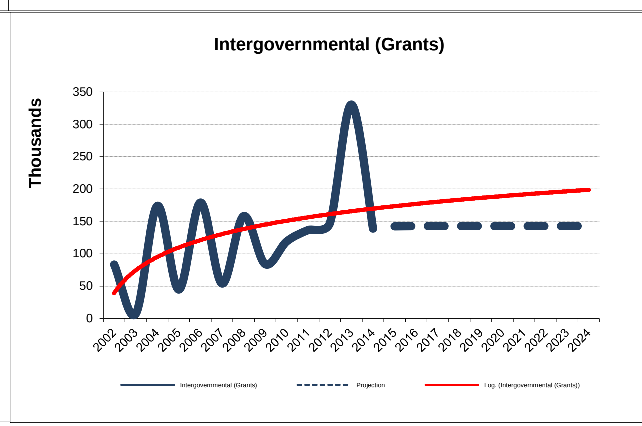

Court Fees
Thousands
Court Fees
Projection
Log. (Court Fees)


Franchise Tax
Millions
y = 133508.14x + 768785.48
R² = 0.95
Franchise Tax
Projection
Linear (Franchise Tax)


Sales Tax
Thousands
y = 299539.61x + 4448064.81
R² = 0.94
Sales Tax
Projection
Linear (Sales Tax)


Fees/Other (Various Projections)
Thousands
Fees/Other (Various Projections)
Projection


Licenses
Thousands
y = 34355.36x - 64271.60
R² = 0.90
Licenses
Projection
Linear (Licenses)


Intergovernmental (Grants)
Thousands
Intergovernmental (Grants)
Projection
Log. (Intergovernmental (Grants))

Base Expenses

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Personnel	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143	$18,642,143
Materials, Supplies, & Services	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820	$6,433,820
Capital Outlay	$379,511	$379,511	$379,511	$379,511	$379,511	$379,511	$379,511	$379,511	$379,511	$379,511	$379,511
Interfund Transfer & Contingency	$1,588,427	$1,616,752	$1,588,427	$1,588,427	$1,588,427	$1,588,427	$1,588,427	$1,588,427	$1,588,427	$1,588,427	$1,588,427
Other											
Total:	$27,043,901	$27,072,226	$27,043,901	$27,043,901	$27,043,901	$27,043,901	$27,043,901	$27,043,901	$27,043,901	$27,043,901	$27,043,901

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
CIP Expenses	$3,490,146	$2,732,346	$2,394,846	$2,114,846	$2,104,846	$2,204,846	$2,254,846	$2,304,846	$2,354,846	$2,404,846	$2,454,846
Debt Service	$180,247	$183,497	$179,097	$178,297	$180,897	$181,697	$0	$0	$0	$0	$0

Inflation/Demand Expense Growth

3.32%	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Personnel	$0	$585,556	$604,973	$625,033	$645,759	$667,171	$689,294	$712,151	$735,765	$760,162	$785,369
Materials, Supplies, & Services	$0	$208,401	$215,312	$222,451	$229,828	$237,449	$245,322	$253,457	$261,861	$270,544	$279,515
Capital Outlay	$0	$12,301	$12,709	$13,130	$13,566	$14,015	$14,480	$14,960	$15,456	$15,969	$16,498
Interfund Transfer & Contingency	$0	$28,325	$29,264	$30,234	$31,237	$32,272	$33,343	$34,448	$35,590	$36,771	$37,990
Other											
Total:	$0	$834,583	$1,696,840	$2,587,689	$3,508,077	$4,458,985	$5,441,424	$6,456,440	$7,505,113	$8,588,559	$9,707,931

Expanded Level of Service Expense Growth

1.31%	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Personnel	$0	$231,724	$234,765	$237,846	$240,967	$244,129	$247,332	$250,578	$253,866	$257,197	$260,572
Materials, Supplies, & Services	$0	$82,472	$83,554	$84,650	$85,761	$86,886	$88,026	$89,182	$90,352	$91,537	$92,739
Capital Outlay	$0	$4,868	$4,932	$4,996	$5,062	$5,128	$5,196	$5,264	$5,333	$5,403	$5,474
Interfund Transfer & Contingency	$0	$28,325	$29,264	$30,234	$31,237	$32,272	$33,343	$34,448	$35,590	$36,771	$37,990
Other											
Total:	$0	$347,388	$699,903	$1,057,629	$1,420,656	$1,789,072	$2,162,969	$2,542,441	$2,927,582	$3,318,491	$3,715,265

Interfund Transfers:

Expenses:

Object Code	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
9121-Fleet Charge Inflation/Demand	$593,000	$19,663	$20,315	$20,989	$21,685	$22,404	$23,147	$23,914	$24,707	$25,527	$26,373
9122-Fleet Maint Charge Inflation/Demand	$261,200	$8,661	$8,948	$9,245	$9,552	$9,868	$10,196	$10,534	$10,883	$11,244	$11,617
9121-Fleet Charge Council Directed	$593,000	$19,663	$20,315	$20,989	$21,685	$22,404	$23,147	$23,914	$24,707	$25,527	$26,373
9122-Fleet Maint Charge Council Directed	$261,200	$8,661	$8,948	$9,245	$9,552	$9,868	$10,196	$10,534	$10,883	$11,244	$11,617
9165-Insurance Fund Charge	$463,227	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
9255-Golf Tournament Youth/Employee	$25,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Contingency	$246,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total - Inflation/Demand	$1,588,427	$28,325	$29,264	$30,234	$31,237	$32,272	$33,343	$34,448	$35,590	$36,771	$37,990
Total - Council Directed	$1,588,427	$28,325	$29,264	$30,234	$31,237	$32,272	$33,343	$34,448	$35,590	$36,771	$37,990

Assumptions: ***See SLAC Study***

In 2010, a committee of City staff reconvened to update the 2000 SLAC report. The committee agreed that the most valuable output from the original report was the distribution of the increment of operating expenses over a ten-year period into three categories describing the nature of the growth. Efforts were focused on reproducing this data for the ten-year period between 2000 and 2010. It was agreed that the results would tie into the City's long-term financial planning to project expenditure growth.

Inflation: Any growth in the cost to provide the same quantity and quality of existing service in 2000. This is basically price increases (e.g., road salt costs more now than it did then, even if we buy the same amount). Any decrease in program costs due to efficiencies gained, economies of scale, reorganizations, etc., would be accounted for here. Increased costs due to State or Federal mandates would also fit in this category.

Increased Demand: Any growth in expenditures due to providing more of the same service to more population, visitors, users, lane miles, etc. (e.g., we buy more salt because we have more lane miles than we had in 2000). A change in the sophistication of user or population demand which causes increased expense could also be accounted for here.

Expanded Level of Service: Growth in expenses related to direction given to increase/expand new services or the level at which existing services are provided. Also operating expenses resulting from capital projects which represent a greater level of service, .

Interfund Transfers: It was determined that the fleet charges (fuel and maintenance) to the General Fund are subject to market forces and will be affected by inflation and increased discretionary spending. Therefore the fleet charge projections were calculated using the aforementioned growth rates. All other interfund transfers as well as contingency are set by policy and were assumed to remain the same. Interfund transfers to debt service and capital funds were excluded as the CIP and debt service projections effectively capture this expense.

SLAC Study FY 2010

DEPT NAME	2000 COST	2010 BUDGET	INCREMENT	INFLATION	DEMAND	COUNCIL	ANNUAL %
BUDGET, DEBT, AND GRANTS	$317,097	$245,224	-$71,873	-$136,050	$19,933	$44,244	-2.54%
BUILDING DEPARTMENT	$909,284	$1,739,144	$829,860	$410,080	$302,260	$117,520	6.70%
BUILDING MAINTENANCE	$694,689	$1,073,369	$378,680	$107,002	$100,670	$171,008	4.45%
CITY COUNCIL	$131,345	$217,984	$86,639	$50,803	$21,660	$14,177	5.20%
CITY MANAGER	$234,328	$598,312	$363,984	$151,977	$95,307	$116,700	9.83%
CITY RECREATION	$1,368,182	$1,508,534	$140,352	-$240,013	$176,092	$204,273	0.98%
COMMUNICATION	$401,064	$719,026	$317,962	$63,592	$222,573	$31,796	6.01%
COMMUNITY & ENVIRONMENT	$90,360	$457,994	$367,634	$20,234	$174,340	$173,060	17.62%
DRUG EDUCATION	$21,187	$5,999	-$15,188	-$3,184	-$12,004	$0	-11.85%
ECONOMY	$309,971	$450,684	$140,713	-$36,745	-$33,360	$210,817	3.81%
ENGINEERING	$269,826	$370,233	$100,407	$52,515	$35,652	$12,240	3.21%
FIELDS	$0	$193,179	$193,179	-$9,687	-$9,687	$212,553	0.00%
FINANCE	$426,546	$797,094	$370,548	$193,444	$86,004	$0	6.45%
FLEET SERVICES	$855,608	$2,335,909	$1,480,301	$573,380	$159,748	$747,173	10.57%
GOLF MAINTENANCE	$566,573	$675,339	$108,766	$63,608	$54,158	-$9,000	1.77%
GOLF PRO SHOP	$540,703	$597,008	$56,305	$36,136	$20,170	$0	1.00%
HUMAN RESOURCES	$449,179	$602,813	$153,634	$17,769	$35,920	$99,945	2.99%
ICE FACILITY	$0	$820,584	$820,584	$84,528	$84,528	$651,528	0.00%
LEADERSHIP	$14,814	$115,617	$100,803	$15,000	$43,000	$42,803	22.81%
LEGAL	$456,140	$808,107	$351,967	$42,914	$221,329	$87,724	5.89%
LIBRARY	$503,598	$845,171	$341,573	$157,770	$169,519	$14,284	5.31%
PARKS AND CEMETERY	$1,063,192	$1,372,435	$309,243	$76,873	$90,666	$141,704	2.59%
PLANNING	$802,678	$945,294	$142,616	$37,591	$221,096	-$116,070	1.65%
POLICE	$2,158,186	$3,520,444	$1,362,258	$297,903	$753,045	$311,310	5.01%
PUBLIC WORKS ADMIN	$191,691	$288,520	$96,829	-$12,065	$35,174	$73,720	4.17%
STATE LIQUOR ENFORCE	$43,530	$66,785	$23,255	$5,395	$7,721	$10,139	4.37%
STREET LIGHTS/SIGNS	$154,800	$184,000	$29,200	$13,651	$8,146	$7,403	1.74%
STREET MAINTENANCE	$1,452,748	$1,845,168	$392,420	$94,600	$210,560	$87,260	2.42%
SWEDE ALLEY	$33,063	$80,450	$47,387	$11,847	$0	$35,540	9.30%
IT	$811,508	$1,159,710	$348,202	$32,321	$294,066	$21,815	3.63%
TENNIS	$341,557	$634,855	$293,298	$157,602	$122,170	$13,527	6.39%
TRANSPORTATION OPERATION	$2,902,837	$6,865,919	$3,963,082	$1,260,620	$761,323	$1,941,140	8.99%
WATER BILLING	$0	$120,379	$120,379	$60,190	$40,026	$20,163	0.00%
WATER OPERATIONS	$2,025,540	$3,889,498	$1,863,958	$307,099	$1,507,035	$49,824	6.74%
All Funds	**$20,723,708**	**$36,241,881**	**$15,518,173**	**$4,140,584**	**$6,018,839**	**$5,540,318**	
General Fund	**$13,832,447**	**$21,564,650**	**$7,732,203**	**$1,849,238**	**$3,486,067**	**$2,578,466**	

Object Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
011 GENERAL FUND						
01 PERSONNEL SERVICES	15,170,608	15,722,555	16,906,148	11,403,658	17,870,264	6,466,606
02 MATERIALS, SUPPLIES AND SERVICES	1,141,083	1,108,543	1,113,051	635,106	1,113,076	477,970
03 UTILITIES	628,303	962,477	726,142	366,805	789,287	422,482
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	2,237,374	2,362,298	1,791,738	991,474	2,387,187	1,395,713
05 PARTS/MAINTENANCE SUPPLIES	923,502	874,810	983,655	531,194	971,027	439,833
06 SPECIAL SERV CONTRACT/MISC CHARGES	918,611	906,940	919,237	907,170	1,050,400	143,230
07 CAPITAL OUTLAY	96,826	167,822	208,870	74,043	373,511	299,468
09 INTERFUND TRANSFER	10,475,635	10,420,758	2,143,024	1,487,936	11,859,015	10,371,079
Total 011 GENERAL FUND	31,591,942	32,526,204	24,791,864	16,397,385	36,413,767	20,016,381
012 QUINNS RECREATION COMPLEX						
01 PERSONNEL SERVICES	678,502	720,419	701,623	415,807	725,387	309,580
02 MATERIALS, SUPPLIES AND SERVICES	58,084	63,517	48,642	32,827	53,040	20,213
03 UTILITIES	138,938	149,022	169,420	91,244	174,443	83,199
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	66,551	64,140	95,903	56,174	70,585	14,411
05 PARTS/MAINTENANCE SUPPLIES	54,073	56,800	66,228	47,053	66,275	19,222
06 SPECIAL SERV CONTRACT/MISC CHARGES	6,666	8,885	12,106	7,935	4,500	-3,435
07 CAPITAL OUTLAY	7,245	7,439	1,903	36	6,000	5,964
09 INTERFUND TRANSFER	-2,509,354	-2,919,038	100	800	-3,723,505	-3,724,305
Total 012 QUINNS RECREATION COMPLEX	-1,499,295	-1,848,817	1,095,924	651,877	-2,623,275	-3,275,152
021 POLICE SPECIAL REVENUE FUND						
07 CAPITAL OUTLAY	300			200		-200
09 INTERFUND TRANSFER	27,532	28,644				
Total 021 POLICE SPECIAL REVENUE FUND	27,832	28,644		200		-200
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT						
07 CAPITAL OUTLAY	1,034	1,054		1		-1
09 INTERFUND TRANSFER	8,985	19,133			10,678	10,678
Total 022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	10,019	20,187		1	10,678	10,677
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND						
01 PERSONNEL SERVICES					22,212	22,212
02 MATERIALS, SUPPLIES AND SERVICES				6,950	20,000	13,050
03 UTILITIES				5,259	300	-4,959
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC				34,267	30,000	-4,267

Object Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
09 INTERFUND TRANSFER				1,393,336	2,119,488	726,152
Total 023 LOWER PARK AVE RDA SPECIAL REVENUE FUND				1,439,811	2,192,000	752,189
031 CAPITAL IMPROVEMENT FUND						
01 PERSONNEL SERVICES	4,614	4,634	34,424	28,873		-28,873
07 CAPITAL OUTLAY	14,853,173	6,421,041	9,376,543	13,316,325	12,714,410	-601,915
09 INTERFUND TRANSFER	20,010,767	18,905,552	134,366	89,576	2,960,348	2,870,772
Total 031 CAPITAL IMPROVEMENT FUND	34,868,554	25,331,227	9,545,333	13,434,774	15,674,758	2,239,984
033 REDEVELOPMENT AGENCY-LOWER PRK						
01 PERSONNEL SERVICES		274	5,365	4,468		-4,468
06 SPECIAL SERV CONTRACT/MISC CHARGES	597,298	557,051	525,297		580,000	580,000
07 CAPITAL OUTLAY	128,463	550,549	3,060,404	5,821,903	11,030,000	5,208,097
09 INTERFUND TRANSFER	9,592,392	10,345,387	351,176	217,960	3,604,200	3,386,240
Total 033 REDEVELOPMENT AGENCY-LOWER PRK	10,318,153	11,453,261	3,942,242	6,044,331	15,214,200	9,169,869
034 REDEVELOPMENT AGENCY-MAIN ST						
06 SPECIAL SERV CONTRACT/MISC CHARGES	330,519	271,927	281,491		405,000	405,000
07 CAPITAL OUTLAY	365,595	231,915	2,385			
09 INTERFUND TRANSFER	2,347,569	2,187,956	921,349	633,336	1,790,306	1,156,970
Total 034 REDEVELOPMENT AGENCY-MAIN ST	3,043,683	2,691,798	1,205,224	633,336	2,195,306	1,561,970
035 BUILDING AUTHORITY						
07 CAPITAL OUTLAY			2,844	61,652		-61,652
08 DEBT SERVICE	246,201	1,500				
09 INTERFUND TRANSFER	521,568	523,457			461,457	461,457
Total 035 BUILDING AUTHORITY	767,769	524,957	2,844	61,652	461,457	399,805
038 EQUIPMENT REPLACEMENT CIP						
07 CAPITAL OUTLAY	893,741	580,465	735,016	696,782	940,000	243,218
09 INTERFUND TRANSFER	1,244,133	1,586,254			344,663	344,663
Total 038 EQUIPMENT REPLACEMENT CIP	2,137,874	2,166,719	735,016	696,782	1,284,663	587,881
051 WATER FUND						
01 PERSONNEL SERVICES	1,656,249	1,934,179	2,077,220	1,434,994	2,354,977	919,983
02 MATERIALS, SUPPLIES AND SERVICES	272,520	214,913	192,431	110,319	278,055	167,736
03 UTILITIES	669,844	813,641	882,759	521,058	1,075,192	554,134
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	1,061,997	1,099,370	744,473	378,418	1,060,765	682,347
05 PARTS/MAINTENANCE SUPPLIES	472,295	531,919	823,086	411,235	838,230	426,995

Object Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
06 SPECIAL SERV CONTRACT/MISC CHARGES	9,400	63,143	18,764	15,824	28,100	12,276
07 CAPITAL OUTLAY	9,008,529	5,560,278	7,965,236	4,336,940	8,016,278	3,679,338
08 DEBT SERVICE	3,207,425	4,300,405	4,361,654	1,830,160	4,373,851	2,543,691
09 INTERFUND TRANSFER	12,975,759	10,558,717	752,846	539,928	10,156,979	9,617,051
Total 051 WATER FUND	29,334,020	25,076,565	17,818,468	9,578,876	28,182,427	18,603,552
055 GOLF COURSE FUND						
01 PERSONNEL SERVICES	639,235	588,144	678,265	434,326	758,276	323,950
02 MATERIALS, SUPPLIES AND SERVICES	76,695	82,281	70,894	20,935	74,900	53,965
03 UTILITIES	46,743	60,817	56,458	18,211	58,387	40,176
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	98,130	69,628	70,196	45,030	93,942	48,912
05 PARTS/MAINTENANCE SUPPLIES	183,641	185,172	185,738	110,520	240,800	130,280
06 SPECIAL SERV CONTRACT/MISC CHARGES	21,193	22,571	23,565	22,051	30,500	8,449
07 CAPITAL OUTLAY	398,854	252,192	55,877		54,565	54,565
08 DEBT SERVICE	32,643	36,080	36,080		36,081	36,081
09 INTERFUND TRANSFER	984,277	1,065,768	121,931	84,976	1,105,732	1,020,756
Total 055 GOLF COURSE FUND	2,481,411	2,362,654	1,299,004	736,049	2,453,183	1,717,135
057 TRANSPORTATION & PARKING FUND						
01 PERSONNEL SERVICES	3,986,646	4,119,385	4,496,723	3,007,842	5,736,432	2,728,590
02 MATERIALS, SUPPLIES AND SERVICES	220,653	345,988	263,923	165,649	233,734	68,085
03 UTILITIES	126,856	106,871	130,215	71,285	140,744	69,459
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	623,514	504,543	572,123	205,268	456,393	251,125
05 PARTS/MAINTENANCE SUPPLIES	20,309	8,502	11,100	19,434	21,000	1,566
06 SPECIAL SERV CONTRACT/MISC CHARGES	100,083	101,851	81,866	38,379	36,000	-2,379
07 CAPITAL OUTLAY	4,069,630	1,491,113	2,622,510	145,896	2,750,946	2,605,050
09 INTERFUND TRANSFER	19,969,969	20,463,096	2,340,185	1,617,146	9,259,830	7,642,684
Total 057 TRANSPORTATION & PARKING FUND	29,117,660	27,141,349	10,518,645	5,270,900	18,635,079	13,364,179
062 FLEET SERVICES FUND						
01 PERSONNEL SERVICES	614,394	635,023	670,854	506,541	817,413	310,873
02 MATERIALS, SUPPLIES AND SERVICES	59,345	56,874	66,970	42,187	71,100	28,913
03 UTILITIES	631,680	1,309,680	1,118,663	697,061	1,155,900	458,839
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	8,929	3,747	3,133	550	4,200	3,650
05 PARTS/MAINTENANCE SUPPLIES	1,003,159	539,026	622,705	343,289	706,040	362,751
07 CAPITAL OUTLAY	278	13,288	6,794	2,035	10,000	7,965
09 INTERFUND TRANSFER	521,502	874,294			656,151	656,151

Object Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
Total 062 FLEET SERVICES FUND	2,839,288	3,431,932	2,489,120	1,591,663	3,420,804	1,829,141
064 SELF INSURANCE FUND						
01 PERSONNEL SERVICES						
02 MATERIALS, SUPPLIES AND SERVICES	2,410	8,571	12,720	6,329	50,300	43,971
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC	153,030	217,075	236,240	157,146	336,000	178,854
06 SPECIAL SERV CONTRACT/MISC CHARGES	367,409	402,792	520,639	507,188	535,000	27,812
09 INTERFUND TRANSFER	1,848,254	1,423,816			835,441	835,441
Total 064 SELF INSURANCE FUND	2,371,103	2,052,254	769,599	670,663	1,756,741	1,086,078
070 SALES TAX REV BOND - DEBT SVS FUND						
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC				226,606		-226,606
08 DEBT SERVICE	2,250,813	1,566,588	1,559,863	7,630,180	1,569,613	-6,060,567
09 INTERFUND TRANSFER	1,958,852	1,960,392			1,151,205	1,151,205
Total 070 SALES TAX REV BOND - DEBT SVS FUND	4,209,665	3,526,980	1,559,863	7,856,787	2,720,818	-5,135,969
071 DEBT SERVICE FUND						
04 CONTRACT SVCS/CONSULTING/SOFTWARE LIC		311	123,931	74,606		-74,606
08 DEBT SERVICE	4,662,823	4,657,485	7,107,411	4,124,525	4,832,513	707,988
09 INTERFUND TRANSFER	412,312	407,093	7,164,160		389,005	389,005
Total 071 DEBT SERVICE FUND	5,075,135	5,064,889	14,395,502	4,199,131	5,221,518	1,022,387
TOTAL	156,694,814	141,550,804	90,168,647	69,264,218	133,214,125	63,949,907

Revenue Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
011 GENERAL FUND						
311 Property Taxes	9,964,464	10,023,934	9,279,024	8,951,457	10,085,000	1,133,543
312 Sales Tax	7,768,666	7,649,200	7,314,413	3,004,128	7,247,646	4,243,518
313 Franchise Tax	2,816,071	3,037,408	3,158,716	1,333,175	3,277,000	1,943,825
321 Licenses	344,597	391,550	422,747	368,599	432,000	63,401
322 Planning Building & Engineering Fees	791,384	1,019,748	2,154,168	1,452,395	1,541,000	88,605
326 Other Fees	33,890	38,793	41,961	38,359	42,000	3,641
331 Federal Revenue	68,325	24,841	69,654	3,125	60,000	56,875
332 State Revenue	78,973	297,567	69,198	71,726	72,000	274
333 County/SP District Revenue		8,000				
344 Cemetery Charges for Services	19,196	24,777	26,250	24,132	26,000	1,868
346 Recreation	1,430,096	1,695,154	1,836,326	966,121	1,808,000	841,879
349 Other Service Revenue	79,857	75,927	86,364	54,759	92,000	37,241
352 Library Fines & Fees	19,661	19,079	16,124	6,600	21,000	14,400
353 Fines & Forfeitures			100	150		-150
361 Misc. Revenues	362,046	313,916	348,604	93,593	395,000	301,407
381 Interfund Transactions (Admin)	1,471,500	1,415,722	1,346,991	967,688	1,451,534	483,846
391 Special Revenues & Resources	22,285	42,771	42,800	35,255	46,000	10,745
399 Beginning Balance	6,320,932	6,447,817			9,906,951	9,906,951
Total 011 GENERAL FUND	31,591,942	32,526,203	26,213,440	17,371,263	36,503,131	19,131,868
012 QUINNS RECREATION COMPLEX						
333 County/SP District Revenue		13,500	23,000	10,000	10,000	
346 Recreation				-3,715		3,715
347 Ice	682,028	648,177	787,773	475,008	707,500	232,492
361 Misc. Revenues	5,905	60	58	10		-10
391 Special Revenues & Resources				50		-50
399 Beginning Balance	-2,187,227	-2,510,554			-3,340,775	-3,340,775
Total 012 QUINNS RECREATION COMPLEX	-1,499,295	-1,848,817	810,830	481,352	-2,623,275	-3,104,627
021 POLICE SPECIAL REVENUE FUND						
332 State Revenue	750	1,112	500	1,000		-1,000
399 Beginning Balance	27,082	27,532				
Total 021 POLICE SPECIAL REVENUE FUND	27,832	28,644	500	1,000		-1,000

Revenue Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT						
332 State Revenue	5,843	11,201	-1,875			
399 Beginning Balance		8,985			10,678	10,678
Total 022 CRIMINAL FORFEITURE RESTRICTED ACCOUNT	5,843	20,186	-1,875		10,678	10,678
023 LOWER PARK AVE RDA SPECIAL REVENUE FUND						
311 Property Taxes				2,241,845	2,192,000	-49,845
Total 023 LOWER PARK AVE RDA SPECIAL REVENUE FUND				2,241,845	2,192,000	-49,845
031 CAPITAL IMPROVEMENT FUND						
311 Property Taxes			283,345			
312 Sales Tax	1,800,000	2,521,908	6,184,909	990,989	5,900,156	4,909,167
322 Planning Building & Engineering Fees	133,421	201,235	397,737	481,406	370,000	-111,406
331 Federal Revenue	31,741	61,492	12,613	4,091		-4,091
332 State Revenue	340,540	358,866	1,302,855	163,669	300,000	136,331
333 County/SP District Revenue	107,855	640,010	341,001	90,000	50,000	-40,000
361 Misc. Revenues	2,637,875	477,063	1,785,454	1,486,983	200,000	-1,286,983
382 Interfund Transactions (CIP/Debt)	1,800,000	849,400	7,164,160			
391 Special Revenues & Resources	1,193,310	344,852	408,647	107,101		-107,101
392 Bond Proceeds					6,300,000	6,300,000
399 Beginning Balance	26,823,812	19,876,401			2,554,602	2,554,602
Total 031 CAPITAL IMPROVEMENT FUND	34,868,554	25,331,227	17,880,721	3,324,240	15,674,758	12,350,518
033 REDEVELOPMENT AGENCY-LOWER PRK						
311 Property Taxes	2,425,242	2,305,162	2,203,448			
361 Misc. Revenues	69,101	63,683	44,598		2,750,000	2,750,000
382 Interfund Transactions (CIP/Debt)				1,393,336	2,090,000	696,664
392 Bond Proceeds					9,000,000	9,000,000
399 Beginning Balance	7,823,811	9,084,417			1,374,200	1,374,200
Total 033 REDEVELOPMENT AGENCY-LOWER PRK	10,318,153	11,453,261	2,248,046	1,393,336	15,214,200	13,820,864
034 REDEVELOPMENT AGENCY-MAIN ST						
311 Property Taxes	1,349,915	1,284,211	1,263,060	1,209,227	1,251,000	41,773
361 Misc. Revenues	14,017	10,019	6,927			
399 Beginning Balance	1,679,751	1,397,569			944,306	944,306
Total 034 REDEVELOPMENT AGENCY-MAIN ST	3,043,683	2,691,798	1,269,987	1,209,227	2,195,306	986,079

Revenue Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
035 BUILDING AUTHORITY						
361 Misc. Revenues	4,716	3,389	2,513		3,000	3,000
392 Bond Proceeds	244,982					
399 Beginning Balance	518,071	521,568			458,457	458,457
Total 035 BUILDING AUTHORITY	767,769	524,957	2,513		461,457	461,457
038 EQUIPMENT REPLACEMENT CIP						
361 Misc. Revenues	35,555	17,586	146,554	14,740		-14,740
382 Interfund Transactions (CIP/Debt)	835,000	905,000	905,000	616,664	925,000	308,336
399 Beginning Balance	1,267,319	1,244,133			359,663	359,663
Total 038 EQUIPMENT REPLACEMENT CIP	2,137,874	2,166,719	1,051,554	631,404	1,284,663	653,259
051 WATER FUND						
322 Planning Building & Engineering Fees	502,355	711,464	1,225,961	1,376,561	1,100,000	-276,561
331 Federal Revenue			485,097	1,137,153		-1,137,153
341 Water Charges for Services	9,915,490	12,199,081	13,128,172	8,679,411	15,302,155	6,622,743
361 Misc. Revenues	342,605	302,999	435,958	133,056	178,023	44,967
392 Bond Proceeds					5,200,000	5,200,000
399 Beginning Balance	18,573,569	11,863,021			6,402,249	6,402,249
Total 051 WATER FUND	29,334,020	25,076,564	15,275,188	11,326,181	28,182,427	16,856,246
055 GOLF COURSE FUND						
333 County/SP District Revenue		129,024	11,000			
346 Recreation	1,264,753	1,325,627	1,327,549	959,043	1,426,850	467,807
361 Misc. Revenues	25,931	32,326	62,941	5,722	48,850	43,128
382 Interfund Transactions (CIP/Debt)	25,000	25,000	25,000	16,664	25,000	8,336
399 Beginning Balance	1,165,727	850,677			926,234	926,234
Total 055 GOLF COURSE FUND	2,481,411	2,362,654	1,426,490	981,429	2,426,934	1,445,505
057 TRANSPORTATION & PARKING FUND						
312 Sales Tax	3,798,125	3,868,264	4,019,133	1,156,826	4,050,000	2,893,174
321 Licenses	936,304	951,477	951,713	1,010,028	931,215	-78,814
326 Other Fees	11,300	1,500	1,500	320		-320
331 Federal Revenue	7,556,794	1,200,950	2,827,961	1,602,990	3,250,000	1,647,010
342 Transit Charges for Services	1,918,588	2,243,874	2,175,148	1,041,492	2,440,701	1,399,209
353 Fines & Forfeitures	621,446	757,842	739,204	585,664	679,200	93,536

Revenue Type	Actuals FY 2012	Actuals FY 2013	Actuals FY 2014	YTD Actual FY 2015	Annual Budget FY 2015	Remaining Budget FY 2015
361 Misc. Revenues	92,207	128,922	108,100	27,951	92,500	64,549
391 Special Revenues & Resources	478,918	332,444	452,727	133,061	346,000	212,939
399 Beginning Balance	13,703,979	17,656,077			6,803,514	6,803,514
Total 057 TRANSPORTATION & PARKING FUND	29,117,660	27,141,349	11,275,486	5,558,331	18,593,130	13,034,799
062 FLEET SERVICES FUND						
361 Misc. Revenues	794					
381 Interfund Transactions (Admin)	2,428,600	2,910,430	2,576,000	1,720,552	2,580,800	860,248
399 Beginning Balance	409,894	521,502			840,004	840,004
Total 062 FLEET SERVICES FUND	2,839,288	3,431,932	2,576,000	1,720,552	3,420,804	1,700,252
064 SELF INSURANCE FUND						
361 Misc. Revenues	204,000	204,000	204,000	68,000	204,000	136,000
381 Interfund Transactions (Admin)	300,000		349,998	309,050	463,227	154,177
399 Beginning Balance	1,867,103	1,848,254			1,089,514	1,089,514
Total 064 SELF INSURANCE FUND	2,371,103	2,052,254	553,998	377,050	1,756,741	1,379,691
070 SALES TAX REV BOND - DEBT SVS FUND						
361 Misc. Revenues	10,857	6,540	2,747	713		-713
381 Interfund Transactions (Admin)	938,702	180,847	181,247	120,168	180,247	60,079
382 Interfund Transactions (CIP/Debt)	1,378,841	1,380,741	1,380,741	920,872	1,381,304	460,432
392 Bond Proceeds				12,785,018		-12,785,018
399 Beginning Balance	1,881,265	1,958,852			1,159,267	1,159,267
Total 070 SALES TAX REV BOND - DEBT SVS FUND	4,209,665	3,526,980	1,564,735	13,826,771	2,720,818	-11,105,953
071 DEBT SERVICE FUND						
311 Property Taxes	4,580,904	4,577,873	5,082,714	4,749,987	4,749,987	
361 Misc. Revenues	85,985	74,704	94,732	48,658	70,880	22,222
392 Bond Proceeds			9,243,543	3,539,845		-3,539,845
399 Beginning Balance	408,246	412,312			400,651	400,651
Total 071 DEBT SERVICE FUND	5,075,135	5,064,889	14,420,989	8,338,489	5,221,518	-3,116,971
TOTAL	156,690,637	141,550,802	96,568,603	68,782,470	133,235,290	64,452,820

2015-2016 Biennial Strategic Plan

PARK CITY
1884

Community Vision

Park City is a first-name town offering first-class service. We provide exceptional, cost-effective benefits to our residents, including outstanding facilities and amenities, a small town atmosphere, a strong sense of community, and historic character. We attract visitors from around the globe with our world-class skiing and recreation, vibrant arts and culture, multi-seasonal events, and "funky" personality. We are an accessible and well-managed community, which makes Park City a unique and desirable place to call home—for a weekend or for a lifetime.

In 2009, Park City Municipal Corporation conducted a series of interviews, surveys, open houses, etc., to better understand the Community Vision or the way residents see Park City, what they value, and what they want local government to focus on. We learned that our mandate is to Keep Park City "Park City." The community has identified four Core Values that make Park City "Park City", which are identified below.

Keeping Park City "Park City"

sense of community | natural setting | small town | historic character

Council Goals

In order to realize the Community Vision, the City Council of Park City Municipal Corporation developed four goals that will guide decision making and provide the structure for ensur-ing that incremental, measurable steps are taken to achieve the Community Vision.

1. Preserving & Enhancing the Natural Environment
2. World-Class, Multi-Seasonal Resort Destination
3. An Inclusive Community of Diverse Economic & Cultural Opportunities
4. Responsive, Cutting-Edge & Effective Government

An Inclusive Community of Diverse Economic & Cultural Opportunities

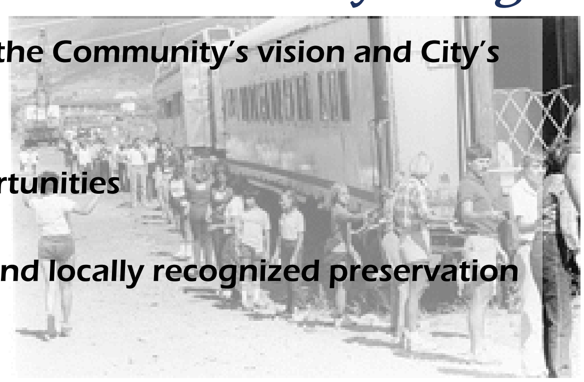
Success of this Priority is defined as:

Park City is a community where residents can live, work and play. In order to maintain Park City's appeal, PCMC invests in those areas that ensure our continued success. Through our planning and economic development efforts, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. A mix of cultures, perspectives and lifestyles is welcomed and celebrated. There are diverse job opportunities that pay a living wage and enable full-time residents to live within a reasonable distance of their jobs. Part-time residents are welcomed, engaged and contribute to the community character. Preserving our unique history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made. The impact of regional growth pressures have been managed and mitigated by Park City's ongoing collaboration with local and regional stakeholders. These cooperative efforts result in innovative economic strategies, preservation of the natural setting, and partnerships that lead to prosperity throughout the region.

Desired Outcomes The Community and the City Council have identified the following desired outcomes related to this priority:

- Residents live and work locally
- Jobs paying a living wage
- Preserved and celebrated history; protected National Historic District
- Cluster development while preserving open space
- Part-time residents that invest and engage in the community
- Shared use of Main Street by locals and visitors
- Skilled, educated workforce
- Entire population utilizes community amenities
- Community gathering spaces and places
- Physically and socially connected neighborhoods
- Vibrant arts and culture offerings
- Diverse population (racially, socially, economically, geographically, etc.)
- Primarily locally owned businesses
- Safe Community

Key Strategies



- Develop long range planning practices that achieve the Community's vision and City's Core Values
- Foster Affordable Housing and Senior Services
- Provide a Variety of High Quality Recreational Opportunities
- Retain & Attract Diversified Business Types
- Safeguard Historic Preservation through nationally and locally recognized preservation standards
- Emphasize & Expand Educational Aspect of Library

Community of Diverse Economic & Cultural Opp's (cont.)

Key Indicators

KEY INDICATOR	YEAR				ASSESSMENT	
	2011	2012	2013	2014	Benchmark	Trend
Annual percent conviction rate of misdemeanor charges.	90%	90%	90%	90%	N/A	Neutral
Annual number of Building Permits.	903	989	1042	1350	N/A	Positive
Percent of residents who rate the opportunities to attend or participate in community matters as "good" or "excellent."	84%	84%	84%	84%	Higher	Neutral
Percent of residents who rate Quality of Economic Development Services as "good" or "excellent."	58%	58%	57%	57%	Similar	Neutral
Number of Community Preparedness outreach items (print, radio, newspaper, web, presentations etc.).	N/A	22	33	1,583	N/A	Positive
Percent of construction projects "Substantially" completed within a construction season.	N/A	N/A	50%	40%	N/A	Negative
Number of library visits per capita (annually).	16.05	14.60	14.21	7.95	Below	Negative
Annual number of planning applications.	282	332	424	452	N/A	Positive
Percent of resident who rate the quality of Police Services as "good" or "excellent.	81%	81%	77%	77%	Similar	Negative
Percentage of housing units that are "affordable."	6.50%	5.00%	5.10%	5.30%	N/A	Neutral

The Key Indicators above provide a snapshot of how the community is doing on our goal of fostering an Inclusive Community of Diverse Economic and Cultural Opportunities. Indicators were taken from Department Performance Measures as well as the National Citizens' Survey, which is given every two years. Where information is available, the indicators are benchmarked against other communities and/or trended over time to highlight areas for improvement.

Biennial Plan for Community of Diverse Economic & Cultural Opp's

Recent Successes

- Increase in Library Participation, Programs, and Outreach
- Seed Program for Library Digital Lab
- Designing 21st Century Library
- Completed Memorial Wall in Cemetery
- Maximized McPolin Farm Event Participation
- Police Body Cams for Transparent Government
- Enhanced Victim Advocate Program with full-time staffing
- Evidence Room Staffing
- Created Lieutenant Position
- Creation of Safety Committee and Training Program
- Affordable Housing Fraud Criminal Ordinance
- New Historic Grant Criteria
- General Plan Completion and APA Award
- New Business License Inspector

Current Challenges

- Balance Between Tourism & Quality of Life for Local Residents
- Rapidly Changing Technology
- Local & Regional Growth Pressures
- Transition to New Library Facility
- Funding for Capital Projects
- Protection of Historic Fabric, Main Street Historic District Designation and Park City's Iconic McPolin Farm National Historic Designation
- Significant Increase in Planning Application and Building Permit Submittals
- Public Safety Staffing Pressures due to Special Events, Calls for Service, & Community Needs
- Meeting Workforce Housing Needs
- Staffing Needs due to McPolin Events
- Impact of Regional Development
- Competing for Qualified Staff Members
- Funding for Stabilization of Historic Barn
- Affordable Commercial Development

Trends & Opportunities

- Aging Population
- Regional Collaborative Planning
- E-books & Digital Media Labs in Libraries
- Libraries as Community Centers
- Rising Property Values
- Increased Demand for Technology
- Increased Technological Services, including New Programs
- Annexation Boundaries
- New Technology and Apps
- Public Private Partnerships
- 2nd Mortgage/Equity Sharing Programs
- Bonanza Park, Lower Park Avenue, & Prospector Square Area Plans
- Business Incubator
- Resort Ownership Change
- University Partnerships
- Inclusion of Ski Era Architecture in Preservation Planning

Action Plan for Community of Diverse Economic & Cultural Opp's

Staff Action Plan

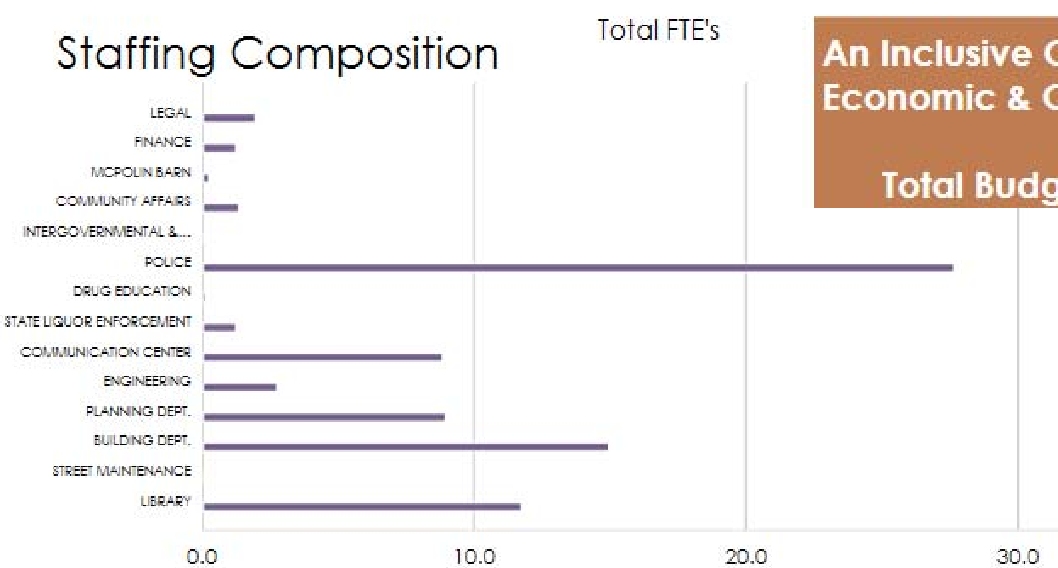
- General Plan Implementation
- Bonanza Park Area Plan and Form Based Code
- Lower Park Redevelopment Area Plan, including Senior & Affordable Housing
- Prospector Square Area Plan
- Less Intensive Rocky Mountain Power Substation Upgrade
- Identify Target Properties & Development for Direct Business Recruitment Plan
- Staffing Needs due to Increased Bldg Activity
- Intensive Level Survey of Main Street Historic District
- Completion of McPolin Complex Preservation Plan and Analysis
- Complete Library Expansion Project
- Staffing Plan for Post-Library Expansion
- Mortgage Assistance Tool
- Continued partnership with Summit County to carry out the Senior Strategic Plan through the Senior Working Group
- Short and Longer-Term Affordable Housing Implementation Plans

Staff Budget Plan FY15 & FY16

- Building: Fire Information Signs, contract service increases for Fire Inspection and Plan Check reviews, permit tracking software ($150k increase). Dept. pay increases ($ TBD).
- Planning: Reclass of Planning Technician I to Planning Technician II, increase ($97k) in consultant services for Bonanza Park and Prospector Area Plans, and for U of U partnerships
- Affordable Housing: $6 Million commitment per visioning
- Library: $203k increase to staff new library as well as materials & supplies.
- Emergency Management: $25k increase for emergency contingency account.

An Inclusive Community of Diverse Economic & Cultural Opportunities

Total Budget: $ 8,851,820



Department Business Plans

Each city department has a business plan to identify current goals and activities. Business plans can be found at http://www.parkcity.org/index.aspx?page=541&parent=10259

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40352 BUILDING DEPT.										
0423 Construction Site Mititgation	BUILDING DEPT.	Mitigate construction impacts on Main Street	On Track	2	Dept	07/01/2014	1/1/2020	High	Chad Root (Chief Building Official)	Ongoing with new CMP's done by code enforcementThis deadline is ongoing
0424 Business License Investigation	BUILDING DEPT.	Address businesses that do not have valid business licenses/nightly rental licenses	On Track	2	Dept	01/01/2015	1/1/2020	High	Chad Root (Chief Building Official)	New Business License InspectorThis deadline is ongoing
0425 Meet Increased Inspection Demands for Large Scale Projects	BUILDING DEPT.	provide building inspections within a 72 hrs from initial request	On Track	2	Dept	01/01/2015	1/1/2020	High	Chad Root (Chief Building Official)	98% completed within 24 hoursThis deadline is ongoing
40100 COMMUNITY AFFAIRS										
0448 City Housing Plan Implementation	COMMUNITY AFFAIRS	Implementing the goals of the city housing plan including developing funding options to foster homeownership opportunities in Park City.	On Track	2	Dept	Ongoing		Top	Rhoda Stauffer (Affordable Housing)	Deed Restriction template completed in January 2015. Resolution revisions still in process - reviewing additional research and studies by outside experts to present to Council in Spring of 2015. Mortgage program tool still in consideration as part of new program. Council Priority: Affordable, attainable, middle-income housing
0452 Complete area scan	COMMUNITY AFFAIRS	Complete area scan of planned and proposed middle income projects – including Park City Heights and projects in Summit County	Complete	3	Dept	07/01/2014		Top	Rhoda Stauffer (Affordable Housing)	Council Priority: Affordable, attainable, middle-income housing
0453 Complete a white paper on proposed projects	COMMUNITY AFFAIRS	Complete a white paper on proposed projects, projected need, and tools for meeting those needs for a study session with City Council in September	Complete	3	Dept	10/01/2014		Top	Rhoda Stauffer (Affordable Housing)	Council Priority: Affordable, attainable, middle-income housing
0461 Community Engagement Process Lower Park RDA	COMMUNITY AFFAIRS	a. ID community & council goalsb. Expert/ professional recommendations	On Track	2	Dept	09/01/2014	3/1/2015	Top	Phyllis Robinson (Community Affairs Manager)	Council Priority: Citizen Engagement. Project was delayed until Library and Ed Center construction was underway. Design Competition scheduled for Fall/Winter 2014. Construction slated for 2016
0465 Complete revisions to Deed Restriction template and Housing Resolution	COMMUNITY AFFAIRS	Complete revisions to Deed Restriction template and Housing Resolution by October	On Track	2	Dept	11/01/2014	6/30/2015	Top	Rhoda Stauffer (Affordable Housing)	Deed Restriction template completed in January 2015. Resolution revisions still in process - reviewing additional research and studies by outside experts to present to Council in Spring of 2015. 'Council Priority: Affordable, attainable, middle-income housing
0440 Main Street Enhancements	COMMUNITY AFFAIRS	Completion of infrastructure and sidewalk renovation.	On Track	2	Dept	Ongoing		High	Craig Sanchez (Golf Manager / Community Engagement Liaison)	

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40101 ECONOMY										
0186 Develop Business Retention and Attraction Plan	ECONOMY	Adopted Business Retention and Attraction Plan	Delayed	1	Dept	Ongoing	10/15/2014	High	Jon Weidenhamer (Economic Development Manager) & Jason Glidden (ED Program Mgr)	A draft plan was reviewed by Council in December 2014. The ED task force was delayed until a new Council liaison was appointed during visioning. A work session update on the ED work plan should be anticipated by July 1, 2014. Council will review priorities and discuss next steps.
0190 Upon Completion of General Plan, Isolate ED Strategies into a document	ECONOMY	Create a summary of General Plan Economic Development strategies.	Delayed	1	Dept	02/01/2014	12/31/2014	High	Jon Weidenhamer (Economic Development Manager)	The General Plan was adopted in March 2014. This is delayed until December 2014
0194 Identify target properties and Development of a Direct Business Recruitment Plan	ECONOMY	Business Recruitment Program	On Track	2	Dept	Ongoing	10/15/2014	High	Jon Weidenhamer (Economic Development Manager) & ED Pgm. Mgr.	A work session update on the ED work plan should be anticipated by July 1, 2014. Council will review priorities and discuss next steps.
40148 EMERGENCY MANAGEMENT										
0037 Develop an online employee preparedness program	EMERGENCY MANAGEMENT	Develop an audio-visual program for employee preparedness review for all city staff.	Delayed	1	Dept	07/01/2013	7/1/2015	High	H Daniels (Emergency Manager)	Just need to tape video and distribute. Delayed by other projects.
0047 Update Hazard Inventory & Vulnerability Analysis (HIVA)	EMERGENCY MANAGEMENT	Updated section in the CEMP	On Track	2	Dept	Ongoing	3/31/2015	High	H Daniels (Emergency Manager) & Emergency Management Group (EMG)	Reviews are completed every two years and the CEMP updated.
0048 Develop a Continuity of Operations Plan (COOP)	EMERGENCY MANAGEMENT	Completed Plan	Delayed	1	Dept	12/01/2015	6/30/2016	High	H Daniels (Emergency Manager)	New Safety program has taken priority and this is also a complicated and long process project.
0052 Purchase necessary equipment and upgrade to digital where possible	EMERGENCY MANAGEMENT	All CCVS moved to the central network and analog cameras replaced with digital	On Track	2	Dept	06/01/2015		High	H Daniels (Emergency Manager), S Robertson (IT Manager) & M Lennon (Building Maintenance Manager)	80 (60%) of our cameras are digital and another 53 need to be converted over the next several years as funding allows.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0300 Develop a citywide Safety program that is consistent throughout all departments and develops a culture of Safety for all employees	EMERGENCY MANAGEMENT	Utah Occupational Safety and Health (UOSH) Compliance	On Track	2	Dept	12/01/2014	6/1/2016	High	H Daniels (Emergency Manager), D Foster (City Manager), M Dias (Assistant City Manager) & Management Team	Program in its second year of organization and implementation. Probably will take an additional two years to be completely established and functional.
0304 Online SDS system citywide	EMERGENCY MANAGEMENT	System contracted for and implemented for all buildings and employees	Complete	3	Dept	06/01/2014	12/31/2014	High	H Daniels (Emergency Manager), M Dias (Assistant City Manager) & Select Departments	
40313 ENGINEERING										
0003 Rocky Mountain Power System Upgrade	ENGINEERING	1) Approvals for new substation2) Replacement of overhead power lines3) Judge Station upgrade	On Track	2	Dept	01/01/2015	1/1/2016	High	Matt Cassel (City Engineer)	Major changes by Rocky Mtn Power. Waiting for RMP to finalize their agreement with Heber Power. Still waiting
0021 Reconstruction project: Construction of Retaining Wall	ENGINEERING	2013 – repair failed section of Royal Street. 2014 – construction of retaining wall	Complete	3	Dept	07/01/2014	10/31/2014	High	Matt Cassel (City Engineer)	Project in design. On schedule to complete design and have out to bid this spring with construction this summer. Project completed summer of 2014
0439 Update Engineering Standards	ENGINEERING	Update of Engineering Standards and Specification and creation of standard front end construction documents	On Track	2	Dept	12/15/2016		High	Matt Cassel (Engineering Manager)	
40551 LIBRARY										
0474 Develop opening day collections	LIBRARY	Develop Opening Day Collections	On Track	2		12/01/2015		High	Jessie Manis-Librarian, Candy Markle-Librarian, Angela Arreche-Librarian, Chris Roh -Librarian	Opening Day collections are being acquired and set aside specifically for the new building, this comes out of the normal budget. Collectioons are acquired, sorted, and being cataloged.
0476 Continue to work with the selected architectural firm to develop the library renovation	LIBRARY	A completed library that includes solutions for FF&E, technology, flexible spaces, and service provision that meets 21st Century Library standards	On Track	2		10/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian	The Library Renovation Team continues to meet with architectural team to finalize project plans. FF&E meetings are taking place every three weeks. Team is developing shelving plan, signage order, children's area features, work areas, and the technology plan.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0477 Develop a plan in coordination with PCMC for oversight of library community rooms	LIBRARY	Policies and procedures, including staffing assignments, for handling reservations in the new facility	On Track	2		10/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markls-Librarian, Chris Roh-Librarian, Angela Arreche-Librarian, Pam Evans-Circ Team Leader	Angela and Pam have received one software training. Adriane met with Jonathan Weidenhamer & Jason Glidden to begin policy discussion. Adriane submitted models for development via email. Plans currently being made to hire a Community Engagement Librarian to manage rooms.
0478 Explore the possibility of utilizing a bookstore browing model for utilization in the new library	LIBRARY	A deliberated and informed written plan to implement community-friendly browsing collections, including face-out displays, signage, and ease of way-finding	On Track	2		10/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian, Angela Arreche-Librarian, Pam Evans-Circ Team Leader	Former Cataloging Librarian researched a variety of models. Conversations with architect continue to explore this option. Staff has explored options for highlighting Dewey areas with signage and creating abundant display areas.
0479 Train staff in the elbow-to-elbow service model	LIBRARY	All staff members understand and are prepared for the expectation of providing responsive service utilizing new technology and community spaces in an upgraded building	On Track	2		10/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian, Angela Arreche-Librarian, Pam Evans-Circ Team Leader	Staff visited the Springville Library to view a working model. Responsible parties are writing a training plan. Finalization of service model is currently taking place and trainings have begun.
0481 Expand the library's Digital Media Lab and promote the amenities to the community	LIBRARY	An updated Digital Media Lab developed in cooperation with the PCMC IT Department and project planners	On Track	2		10/01/2015		High	Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian	A 3-D printer has been procured, installed, and policies are in place. This has been debuted to the public. A video has been developed to train the public on the equipment.
0482 Promote the library's technology enhancements	LIBRARY	A marketing and awareness campaign that lets the public know what is available at the library for their use	On Track	2		10/01/2016		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian, Pam Evans-Circ Team Leader	Adriane has done KPCW radio interviews. Librarians have developed a blog. Staff is being trained on technology and promoting word of mouth in the community.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0483 Implement trainings in the library to educate the public about the library's technology resources	LIBRARY	A developed training-series that is utilized by educated staff to teach technology classes in the library	On Track	2		10/01/2016		High	Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian	Staff trainings have been started and will continue to be developed. Jessie trains all new staff.
0484 Assess community interest and needs for programs, classes & exhibits	LIBRARY	Planning for programs & classes that match community interests and needs, to be implemented in new building	On Track	2		06/01/2015		High	Jessie Manis-Librarian, Candy Markle- Librarian	Partnered on Civil War Exhibit with Summit County, One Book, Holy Cross Ministries Summer School, Books to Movies, Summer Reading Performers at the MARC, Gimme! Online Storytimes, Summer Reading, Grand Opening Planning.
0486 Identify classes for the Digital Media Lab that highlight the new and exciting expansion	LIBRARY	A community experience that creates interest and buzz surrounding the high-tech offerings in the library	On Track	2		06/01/2015		High	Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian	Class Schedule Under Development. We are looking at getting a premium online computer training software called Lynda.
0487 Work with the Summit County Library, Dolly's Bookstore & other partners to continue the OneBook Program in 2015 & 2016	LIBRARY	A collaborative OneBook program that includes broad community involvement based on an evaluation of desired program outcomes	Complete	3		08/15/2014		High	Jessie Manis-Librarian	Program has been put into place with partners. Book displays being developed. Initial meeting took place to derterming this year's title.
0488 Highlight the library's educational resources to meet current community needs and respond to growing trends	LIBRARY	Publicity designed to bring attention to the wealth of educational offerings at the library	On Track	2		06/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian	Radio interviews, calendar, website events, newsletter, social media, flyers & bookmarks al being utilized.
0489 Develop early literacy programming for the new building	LIBRARY	Programming that meets needs & incorporates learning that will prepare children with 21st Century skills	On Track	2		06/01/2015		High	Candy Markle-Librarian	Early literacy cards printed with a Spanish version this year. Candy Markle has done Spanish/English outreach at St. Mary's. Development of Dia de los Ninos/Dia de los Libros is underway. New insturments were acquired for music and movement.
0490 Implement Utah Kids Ready to Read (UKRTR) programming	LIBRARY	Storytimes and children's programs that incorporate pre-reading concepts developed by UKRTR	On Track	2		07/01/2016		High	Candy Markle-Librarian	Candy is working with with KUED and partner libraries to develop a super reader program for spring.
0491 Create branding for the renovation through marketing efforts	LIBRARY	A plan developed in conjunction with the PCMC Public Affairs Department that creates excitement and understanding in the community about the library center	On Track	2		12/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian	Adriane worked with Phyllis and the Whitney's marketing firm to develop the 'transitioning' imagery during the library move and will continue to develop this as we move back to the renovated building. New logo is being developd by architectural firm.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0492 Develop library marketing for programs and services	LIBRARY	Publicity & outreach that educates the public about the new and ongoing offerings of the library and they hold for many segments of the community, to include bringing on a library marketing consultant to assist with the graphics and messaging	Complete	3		12/01/2015		High	Adriane Herrick Juarez-Director, Jessie Manis-Librarian, Candy Markle-Librarian, Chris Roh-Librarian, Pam Evans-Circ Team Leader, Angela Arreche-Librarian	Marketing consultant brought on board September 2014. Responsible parties are working together to develop branding ideas and a 'template' program to solidify brand and messaging. In 2016, this responsibility will fall to the Community Engagement Librarian.
40094 MCPOLIN BARN										
0462 Preservation Plan and Structural Engineer Report	MCPOLIN BARN	Preservation Plan and Structural Engineer Report	On Track	2	Dept	08/01/2014	3/31/2015	High	Denise Carey	Council Priority: Historic Sites Plan. Structural Plan is complete, Preservation Plan is 90% complete. Staff has met with City Council on the Preservation Plan and will return to Council in March with survey results and a breakdown of the dollar amounts for the minimum to stabilize the Barn and Pole Barn and a bid for limited use i.e. tours in the bottom fo the barn. Staff continues to work with Planning Department's Historic Preservation Planner Anne Oliver of SWCA Environmental Consultants to discuss the final draft of the preservation plan and with Brett Goodman on the Structural Report and $$. Utilizing this plan, work efforts can be phased to explore and achieve desired goals. Further, the preservation plan will allow owners and stewards of the historic site to prioritize their work and responsibly plan for the future.
40342 PLANNING DEPT.										
0004 Lower Park Redevelopment	PLANNING DEPT.	Draft of an area plan presented to City Council, approve goals, strategies and concepts, and ID preferred build-out	On Track	2	Dept	12/01/2013	5/31/2015	Top	Thomas Eddington (Planning Director)	Pending public outreach/charette, work will begin on the draft of the Lower Park Redevelopment Area Plan. The current proposal is to conduct a community charrette process in the spring/summer of 2015, then begin the actual planning document. Council Priority: LPRDA Master Plan
0006 Annual Historic Site Inventory update	PLANNING DEPT.	Updated Historic Site Inventory and individual property site forms adopted by the Historic Preservation Board	On Track	2	Dept	07/01/2013	4/30/2015	Top	Thomas Eddington (Planning Director)	The Planning Department will review the full HSI and reconcile Landmark / Significant structures based upon work completed during the year. Council Priority: Historic Sites Plan

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0007 Annual Historic Guidelines update	PLANNING DEPT.	Updated Historic Guidelines adopted by the Historic Preservation Board and daily utilization by Planning Staff	On Track	2	Dept	07/01/2013	6/30/2015	Top	Thomas Eddington (Planning Director)	A draft update will be produced and brought before the Historic Preservation Board - the nature of these updates will be dependent upon possible expansion of the HSI to include incentivising (not mandatory) ski-era buildings and mine structures. This work will commence upon completion of the HSI work being led by CRSA. Council Priority: Historic Sites Plan
0009 Intensive Level Survey of Main Street Historic District	PLANNING DEPT.	An intensive level survey of each historically designated site to identify important characteristics for preservation (CRSA)	On Track	2	Dept	07/01/2014	4/30/2015	Top	Thomas Eddington (Planning Director)	CRSA was awarded an intensive level survey contract for Main Street - it is scheduled to be concluded by early 2015. Results may require an update to the Historic Site Inventory. The contract was awarded to CRSA in May.Council Priority: Historic Sites Plan
0001 Bonanza Park Redevelopment Area Plan	PLANNING DEPT.	Implementation of Form Based Code for BOPA as adopted by City Council	On Track	2	Dept	07/01/2013	5/31/2015	High	Thomas Eddington (Planning Director)	The General Plan was complete and Council directed staff to work on BOPA FBC planning efforts after the GP. With the additional public outreach efforts incorporated, there has been a delay in finalizing the FBC. Staff would like to see the FBC in place prior to the summer construction schedule.
40221 POLICE										
0106 Establish and continue education with Park City Community Anti-bullying Coalition	POLICE	Continue to meet with community coalition and set yearly agenda.	On Track	2	Dept	01/01/2013	1/1/2016	High	Wade Carpenter	Leaders for Life is rescheduled for November 7 & 8, 2014. Coalition working on 501c3 status. Executive board has been selected for the Coalition. We are continuing to work with the United Against Bullying Coalition (UABC) The board has requested that PCPD continue to assist them while they restructure the board leadership. We are currently assisting the Coalition on several prevention grants. In Novemenber we completed the 2014 annual leadership/life skills training. We continue to work with United Against Bullying Coalition for their yearly projects related to student leadership and and anti bullying.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0109 Physical Fitness Requirements	POLICE	All officers meet year one requirements according to four year plan.	On Track	2	Dept	Ongoing	11/30/2015	High	Department Administration	We initiated our department physical fitness program in 2011 which requires our sworn staff to complete a POST PT test every 6 months and pass the final standards by the Fall of 2014. Since then we have encouraged our employees to take advantage of the City Wellness program to exercise during their work shift. In 2013 Officer Allinson developed a Superior Fitness award program for those employees who wanted to achieve even a higher level of fitness. On the Fall of 2014 test only 2 employees failed to achieve all four of the PT standards and 4 employees achieved a Superior Fitness level.
0112 Evaluate traffic enforcement efforts to improve walkability and bike-ability of community.	POLICE	Report on effectiveness of traffic enforcement, education and engineering to promote safer roads for pedestrians, bikes and motorists.	On Track	2	Dept	Ongoing		High	Phil Kirk	Phil works with the traffic sergeant, currently Jay Randall, on a monthly basis to evaluate our traffic enforcement efforts. Phil posts the updated location of the department's speed enforcement trailers on Facebook.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
An Inclusive Community of Diverse Economic & Cultural Opportunities									
Patrol Operations	POLICE	Patrol Operations provide continuous availability of patrol units to respond to calls for service, provide visible patrol throughout the City, detect and apprehend persons actively involved in criminal activity, and attempt to reduce both immediate and potentially hazardous situations to the community.	1	22	1,876,538	$1,875,621	$0	1,875,621	
Dispatch	POLICE	The Park City Police Dispatch Center is a multi-communications center and acts as a liaison between internal municipal divisions, community businesses, city, state, and federal agencies. All calls for service to community come through our dispatch center.	1	22	722,890	$729,199	$-46,000	683,199	
Prosecution	LEGAL	Work with the Park City Police Department and other agencies to prosecute misdemeanor offenses which occur within Park City's municipal boundaries.	1	21	198,324	$198,324	$-45,500	152,824	
Business Licenses	FINANCE	Process applications promptly and issue licenses to business owners after all City approvals are obtained.	1	22	103,550	$103,640	$-94,476	9,165	
Affordable Housing	COMMUNITY AFFAIRS	This program area provides land and real property acquisition, disposition and development services. Staff develops, analyzes, and implements affordable housing policies, plans and programs. The program also prepares housing needs assessments and housing standards and guidelines. Analysis and recommendations on MPDs and annexation applications are provided. It manages the City's employee housing, provides annual compliance with deed restrictions and maintains quality of the assets.	1	24	137,566	$137,566	$-56,000	81,566	
State Liquor Enforcement	POLICE	The State Liquor Enforcement Program is funded by a grant through the State of Utah. D.U.I. Enforcement, bar checks for compliance, Main Street foot patrols and additional staffing for special events are charged to this fund.	1	24	61,046	$61,046	$-62,000	-954	
Emergency Management	EMERGENCY MANAGEMENT & POLICE	Emergency Management protects our community by coordinating and integrating all activities necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to and recover from threatened or actual natural disasters, acts of terrorism or other man-made disasters of all sizes. We also manage City Building Security and Citywide Safety Programs	1	22	392,482	$417,044	$-6,000	411,044	EC: the $25,000 that is put into this evergreen account every year will be resumed in FY16

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Long Range Planning	PLANNING	A core function of the Planning Department is to carry out long range planning, future project and/or sub-area planning districts, the General Plan rewrite, etc. Many of these long-range planning projects overlap with redevelopment planning within the City's designated areas. Some long-range projects are site specific, while others affect the overall character of the City.	2	18	243,485	$341,525	$0	341,525	Request for an increase of $97,000 in Misc. Consulting Services for consulting contract with U of U. Planning: $8k increase (whole Dept) to Reclass Planning Technician I to Planning Technician II.
Traffic Enforcement	POLICE	Traffic Enforcement is simply stated; the enforcement of traffic laws in order to reduce traffic collisions, their resulting injuries, and to facilitate and expedite the flow of vehicular and pedestrian traffic.	2	21	895,661	$896,888	$-45,500	851,388	
Fire Safety	BUILDING	Protect life and property by assuring that businesses, both permanent and temporary, comply with applicable fire codes and that fire causes are identified so that corrections in processes or codes can be identified.	2	18	325,842	$360,995	$-70,220	290,775	Building: Increase in materials, training and personnel due to increased workload and demand. Materials increase will include $35k.
Code Enforcement	BUILDING	Code Enforcement enforces all codes of the city that pertain to Building, Zoning, Planning, road closures, noise, lights, weeds, animals and other similar activities under the land use code.	2	20	230,305	$243,884	$-88,130	155,754	Building: Increase in materials, training and personnel due to increased workload and demand. Materials increase will include $13.5k.
Inspections	BUILDING & ENGINEERING	Building: The purpose of this program is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. Engineering: Provide water meter inspections, public improvement inspections, inspections of work within the Right-of- Way (ROW) and other inspections deemed necessary.	2	19	1,099,291	$1,106,629	$-833,033	273,596	Engineering: $80k in contract services goes away in FY16 for PC Heights (one-time). Increase Full-time Benefited budget for a Public Improvements Engineer. This position will only be needed if Engineering is selected to oversee the Stormwater Phase II Program. The total amount of the increase to the budget increase will be $11k in this program.Building: Increase in materials, training and personnel due to increased workload and demand. Materials increase will include $77k.
Circulation Services	LIBRARY	The primary function of Circulation Services is to provide direct customer service and assistance to the public. Circulation Services greets and assists community members and visitors in accessing library services and finding information.	2	23	296,670	$324,039	$-6,300	317,739	Budget increase consists of: Senior Librarian for Community Engagement ($90,000, which includes benefits), a Community Engagement Library Assistant ($14,700), and a Senior Library Assistant for Youth Services ($60,00, which includes benefits) plus computer resources ($14,000) and software, personnel training, books and materials.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Senior Services	COMMUNITY AFFAIRS	This program area was added in the last budget cycle. It was developed to address more effective communication with seniors, promote greater participation in senior programs, and develop aging in place options including senior housing and transportation.	2	19	33,419	$33,419	$0	33,419	
Engineering Project Management	ENGINEERING	Provide project management to an assortment of projects including OTIS, CIP, Federal Funded projects, Walkability projects, large internal/complicated projects and Planning projects.	2	18	228,547	$324,137	$-22,171	301,966	Increase Full-time Benefited budget for a Public Improvements Engineer. This position will only be needed if Engineering is selected to oversee the Stormwater Phase II Program. The total amount of the increase to the budget increase will be $96k in this program.
Special Service Contracts	BUDGET, DEBT & GRANTS	Per Council policy, up to 1% of the operating budget annually is dedicated for contracting with not-for-profit organizations to provide service for community benefit.	2	18	515,000	$515,000	$0	515,000	
Adult Services	LIBRARY	Adult Services is a program encompassing education and enrichment opportunities for both the Park City community and the visitor population. It provides a collection of reading materials, reference services, and programming tailored to adults.	2	23	235,818	$326,174	$-6,300	319,874	Budget increase consists of: Senior Librarian for Community Engagement ($90,000, which includes benefits), a Community Engagement Library Assistant ($14,700), and a Senior Library Assistant for Youth Services ($60,00, which includes benefits) plus computer resources ($14,000) and software, personnel training, books and materials.
Technical Services	LIBRARY	Technical Services includes a broad range of library support functions. Included in this program are cataloging & processing materials such as books, DVD's, audios and other items for check-out to the public. Support of public computers, internet access, web interface, library software for organizing and providing access to the collection are also major components as well as tracking Library finances. Development of a 21st Century Library includes provision of a high-tech information interface.	2	23	281,899	$283,308	$-4,200	279,108	Budget increase consists of: Senior Librarian for Community Engagement ($90,000, which includes benefits), a Community Engagement Library Assistant ($14,700), and a Senior Library Assistant for Youth Services ($60,00, which includes benefits) plus computer resources ($14,000) and software, personnel training, books and materials.
Community Support	POLICE	Community Support / Community Policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.	2	18	534,943	$539,142	$-18,000	521,142	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Youth & Spanish Services	LIBRARY	Youth & Spanish Services is a program encompassing education and enrichment opportunities for Park City kids, teens, parents, and visitors. It provides a collection of reading materials, reference service, and programming tailored to youth and the Latino community.	2	23	162,962	$244,328	$-4,200	240,128	Budget increase consists of: Senior Librarian for Community Engagement ($90,000, which includes benefits), a Community Engagement Library Assistant ($14,700), and a Senior Library Assistant for Youth Services ($60,00, which includes benefits) plus computer resources ($14,000) and software, personnel training, books and materials.
Plan/Application Review	BUILDING, PLANNING & ENGINEERING	Planning: The Planning Department handles all land use applications for the City/Planning Commission including, but not limited to: Conditional Use Permits, Steep Slope Permits, Master Planned Developments, Subdivisions/Plats/Records of Survey, Sign Permits, etc. The department works with applicants and assists them with their submittals, carries them through the planning process, and prepares materials for presentation to the Planning Commission and City Council. The Building Department has to assure that all plans submitted for review; (a) comply with applicable building codes and City ordinances, (b) have fees accurately calculated to avoid over-charge, while assuring that fees are assessed as required by ordinance, and (c) are completed in a timely manner, minimizing delays to applicants. The Engineering Department reviews and sign off on planning documents, building permits, engineering permits and other projects generated by the Building/Planning/Engineering Team. Building: The purpose of this program is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress, stability, sanitation, adequate light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also provides safety to fire fighters and emergency responders during emergency operation. Engineering: Review and sign off on planning documents, building permits, engineering permits and other projects generated by the Building/Planning/Engineering Team.	3	17	590,571	$618,286	$-413,880	204,406	Building: Increase in materials, training and personnel due to increased workload and demand. Materials increase will include $21,636.Engineering: Increase Full-time Benefited budget for a Public Improvements Engineer. This position will only be needed if Engineering is selected to oversee the Stormwater Phase II Program. The total amount of the increase to the budget increase will be $5,500 in this program.Planning: $8k increase (whole Dept) to Reclass Planning Technician I to Planning Technician II.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Abatement Fund	BUILDING	Per code the City is required to have an abatement fund for dangerous buildings, historic buildings that are being neglected (demolition by neglect) or other dangerous structures in which the owners are not taking responsibility for the repairs and the City has to take charge.	3	17	48,688	$56,000	$0	56,000	Due to an increaseing number of properties with abatement issues, we are asking for additional funds to continue providing the same level of service to a greater number of properties.
Permitting / Current Planning	PLANNING	Assist the Building Department with permit reviews, inspections, code enforcement requests for information, etc. Assist the Finance Department with Business License Reviews and information requests for location/GIS/zoning assistance. Additionally, work with other departments to take advantage of current planning opportunities that arise as a result of ongoing construction or otherwise (e.g. trails, stairs, signage, street issues, etc.).	3	17	141,083	$142,522	$-44,139	98,383	Planning: $8k increase (whole Dept) to Reclass Planning Technician I to Planning Technician II.
Youth Services Officer	POLICE	The Youth Services Officer is our school resource officer who is assigned to the schools to assist in providing a safe school environment.	3	16	185,726	$182,829	$0	182,829	
DARE/Drug Education	POLICE	Drug Abuse Resistance Education (D.A.R.E.) is a collaborative effort involving parents, schools and Police all working together to teach youth to avoid illegal drugs and violence while helping them become healthy, law abiding citizens.	3	15	26,958	$26,887	$0	26,887	
Reciprocal Borrowing	LIBRARY	Reciprocal borrowing provides library cards free of charge to Summit County residents ages 5-18 living outside of the Park City limits.	4	22	8,986	$16,545	$0	16,545	Budget increase consists of: Senior Librarian for Community Engagement ($90,000, which includes benefits), a Community Engagement Library Assistant ($14,700), and a Senior Library Assistant for Youth Services ($60,00, which includes benefits) plus computer resources ($14,000) and software, personnel training, books and materials.
Historical Incentive Grant	PLANNING	The Historic District Grant Program assists property owners in maintaining historic residential and commercial structures by offsetting the costs.	4	14	47,136	$47,136	$0	47,136	
McPolin Farm	MCPOLIN BARN	The Park City Farm is a public facility owned and operated by Park City Municipal Corporation. The Park City Farm serves the community by hosting educational programs and a variety of events for the community.	4	12	35,202	$36,105	$0	36,105	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Code Amendments	PLANNING	The Planning Department is responsible for the management of and revisions to the Land Management Code (LMC). Recent revisions to the LMC have addressed Steep Slope Conditional Use Permits, Master Planned Developments, development in the historic zones, architectural guidelines, historic district design guidelines, public noticing, etc.	4	13	87,098	$87,330	$0	87,330	
Leadership Park City	INTERGOVERNMENTAL & ENVIRONMENT	The purpose of Leadership Park City is to train new and emerging leaders and deepen the pool of people willing to dedicate themselves to accomplishing worthwhile community goals. It offers potential leadership an experiential, long-term, group-oriented learning opportunity. The program consists of 10 individual training sessions, a 5-day field trip and several social events.	4	14	133,059	$132,140	$-46,000	86,140	
Historic District Design Review	PLANNING	The Planning Department works with developers, applicants, and residents to implement the City's Historic District Design Guidelines. This review process is carried out in a two-part process that involves a pre-application and a complete application meeting. In addition to this design review function, the Department consistently updates the Historic Sites Inventory (HSI) and has created a new set of Design Guidelines that have been in use since April 2009.	4	14	255,973	$221,619	$0	221,619	Scen 1: Decrease contract services by $30k recommended last year.
Planning Customer Service	PLANNING	Provide customer service to walk-ins and scheduled visitors to assist in data research, map preparation, subdivision/plat information research, pre-application requests for information, code enforcement assistance, zoning information requests, LMC understanding, General Plan clarification, etc. This customer service is primarily focused on non-PCMC residents, but also carries over to general planning/information assistance for PCMC personnel.	4	13	182,846	$187,225	$-32,000	155,225	Planning: $8k increase (whole Dept) to Reclass Planning Technician I to Planning Technician II.
Graffiti Removal	STREET MAINTENANCE	Remove graffiti in a timely manner.	4	14	20,070	$20,129	$0	20,129	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Special Planning Projects - Inter-Dept	PLANNING	This is tied to the Planning Department's INTRA-DEPARTMENTAL efforts. This area includes a wide range of planning activities such as Sundance coordination, Treasure Hill, the Movie Studio analysis and research, water/landscape ordinance, the proposed Recreation Field analysis, Main Street infrastructure planning, Zoning analysis, Nightly Rental analysis, TZO work, assistance with property acquisition/disposition, National Register analysis, etc.	4	13	99,536	$101,002	$0	101,002	Planning: $8k increase (whole Dept) to Reclass Planning Technician I to Planning Technician II.
Total An Inclusive Community of Diverse Economic & Cultural Opportunities			84		10,439,170	$353,359,331	$-1,944,048	8,993,615	
TOTAL			84		10,439,170	$353,359,331	$-1,944,048	8,993,615	

Responsive, Cutting-Edge, & Effective Government

Success of this Priority is defined as:

Park City Municipal Corporation has earned the trust of the community by engaging its citizens, being responsible stewards of tax dollars and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our people is essential to maintaining a high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound.

Desired Outcomes

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

- Fiscally and legally sound
- Engaged, capable workforce
- Well-maintained assets and infrastructure
- Engaged and informed citizenry
- Streamlined and flexible operating processes
- Ease of access to desired information for citizens and visitors

Key Strategies

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

- Stewards of the Public Trust
- Engaged Workforce
- Access/Information
- Strategic Leadership
- Facilitate Citizen Engagement, Public Participation and Timely Communication

Key Indicators

KEY INDICATOR	YEAR				ASSESMENT	
	2011	2012	2013	2014	Benchmark	Trend
General Obligation bond rating (Fitch and S&P).	AA+	AA+	AA+	AA+	N/A	Neutral
Percent of respondents who rated the overall direction PCMC is taking as "good" or "excellent."	70%	70%	64%	64%	Similar	Negative
Percent of respondents who rated the quality of services from PCMC as "good" or "excellent."	83%	83%	80%	80%	Similar	Negative
Annual number of Audit Findings.	0	1	2	0	N/A	Positive
Percent of building repairs made within 30 days of receiving a complaint or request for service.	93%	94%	94%	95%	N/A	Positive
Percentage of Fleet mechanic time spent servicing vehicles and equipment ("Wrench-turning" hours to total hours).	N/A	N/A	75%	79%	N/A	Neutral
Percent of applicant pool qualified for the posted position.	N/A	N/A	90%		N/A	Neutral
Percentage of Facility customer complaints responded to within 72 hours, 24 hours for minor emergencies and 2 hours for major emergencies after receiving a service request.	95%	95%	95%	93%	N/A	Negative
Percent of respondents who rated their overall confidence in Park City as "good" or "excellent."	N/A	N/A	66%	66%	N/A	Neutral
Percent of respondents who rated the overall customer service from Park City as "good" or "excellent."	78%	78%	83%	83%	Similar	Positive
Percent of respondents who rated the public information services in Park City as "good" or "excellent."	83%	83%	82%	82%	Higher	Neutral
Annual number of website hits.	1,182,519	1,345,654	1,267,171	1,338,493	N/A	Positive
Annual number of website hits (mobile).	118,902	153,451	210,982	225,601	N/A	Positive

The Key Indicators above provide a snapshot of how the community is doing on our goal of promoting a Responsive, Cutting-Edge, and Effective Government. Indicators were taken from Department Performance Measures as well as the National Citizens' Survey, which is given every two years. Where information is available, the indicators are benchmarked against other communities and/or trended over time to highlight areas for improvement.

Biennial Plan for Responsive, Cutting-Edge, & Effective Government

Recent Successes

- Building Security Plan (Electronic Key Implementation, Digital Cameras)
- LEAD PC and IREACH
- Clean Audit for 2014 & 25th consecutive GFOA Excellence Award
- Upgraded 2 miles of Fiber Optic Cable to Municipal Facilities
- Initiated Projects Funded through Additional Resort Sales Tax for Open Space, Main St Projects, and Empire Ave
- Wellness Benefits Extended to Families
- Blue Ribbon Commission Implementation
- Implementation of Meeting Management Software
- Active Participant in Mountain Accord
- Digital Acceptance of Water Billing Checks
- Five Voice of the People Awards from ICMA
- Reengaged with Sister City
- Certificate of Achievement from the ICMA Center for Performance Analytics

Current Challenges

- Engaging Diverse Constituencies
- New Facilities & Greater Complexity in Operating Systems (HVAC, Fleet Complexities)
- Pace of Technology Improvements
- Resource Allocation, Staff Workload & Succession
- Limited Resources for Training, Professional, Legal and Licensing Requirements
- Increasingly Specialized Positions due to Digital Technology and Government Regulations
- Workforce Competition with Salt Lake Valley due to Cost of Housing and Commuting
- Funding Capital Improvement Programs (CIP) Priorities (Affordable Housing, Open Space, etc.)
- Long-term Fleet Fuel Strategy (Selected Fuels, Emergency Availability)
- Cyber Security Insurance
- Increases to Health Care Costs and Implementation of Health Care Reform
- Limited Opportunities for Additional Revenue
- Pending State Transportation Tax
- Aligning Regional Goals

Trends & Opportunities

- Alternative Energy and Conservation Infrastructure for Capital Assets
- Increasing Regulatory Environment Requires Monitoring and Training for Financial Reporting
- Environmentally Friendly Cleaning Products
- Consolidation of Local Government Functions & Joint Initiatives Aimed at Overall Cost Reduction
- Technology Trends Change how People Interact with Government and each other
- Increase the Tools and Tactics Needed to Reach a More Diverse Audience and the Need for Non-English Language and Cultural Competency Skills.
- Technology Increasing Cost of Fleet Acquisition & Maintenance
- Additional Building/System Maintenance Specialized Staff
- Widget and Application Development
- Paperless/e-filing in State/Federal Courts
- Expanding Broadband Fiber Network

Action Plan for Responsive, Cutting-Edge, & Effective Government

Staff Action Plan

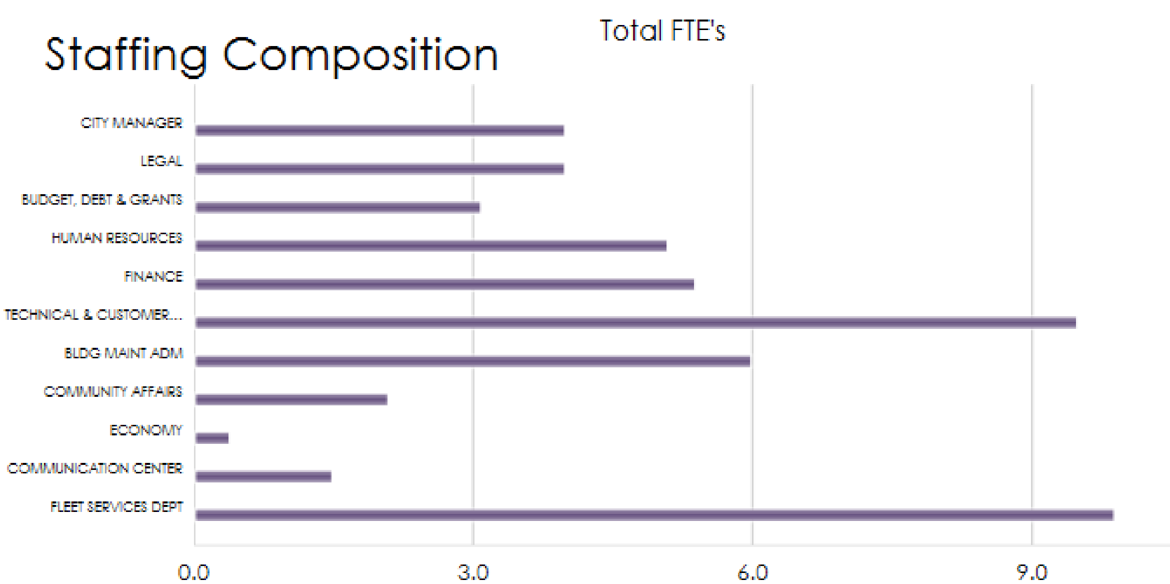
- Citizen Engagement and Community Forums
- Implementing EDEN model to store documents electronically
- Formal Organizational Development Program (LEAD PC, Park City Own It, IREACH, New Employee Orientation)
- Invest in Security IT infrastructure
- Implementation of Meeting Management Software
- Enhance Digital Technology to Enhance Citizen Access and Communication
- Centralized Building Security System
- Expanded Computerized Control Systems for Maintenance
- Upgrade Fleet Management Software
- Implement Paperless Criminal Prosecution
- Website Remodel
- Community Broadband Fiber
- Vacation Rental by Owner Regional Survey
- Enhance Workplace Safety
- Joint Council Meetings with Regional Partners
- Mountain Accord Phase II
- Media Monitoring Program

Staff Budget Plan FY15 & FY16

- Executive: $30k increase for LEAD training.
- Building Maintenance: $40k increase for janitorial services during peak times of the year on Main Street, Museum, and Transit Center.
- HR: $15k increase for annual software maintenance, $5k increase for alcoholic beverages at holiday party.
- Elections: Increase in materials for FY16 by $13K due to election year.

Responsive, Cutting-Edge & Effective Government

Total Budget: $ 10,010,709



Department Business Plans

Each city department has a business plan to identify current goals and activities. Business plans can be found at http://www.parkcity.org/index.aspx?page=541&parent=10259

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40091 BLDG MAINT ADM										
0127 Elevator Inspection	BLDG MAINT ADM	Safety, regulatory compliance	On Track	2	Dept	Ongoing		High	Mike Lennon	Annual inspection completed
0129 Implementation of building security access cards(FOB)	BLDG MAINT ADM	Improved building security and safety	On Track	2	Dept	07/01/2014	7/1/2015	High	Mike Lennon; Hugh Daniels; Scott Robertson	Competed the Marsac Building and Police Building work on the Library and Public Works
0130 Re-Bid Janitorial Service Contract	BLDG MAINT ADM	New Contract	Delayed	1	Dept	07/01/2013	9/1/2015	High	Mike Lennon	This goal is delayed so that special events can be included in the cleaning contract. The number of special events that the city does this year will be assessed and included in the re-bid in 2015.
0133 Install truncated domes to Prospector bike path at intersections	BLDG MAINT ADM	Handicap accessible / ADA compliance	Delayed	1	Dept	10/01/2015		High	Troy Dayley	Due to the alignment of the water line this project has been delayed. However, asphalt patches were completed as a temporary repair.
0443 Public Works Land Procurement	BLDG MAINT ADM	"Secure Land for the Following Priorities in Public Works Operations: Snow Dump Storage, Public Works Operations Facility	On Track	2	Dept	04/01/2015		High	Clint McAffee	Parks, Streets, and Building Maintenance are all feeling pressure to vacate spaces needed by other departments and projects due to their growth.
40034 BUDGET, DEBT & GRANTS										
0278 Coordinate with Department Managers to create a balanced budget	BUDGET, DEBT & GRANTS	Budget Adoption, Budget Documents, State budget audits	On Track	2	Dept	Ongoing		High	Jed Briggs (Budget Operations Manager), Kory Kersavage (Budget Analyst)	
0280 Create/update usable performance measures that accurately track the effectiveness and efficiency of each program.	BUDGET, DEBT & GRANTS	Performance Measure Database in BOARD	On Track	2	Dept	Ongoing		High	Kory Kersavage (Performance Measure Analyst)	
0282 Coordinate with Project Managers to create a 5-year Capital Improvement Plan and 2-year Capital Budget	BUDGET, DEBT & GRANTS	CIP Plan & Budget Adoption, Budget Documents, State Budget Audit	On Track	2	Dept	Ongoing		High	Nate Rockwood (Captial, Debt & Grants Manager)	

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40011 CITY COUNCIL										
0331 Coordination and management of Council records and proceedings, minutes and motions. Maintenance of official documents.	CITY COUNCIL	Timely compilation and distribution of packets, minutes, and maintenance of official documents.	On Track	2	Dept	Ongoing		High	Marci Heil (City Recorder), Sharon Bauman (Sr. Recorder/Elections)	Ongoing
40021 CITY MANAGER										
0333 Increase interagency outreach among regional partners	CITY MANAGER	Schedule and participate in bi-monthly meetings with County Council, weekly staff meetings with County Manager and staff, and several regional meetings planned with Heber/Wasatch officials. Council Priority: Regional Collaboration	On Track	2	Dept	Ongoing		High	Diane Foster (City Manager) and Ann Ober	Bi-monthly Meetings with County Council, weekly staff meetings with County Manager and staff, and several regional meetings planned with Heber/Wasatch officials. Council Priority: Regional Collaboration
0334 Robust communications to residents via multi-media	CITY MANAGER	Weekly interviews on KPCW; timely posting of new events; social media.	On Track	2	Dept	Ongoing		High	Diane Foster (City Manager) and Matt Dias (Assistant City Manager)	Weekly
0336 Proactively develop initiatives to respond to community challenges and shape policy for Council	CITY MANAGER	Guide and help support proactive policy formation.	On Track	2	Dept	Ongoing		High	Diane Foster (City Manager) and Matt Dias (Assistant City Manager)	Daily
0342 Foster relationships for City at local, state and federal levels	CITY MANAGER	With Federal and State Lobbyists, identify bills that could negatively impact Park City.	On Track	2	Dept	Ongoing		High	Matt Dias (Assistant City Manager)	Mayor/Staff Fall 2013 trip to D.C. included meetings with Hatch, Lee, and Bishop. Mayor/Staff met with Powell and Van Tassell prior to 2014 Leg session. Regular attendance at ULCT and weekly BACI meetings during 2014 Legislative Session.
0345 Communication with Council and Mayor	CITY MANAGER	Manager prepares weekly reports to Council. Manager meets every four to six weeks individually with the Mayor and Council Members.	On Track	2	Dept	Ongoing		High	Diane Foster (City Manager) and Matt Dias (Assistant City Manager)	Weekly
0348 Manage daily operations	CITY MANAGER	Provide staff with prompt feedback regarding operational issues.	On Track	2	Dept	Ongoing		High	Diane Foster (City Manager) and Matt Dias (Assistant City Manager)	Daily

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0404 Facilitate attendance at ICMA LEAD Workshops seminars in Virginia	CITY MANAGER	Providing monetary assistance to supplement fees.	On Track	2	Dept	Ongoing		High	Jolene Weston	Looking at budget for next fiscal year and keeping track of individuals interested in attending.
0449 Update Accountability Structure	CITY MANAGER	Work with Management Team to focus on other, complimentary aspects of accountability in the workplace that continue to promote our culture and maintain commitment to being a learning organization.	On Track	2	Dept	Ongoing		High	Matt Dias (Assistant City Manager)	
40100 COMMUNITY AFFAIRS										
0467 "Taking It to the Streets" Initiatives	COMMUNITY AFFAIRS	Develop and implement a series of engagement activities	On Track	2		05/01/2015		High	Phyllis Robinson (Community Affairs)	Council Priority: Citizen Engagement
40023 ELECTIONS										
0339 Manage Municipal Elections (candidate filings and financial reporting)	ELECTIONS	Meet legal deadlines and ensure proper reporting to the Lt. Governor's Office.	On Track	2	Dept	Ongoing		High	Sharon Bauman (Senior Recorder)	Odd years 2013
0340 Manage polling/staffing for municipal elections	ELECTIONS	Arrange polling locations. Ensure that polling location are staffed with trained poll workers.	On Track	2	Dept	Ongoing		High	Sharon Bauman (Senior Recorder)	Odd years 2013
0341 Satellite Registration and Polling Location for County	ELECTIONS	Facilitate voter registrations and absentee ballot requests. Manage Early Voting and Primary and General Elections in City Hall.	On Track	2	Dept	Ongoing		High	Sharon Bauman (Senior Recorder)	Even Years

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40072 FINANCE										
0437 Eden Software Green Initiative	FINANCE	Implementation of Tyler Content Manager (Eden) software in accounts payable processing. This is a green initiative to transform paper-based information to electronic documents and streamline the flow of digital information throughout the City. The long-term goal is to implement use of this software with all Eden software modules.	On Track	2	Dept	07/01/2014	3/31/2015	High	Lori Collett (Finance Manager)	Provided Eden with implemenation info, April will begin implementation. Council Priority: Community-wide renewable energy policy and action plan. Working out details with Eden on implementation and support. We have begun implementation in the Finance department minimally as of January 2015. Looking to expand department implementation by March 2015.
0497 GASB Implementation	FINANCE	Implement GASB 68, Accounting and Financial Reporting for Pensions	On Track	2		12/15/2015		High	Lori W. Collett (Finance Manager)	
40062 HUMAN RESOURCES										
0252 Day to Day Policy Implementation	HUMAN RESOURCES	Compliance in daily operations and systems	On Track	2	Dept	Ongoing		High	Brooke Moss (HR Manager) and all Finance personnel	
0255 Policy Design and Implementation	HUMAN RESOURCES	Compliance	On Track	2	Dept	Ongoing		High	HR	
0256 Annual benefit program review & bid process	HUMAN RESOURCES	Affordable, practical & competitive employee benefit package	On Track	2	Dept	Ongoing		High	Brooke Moss (HR Manager)	
0259 Full Time Regular Recruitments	HUMAN RESOURCES	Highly qualified and engaged workforce	On Track	2	Dept	Ongoing		High	HR Staff	
0413 Develop Park City LEAD program	HUMAN RESOURCES	Weekly Meetings	On Track	2	Dept	Ongoing		High	Jolene Weston	Jolene will be working with the LEAD team to develop the programs and hope to have it implemented by August 1st.
0445 Organizational Development Program	HUMAN RESOURCES	"Continue to develop the Organizational Development Program	On Track	2	Dept	Ongoing		High	Brooke Moss (HR Manager)	
0446 Training Development	HUMAN RESOURCES	"Continue to develop training needed by managers	On Track	2	Dept	Ongoing		High	Brooke Moss (HR Manager)	
0447 New Staff Training	HUMAN RESOURCES	Train new staff and re-establish department priorities	On Track	2	Dept	Ongoing		High	Brooke Moss (HR Manager)	

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40104 INTERGOVERNMENTAL & ENVIRONMENT										
0466 Regional Collaboration	INTERGOVERNMENTAL & ENVIRONMENT	: The Council has scheduled regional meetings for 2014. There is one per month through December	On Track	2	Dept	Ongoing		High	Ann Ober	Council Priority: Regional Collaboration
40132 SELF INS & SEC BOND										
0299 Establish a citywide Safety Training Program for all departments including a job specific training matrix	SELF INS & SEC BOND	Completed Training Matrix and begin training program for all identified employees	On Track	2	Dept	06/01/2014	6/1/2016	High	H Daniels (Emergency Manager) & Management Team	Program in its first year of organization and implementation. Probably will take an additional two to three years to be completely established and functional.
40082 TECHNICAL & CUSTOMER SERVICES										
0167 Broadband Network Feasibility Analysis	TECHNICAL & CUSTOMER SERVICES	Put out RFP for fiber to the home w/in 5 years. Review RFP responses and provide information to Council.	Delayed	1	Dept	03/01/2013	4/11/2014	High	Scott Robertson (IT Manager), Matt Dias (Assistant City Manager), Blake Fonnesbeck (Public Works Operations Manager) and Ann Ober (Director of Intergovernmental Relations)	This project is delayed pending the resort lawsuit.
0262 Systems Support	TECHNICAL & CUSTOMER SERVICES	Advanced management of systems and disaster recovery	On Track	2	Dept	Ongoing		High	Andrea Mitchell (Systems Administrator)	
0265 GIS Support	TECHNICAL & CUSTOMER SERVICES	Facilitate customer centric GIS & mapping	On Track	2	Dept	Ongoing		High	Spencer Lace (GIS Coordinator)	
0268 Website management	TECHNICAL & CUSTOMER SERVICES	Verification and publication within website guidelines	On Track	2	Dept	Ongoing		High	Shannon Dale (IT Customer Service)	Continuing to monitor web pages to verify that they are using the style guide to comply with Park City standards.
0270 User support and training of core software applications	TECHNICAL & CUSTOMER SERVICES	Excellent customer support experience	On Track	2	Dept	Ongoing		High	Jolene Johnson (Helpdesk)	
0271 Network Support	TECHNICAL & CUSTOMER SERVICES	Support and management of network operations	On Track	2	Dept	Ongoing		High	Brad Pennock (Network Engineer)	
0274 Replacement of aging computer equipment	TECHNICAL & CUSTOMER SERVICES	Timely upgrades to end-user equipment and core IT systems	On Track	2	Dept	Ongoing		High	Jolene Johnson (Helpdesk)	

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0441 Council & Board Meeting Software	TECHNICAL & CUSTOMER SERVICES	Council & Board Meeting Software: provides staff workflow and audio recordings for public review. A joint Executive and IT Department project.	Delayed	1	Dept	11/01/2014		High	Scott Robertson (IT Manager)	The selected software company was acquired resulting in a change in direction. A new RFP was posted and currently applicants are being reviewed for selection.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
RESPONSIVE, CUTTING-EDGE & EFFECTIVE GOVERNMENT									
Policy Creation & Implementation	CITY COUNCIL; EXECUTIVE; & INTERGOVERNMENTAL & ENVIRONMENT	City Manager: Develop proactive initiates to respond to community challenges and shape policy for the City Council. Address public safety, economic, social and environmental factors (among others) and implement Council direction and address City operational concerns with wise discretion in the management of programs. Council: Mayor and Council are the legislative and governing body which exercise the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers.	1	22	344,678	$344,651	$-23,558	321,093	
Records Management	IT & POLICE	IT: Records retention and archiving includes the storage, access and destruction of paper and electronic records. Dispatch: The Records Division provides timely process of case reports, arrests reports, citations and statistical information. The Records Division staff is the initial contact for citizens as they enter our building for police assistance.	1	21	236,014	$237,127	$0	237,127	
Debt Management	BUDGET, DEBT & GRANTS	Manage, budget, track, and prepare for City debt as directed by City Council.	1	22	36,970	$36,970	$-15,102	21,869	
Revenue/Resource Management	BUDGET, DEBT & GRANTS	Provide revenue and resource management analysis (e.g., monthly sales tax report, property tax rate calculation,	1	21	25,006	$25,006	$-9,954	15,052	
Accounting/Audit/Treasury	FINANCE	Maintain government accounting systems that present the City's funds accurately and in conformity with Generally Accepted Accounting Principles. Cash position, banking, and investment management in accordance with State law and the City's investment policy. Respond professionally and promptly to customers accounting inquiries and service.	1	24	314,598	$315,048	$-98,438	216,610	
Capital Budgeting	BUDGET, DEBT & GRANTS	Assist the City Manager with all aspects of the capital budget process (e.g., managing CIP database, capital budget process, prioritization committee, etc.) for the benefit of the City Council, City departments, and the general public.	1	23	43,671	$43,671	$-20,539	23,131	
Budget Preparation, Coordination, and Monitoring	BUDGET & FINANCE	Assist the City Manager with all aspects of the budget process (i.e., budget document preparation, budget adjustments, Citizen's Budget, weekly/monthly budget monitoring, etc.) for the benefit of the City Council, City departments, and the general public.	1	23	120,842	$120,851	$-44,041	76,810	
Elections	EXECUTIVE	Materials to support the process of elections.	1	27	9,671	$22,671	$0	22,671	$13k increase due to election year.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Community Outreach and Citizen Engagement	5 CITY DEPARTMENTS	City Manager: Inform and educate the public through venues including media, newsletters, website, and direct outreach. Include citizens through open houses and public meetings. Council: Mayor and Council are the legislative and governing body which exercises the powers provided by constitutional general laws of the state together with implied powers necessary to implement the granted powers. Community & Environment: This area organizes and conducts neighborhood meetings and targeted citizen input sessions including community visioning, identifies issues of community interest and/or concern and develops messaging to support the City's vision and goals. Monitors public opinion, promotes positive media exposure, and prepares various materials including press releases, position statements, speeches, newsletters, social media, web content and reports. Works closely with City departments to develop and implement public information and media strategies. Economy: Organizes and conducts neighborhood meetings and targeted citizen input sessions prior to and during planning and implementation of capital and other team projects. In coordination with Community & Public Affairs, prepares various materials including press releases, position statements, web content and reports.	1	24	579,628	$579,601	$-78,639	500,962	
Staff Support	EXECUTIVE	Management of daily operations; support of governance process; organizational leadership and support.	1	23	212,990	$212,990	$-84,639	128,350	
City Recorder	EXECUTIVE	Maintain a record of City Council proceedings, including minutes and motions. Maintains ordinances, resolutions, agreements, easements, professional services contracts. Administers oaths and acknowledgements under the seal of the City. Performs duties as required by the Municipal Code, the City Council, or the City Manager.	1	24	117,280	$117,280	$-5,274	112,005	
Local, State, and Federal Compliance	HUMAN RESOURCES	Compliance includes keeping up with all the federal, state and local regulatory guidelines as they pertain to employment. It is a necessary program that minimizes costly legal liability, as well as keeps the City running with minimal distractions.	2	20	133,085	$133,585	$-47,362	86,223	We are requesting an increase to our training budget of $500.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Strategic Planning	BUDGET, DEBT & GRANTS	Guides the City's strategic planning processes and creating framework to assist the Council and Mayor, the City Manager, and the management team to define, evaluate, and accomplish strategic goals and objectives.	2	21	25,742	$25,742	$0	25,742	
Fleet Management & Maintenance	FLEET SERVICES DEPT	This program provides for the ongoing maintenance and operation of the City's fleet of vehicles and equipment. This includes fuel, routine maintenance and repairs.	2	18	2,764,653	$2,767,839	$0	2,767,839	
Financial Services	FINANCE	Accounts Payable produces accurate vendor payments and responds to inquiries promptly & professionally. Accounts Receivable records customer payments, follows up on late payments owed to the City, and provides customer service. Payroll produces accurate employee payroll checks in compliance with Federal and State regulations and processes employee benefit invoices for payment.	2	21	304,605	$304,956	$-151,902	153,053	
Inspections and Contract Supervision	BUILDING MAINTENANCE	The Building Maintenance Department provides a variety of services through Inspections and Contract Supervision for this program. It requires that City building inspection and contract supervision are performed throughout all City owned facilities so as to ensure the health and safety of building occupants along with supervising contractor provided building improvements.	2	19	100,042	$100,042	$-14,794	85,248	
Network Support	INFORMATION TECHNOLOGY (IT)	Provides design, implementation and support of citywide communications infrastructure. This includes network, phone, Internet, security, and remote services.	2	20	226,708	$226,708	$-36,438	190,270	
Building Repairs and Maintenance	BUILDING MAINTENANCE	The Building Maintenance Department provides a variety of services and preventative maintenance for this program. It requires that City building repairs and maintenance are performed throughout all City owned facilities to ensure preservation and longevity of building assets.	2	18	374,406	$356,406	$-46,712	309,693	Staff is not recommending a service level increase. However, the cost of parts for this high-tec equipment are more expensive, therefore we are asking for an additional $10,000 to cover these costs. There is a $18,000 decrease due a one-time vehicle purchase last year, that is no longer needed this year.
General Legal Support	LEGAL	Act as general counsel to the Park City Management and functional teams.	2	21	81,425	$81,425	$-10,265	71,160	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Emergency Communications	COMMUNITY AFFAIRS	This program area includes crisis communications during unforeseen and/or sensitive events. Develops and disseminates emergency messages to the community, media and other stakeholders. Develops and maintains an organization crisis communication plan.	2	18	73,683	$73,683	$-18,007	55,677	
Council & Board Support	EXECUTIVE & LEGAL	City Manager: Staff assistance to City Council members and the Mayor in the performance of their official duties. Scheduling information requests, staff reports, workshop preparations and time in meetings, and other things paid City employees do to enable Council members to make governing happen. Legal: Advise all city boards, commissions, mayor and city council of federal and state laws and regulations. Attend meetings and provide legal annual training to members of the same.	2	20	340,800	$340,800	$-17,415	323,385	
Litigation	LEGAL	Act as legal counsel to the Park City Council and Park City staff on all civil litigation.	3	16	82,717	$82,717	$-55,494	27,223	
Benefit Design/Administration	HUMAN RESOURCES	Benefits design is the research, study and active work to maintain quality benefits offerings for employees. Administration of benefits programs includes ongoing employee education, controlling costs, and assisting employees with day to day issues, from simple benefits questions to major disability & illness leave education, etc.	3	17	68,127	$68,327	$-23,127	45,200	The request here is for $200 going into the Organizational Development budget. The City Manager has highly valued employee development opportunities.
Safety and Security	EMERGENCY MANAGEMENT	Safety and Security is a new BFO item. Security has been in place for three years but has only had CIP requirements but needs a source of funding for maintenance for our fourteen building, 133 camera system (upgrades and additional cameras are addressed in a CIP line item) and four building electronic access control system which will also be increasing over the next few years to eleven buildings. The Safety Program began in late FY13 to expand on various ad hoc safety programs to become a citywide OSHA compliant program as soon as possible. This will require significant training, equipment, a citywide Safety Manual, Safety Committee and an investment into developing a safety culture throughout the organization.	3	15	38,000	$38,000	$0	38,000	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Recruitment	HUMAN RESOURCES	Recruiting the best employees to the City is critical to the success of the City and meeting its objectives. An effective recruitment program is necessary to attract the talented high performers in a competitive market by successfully targeting the employees with the expertise and talent that is required.	3	16	84,623	$99,548	$-29,685	69,863	This budget is requested to increase by $15,000. The HR Department would like to purchase (using CIP funds) software to automate and improve how the City does employment recruiting Citywide.
LEAD	EXECUTIVE & HUMAN RESOURCES	To take our communities confidently into the future, public leaders and executives must adopt a proactive approach to change both inside the public organization and outside in the community. They must invest the time and resources required for themselves and their leadership team to create and maintain a continuously improving, learning organization. The LEAD program at the University of Virginia helps tackle this issue and prepare leaders in the public sector.	3	16	40,000	$70,000	$0	70,000	The request for LEAD training is increased by $30,000 in FY 16 to more fully cover the LEAD expense to departments
Grant Administration	BUDGET, DEBT & GRANTS	Serve as a resource for City departments in researching, applying for and monitoring grants as well as managing the City's Special Service Contract program.	3	16	13,568	$13,568	$-4,600	8,968	
Risk Management	EXECUTIVE & LEGAL	Promote risk management methodologies so risks are mitigated, the City's property and personnel are protected, and the public is provided a safe place to work and play.	3	16	927,085	$927,085	$-553,998	373,087	
Pay Plan Design/Administration	HUMAN RESOURCES	Pay Plan Design and Administration is the evaluation and administration of fair and consistent pay plan practices to protect and maintain City operations. The goal is to pay individuals within their salary ranges in accordance with their individual level of performance and according to the definition of "market pay" established. HR also provides guidelines and analysis to assure salary decisions are based on performance and in accordance with the Council's objectives.	3	16	73,455	$73,455	$-27,243	46,212	
Legislative Liaison	EXECUTIVE	Fosters relationships for the City at local, state and federal levels in order to obtain funding for the community and prevent adverse actions from affecting the community.	3	16	98,186	$98,186	$-5,186	93,000	
GIS	INFORMATION TECHNOLOGY (IT)	Geographic Information System (GIS) staff develop and maintain spatial data for maps, web services, and analysis in several departments. GIS assists staff by increasing access to data and providing decision makers with maps and visualization. GIS provides the benefit of online mapping and enabling a mobile work force.	3	17	111,598	$110,564	$-16,684	93,880	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Website	INFORMATION TECHNOLOGY (IT)	This program manages www.ParkCity.org, the City's website. This website is key in helping departments disseminate information to the public.	3	18	81,190	$81,126	$-7,376	73,750	
Support/Help Desk	INFORMATION TECHNOLOGY (IT)	Provides 24-hour support and training to staff on equipment and technology resources including; computer, hardware, software, web, printers, network, cellular & desk phones. Implement technology projects and update/replace computer and software systems.	3	18	351,092	$351,028	$-48,389	302,638	
Systems Support	INFORMATION TECHNOLOGY (IT)	Provides support for servers, enterprise software and storage infrastructure. This includes but is not limited to security, email, databases, file and application servers.	3	17	246,147	$246,018	$-35,307	210,711	
Janitorial Services	BUILDING MAINTENANCE	The Building Maintenance Department provides a variety of janitorial services for this program. It requires that janitorial services be performed in City buildings to ensure cleanliness and a respectable appearance for staff and visitors.	3	16	335,920	$375,720	$0	375,720	Since the renovation of the MARC the cost of cleaning services and supplies has gone up an additional $1,900 per month ($22,800 annually). Staff is recommending a service level increase to the Main Street, Museum and Transit Center bathrooms, cleaning them twice a day during peak seasons at a cost of $12,000 for cleaning services and $5,000 for cleaning supplies.
Contracts/Grants	LEGAL	Draft contracts for the City's procurement of goods and services.	3	17	70,832	$70,832	$-22,798	48,034	
Employment Review	LEGAL	Provide legal review of all personnel policies and procedures.	3	17	56,251	$56,251	$-19,898	36,354	
Valuing Employees	HUMAN RESOURCES	With employees being one of the City's greatest assets, the program on valuing employees is prominent at keeping the employees engaged at a high level of moral.	3	16	187,346	$192,746	$-46,939	145,807	There are two requests outlined here: One for an increase to the Annual Holiday Party of $5,000. The budget for this event is not sufficient to supply alcoholic beverages to attendees. The second request is for $400 going into the Organizational Development budget.
Software Maintenance/Upgrades	INFORMATION TECHNOLOGY (IT)	Maintenance contracts for centralized and departmental softwares. Provides client-server application and vendor technical support including upgrades and service calls. Ensures product compatibility and operational continuity.	4	17	178,332	$178,332	$-26,224	152,107	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Analysis Resource	BUDGET, DEBT & GRANTS	Provide analysis (e.g., financial, policy, legislative, etc.) to City Council, City Manager, and other City departments for various projects and needs.	4	14	49,549	$49,549	$-18,490	31,059	
IT Utilities	INFORMATION TECHNOLOGY (IT)	Support communication services such as phone lines, data circuits and internet connectivity for systems, across city facilities and critical systems.	4	16	125,184	$125,184	$-12,930	112,254	
Short-Term Citywide Personnel	HUMAN RESOURCES	Short Term Citywide Personnel efforts assist both within the department and without as part-time employees or external services. Short-term personnel maintain consistency in service levels when large issues or unpredictable events arise, including but not limited to interns, legal review, etc.	4	9	58,630	$58,630	$-21,371	37,259	
Special Meetings	EXECUTIVE	This fund provides funding opportunities for local and regional meetings that benefit the community, but are not associated with other programs. It is also used for Employee Recognition Luncheons for City Staff and to provide reciprocal opportunities with other communities within the US and from other countries.	4	8	12,000	$12,000	$0	12,000	
Venture Fund	EXECUTIVE	In 1990 the Venture Fund was established to provide funding opportunities to realize opportunities not anticipated in the regular program budgets. The City Manager administers the money, awarding it for programs or projects within the municipal structure, based on the advantage of immediate action and subject to the likelihood of positive returns on the "investment".	4	9	10,000	$10,000	$0	10,000	
Performance Measures and Benchmarking	BUDGET, DEBT & GRANTS	Maintain a system of performance measures for internal use and self-improvement. Maintain a set of measures to compare against other similar cities for citywide improvement.	4	14	66,491	$66,491	$-22,975	43,516	
Performance Management	HUMAN RESOURCES	The goal is to evaluate performance and develop the potential of employees, who are one of the City's greatest assets. To a large extent, employee and City success is dependent upon how well the performance process is managed, since it has direct impact on two very important and costly programs - pay and compliance.	4	15	668,408	$668,408	$-32,021	636,388	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Utilities	BUILDING MAINTENANCE	The Building Maintenance Department funds a variety of utility services for City facilities.	4	13	176,709	$176,709	$0	176,709	
Total Responsive, Cutting-Edge & Effective Government			118		10,677,936	$505,085,403	$-1,753,814	9,013,709	
TOTAL			118		10,677,936	$505,085,403	$-1,753,814	9,013,709	

World Class, Multi-Seasonal Resort Destination

Success of this priority is defined as:

The resort experience continues to exceed expectations. Park City is known as a premier resort destination because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Visitors and residents feel safe throughout the community and find that Park City has struck a unique balance between tourism and local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally-owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values.

Desired Outcomes

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

- Accessible and world-class recreational facilities, parks and programs
- Balance between tourism and local quality of life
- Varied and extensive event offerings
- Unique and diverse businesses
- Accessibility during peak seasonal times
- Well-utilized regional public transit
- Walkable and bike-able community
- Multi-seasonal destination for recreational opportunities
- Internationally recognized & respected brand
- Every City employee is an ambassador of first-class service

Key Strategies

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

- Ensure the Timely Maintenance/Replacement of Core Infrastructure
- Environmentally Sensitive Regional Public Transit
- Maintain Transportation Network/Infrastructure
- Public Safety: Preparedness, Prevention, Response, and Education
- Provide Amenities, Facilities, Trails & Infrastructure
- Pursue Development and Redevelopment Consistent with General Plan & Area Plans
- Support & Manage World Class Events

World Class, Multi-Seasonal Resort Destination (cont.)

Key Indicators

KEY INDICATOR	YEAR				ASSESMENT	
	2011	2012	2013	2014	Benchmark	Trend
Percentage of survey respondents who rate recreation programs as "good" or "excellent."	94%	94%	92%	94%	Higher	Neutral
Percent of respondents who rate the golf course as "good" or "excellent."	97%	97%	97%	97%	N/A	Neutral
Satisfaction levels combining satisfied and very satisfied on satisfaction surveys for all Ice programs.	89%	92%	99%	89%	N/A	Negative
Percent of McPolin Farm events sold out.	100%	100%	100%	100%	N/A	Neutral
Percent of respondents who rated the overall quality of City Parks as "good" or "excellent."	98%	98%	97%	97%	Higher	Neutral
Percent of respondents who rated the quality of services for snow removal as "good" or "excellent."	77%	77%	83%	83%	Higher	Positive
Percent of respondents who would recommend the tennis programs to friends.	N/A	N/A	93%	97%	N/A	Positive
Percent of respondents who rate the ease of travel by public transportation as "good" or "excellent."	N/A	N/A	89%	89%	Much Higher	N/A
Percent of respondents who utilized bus services this year more than once a month.	N/A	N/A	74%	74%	N/A	N/A
Percent of respondents who rated the overall Image and Reputation of Park City as "good" or "excellent."	96%	96%	92%	92%	Higher	Negative
Percent of respondents who rate quality of Street Lighting as "good" or "excellent."	69%	69%	79%	79%	Higher	Positive
Percent of respondents who would recommend the MARC to their friends.	N/A	N/A	0.99	99%	N/A	Neutral
Percent of respondents who rate ease of Public Parking as "good" or "excellent."	N/A	N/A	50%	79%	N/A	Positive

The Key Indicators provide a snapshot of how the community is doing on our goal of being a World Class, Multi-Seasonal Resort Destination. Indicators were taken from Department Performance Measures as well as the National Citizens' Survey, which is given every two years. Where information is available, the indicators are benchmarked against other communities and/or trended over time to highlight areas for improvement.

Biennial Plan for World Class Multi-Seasonal Resort Destination

Recent Successes

- Poison Creek Trail Expansion
- Cemetery (Memorial Wall, Online Services)
- Public Works Concrete & Asphalt Recycling
- 1st Year of non-MLK Conflict with Sundance
- Rec Awards: ICMA's Voice of the People—Recreation & Wellness, Park City's Best
- Green Waste Recycling (Parks & Golf)
- Completion Stage 2 Main St Sidewalks
- $100k in Trail-Related Grants
- Expanded Wellness Benefits to Families
- Quinn's Rec Improvement (Fitness Park, Dog Park Agility)
- 89% of Walkability Projects Completed
- Golf Course Food & Beverage
- Ice is 94% Booked (6 am—midnight)
- Soul Sport Economic Development Grant
- Transit Housing—Utah Housing Coalition Project of the Year
- Recycling 15% of Asphalt
- 24 New Fully Benefited Full-time Employees
- Public Works Realignment (Transportation Planning)
- Transit Technology (App, QR codes, Mobile)
- Water Pipeline through Golf Course

Current Challenges

- Traffic, Congestion, & Parking
- Federal Funding Uncertainty
- Continued Growth in PC and Surrounding Area
- Special Event Fatigue/Threshold
- Maintaining Aging Infrastructure
- Implementation of OTIS Projects
- Keeping Pace with Supporting Technologies
- Satisfying Demand for Usage of Recreation Facilities (Tennis, Ice, Fields)
- Trail User Conflicts, Overuse and Dog-related Impacts
- Impacts of Water Treatment Facility on PC Golf Club
- Mitigation of Community & Traffic Impacts for Large Construction Projects
- Funding of Mtn Recreation Strategic Action Plan
- Onsite and Remote Snow Storage
- Public Works Maintenance and Operations Facilities Space Needs
- Peak Parking Main Street Core
- Competition from Canyons Golf Course Opening
- Planning/Impacts of future Transit Routes
- Transit Workforce Recruitment

Trends & Opportunities

- Increased Competition in Destination Tourism
- Business Accelerator/Incubator
- Golf Learning Center
- Social Media Presence
- Year-round Aquatic Programs/Water Parks
- Expanded Fields and Parks
- Walkable\Bikeable Communities & Alternative Transportation
- Expanded Regional Transit
- Smart Highway Technologies (Permanent Message Boards, Operations Center, Transit Signal Priority)
- Bonanza Park & LPA Redevelopment
- Increased Use of New Technology
- Vail's Capital Upgrade Plan
- Public Private Partnerships
- Connection of Main St. with Resort Bases
- Mountain Accord
- High Altitude Training
- User Specific and Directional Trails
- Expand Ice Facility
- Wellness & Community Education

Action Plan for World Class Multi-Seasonal Resort Destination

Staff Action Plan

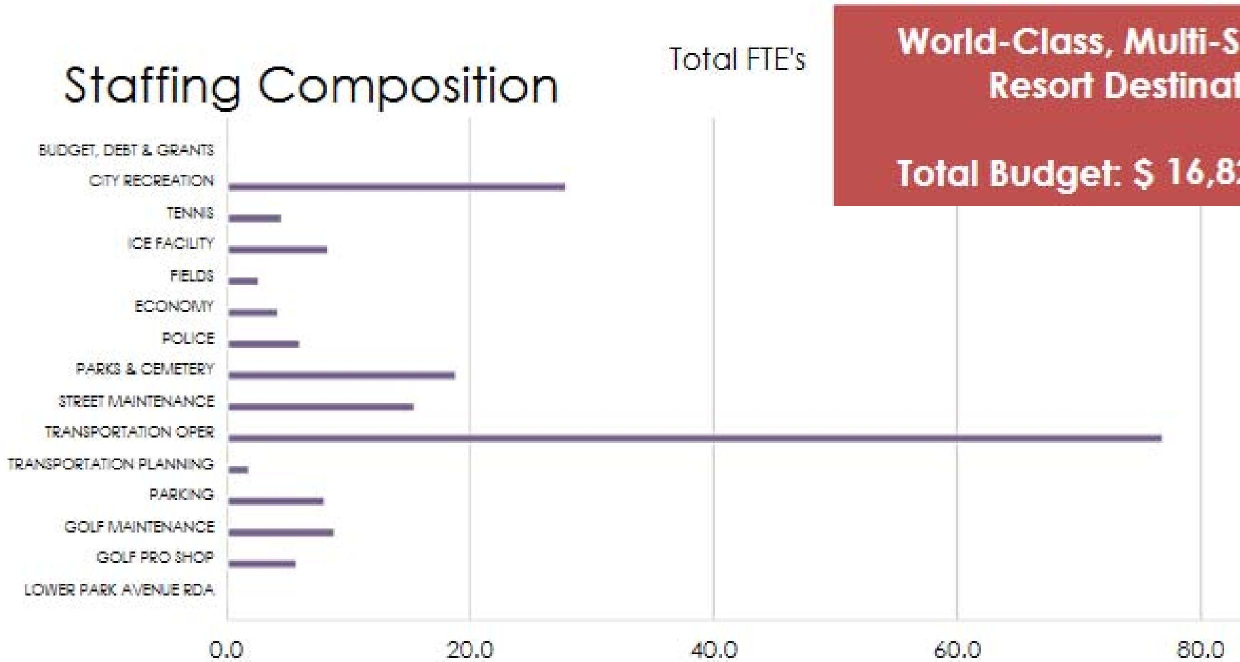
- Regional Transit Service Expansion
- Street and Sidewalk Condition Assessment
- Maintain Sequential Plow Priorities
- Continue Research Fiber/Broadband
- Ongoing Participation in Mountain Accord
- Dan's to Jan's Walkability Implementation
- Main Street Sidewalk Reconstruction & Streetscape
- SR 224 Corridor Plan Implementation
- SR 248 Corridor Plan Update
- Peak Parking Supply/Demand Mgmt
- Transportation Demand Mgmt
- Trails Master Plan Implementation/Bike Racks
- Determine Funding Options for Mtn Rec Strategic Action Plan
- Strategic Property Plan (City Facilities)
- Transit Marketing Technology
- Continued Community Partnerships
- Bus Stop Play Project (Innovation Challenge Winner)
- Downtown Plazas
- Short-Range Transit Development Plan Update
- Parking/Transportation Feasibility Study LoPa & BoPa

Staff Budget Plan FY15 & FY16

- Transit: Bus Driver pay increase ($ TBD).
- Recreation: $200k increase in personnel (full-time/part-time) including Recreation Assistant Manager.
- Ice Facility: $6k increase for materials, training

World-Class, Multi-Seasonal Resort Destination

Total Budget: $ 16,829,613



Department Business Plans

Each city department has a business plan to identify current goals and activities. Business plans can be found at http://www.parkcity.org/index.aspx?page=541&parent=10259

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40101 ECONOMY										
0463 Implementation of RDA	ECONOMY	Housing, Traffic, circulation and parking plans	Delayed	1	Dept	06/15/2014		Top	Jon Weidenhamer (ED Manager)	Council work session scheduled in April/ May to review timeline and deliverables Council Priority: LPRDA Master Plan
0172 Wyatt Earp Implementation	ECONOMY	Completed Street Improvements	Complete	3	Dept	10/01/2013	10/15/2014	High	Heinrich Deters (Trails and OS Project Manager)	Take 2, Under Construction, Completion Oct. 15, 2014
0176 Sidewalk Reconstruction & Streetscape	ECONOMY	Sidewalk & Streetscape Improvements	On Track	2	Dept	01/01/2020		High	Matt Twombly (Sr. Project Manager)	Ongoing. Claimjumper to Heber ave on West side and 5th street to Heber, and 300 block west side to be done summer 2014
0179 City Hall Plaza	ECONOMY	Completed Plaza	Delayed	1	Dept	10/01/2014		High	Matt Twombly (Sr. Project Manager)	Council directed this to be included as an additive alternate as part of the 2014 summer projects. It will be reviewed as part of the final project budget in May 2014.
0183 Parking Redevelopment at PCMR Lot	ECONOMY	1) LOI2) RDA Extension3) Signed Agreement4) Phase I - Woodward Facility5) Parking & Transit Ctr Construction	Complete	3	Dept	10/01/2013	10/1/2014	High	Jon Weidenhamer (Economic Development Manager)	Under new ownership
0326 Poison Creek Pathway Project	ECONOMY	Improve Safety and Experience of Poison Creek Trail	Complete	3		07/01/2014		High	Heinrich Deters (Trails and OS Project Manager)	Implementation of Walkability Projects (construction scheduled for June 14)
0429 Special Events Municipal Code	ECONOMY	Review & Refinement of Municipal Code as it relates to Special Events	Delayed	1	Dept	04/15/2014	10/31/2014	High	Jason Glidden (ED Program Mgr)	
0468 Dans-Jans Phase II Project	ECONOMY	Separated pathway on east side of Park Ave. & Pedestrian Underpass	On Track	2		11/01/2015		High	Heinrich Deters (Trails and OS Project Manager)	Implementation of Walkability Projects (construction scheduled for Summer/Fall 15)
0470 Round Valley Annexation	ECONOMY	PCMC Annexation of approximately 1300 acres, primarily open space	Complete	3		10/15/2014		High	Heinrich Deters (Trails and OS Project Manager)	Council Priority: Open Space Acquisition
40564 GOLF MAINTENANCE										
0136 Replace aging driving range fence	GOLF MAINT.	Keep range balls within golf course property	Complete	3	Dept	10/01/2014	11/15/2014	High	Clint Dayley	Project completed after the range closed for the season.
40571 GOLF PRO SHOP										

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0294 Food and Beverage in house operation	GOLF PRO SHOP	Evaluate profit margin, products and personnel of Food and Beverage Operation.	On Track	2	Dept	01/15/2014	4/15/2015	High	Denise Carey (Golf Farm Coordinator)	Program was new for 2014 season and successful. This will be a yearly evaluation.
40095 ICE FACILITY										
0422 Subsidy Reduction	ICE FACILITY	Through generation of additional revenue, and judicious expenditures, continue to reduce the PCIA subsidy.	On Track	2	Dept	07/01/2014	7/1/2016	High	Amanda Noel (Ice Manager)	Amanda is working closely with Jed and Nate to understand the budgeting process and learn how to monitor the budget. Amanda is working with Jed on making improvements to how budgeting is done at ICE and creating more ownership of budget matters across the Ice Management Team. Amanda is focused on continuing to lower the facility's subsidy.
0505 Create a Training Checklist	ICE FACILITY	Complile a very specific list of training points to go through with each new front desk employee	On Track	2		11/01/2014	2/2/2015	High	Beth Roberts (Front Desk Team Leader)	Beth has created a training program and check list for the front desk. She has used the new program to train a new hire and has some additional enhancements she will add.
40500 PARKING										
0456 Peak Day Main Street Employee Parking	TRANSPORTATION OPER	Develop and test plan to reduce employee parking in historic core duting peak hours and days.	On Track	2	Dept	07/01/2014	12/15/2015	Top	Blake Fonnesbeck, (Public Works Director), Jon Weidenhamer (ED Manager)	Currently meeting with HPCA task force reviewing performance of winter trial program and developing recommendations for ongoing employee parking management program. Scheduled to return to Council Late Winter-Early Spring 2015. Council Priority: Traffic Mitigation
40412 PARKS & CEMETERY										
0135 Create a headstone Inspection program, repair unsafe monuments	PARKS & CEMETERY	Visitor safety / preservation of monuments	On Track	2	Dept	Ongoing		High	Clint Dayley Jarren Chamberlain	An inspection program has been implemented. Several more headstones have been identified for repairs.
0141 Replace outdated 20 year old controllers	PARKS & CEMETERY	Reduce system failures due to aging equipment.	On Track	2	Dept	01/01/2020		High	Clint Dayley	Several new controllers have been installed this year.
0142 Provide Hanging Basket to Main Street & Prospector area	PARKS & CEMETERY	Streetscape beautification	On Track	2	Dept	Ongoing		High	Clint Dayley Maria Barndt	Hanging baskets were installed on-time. This project is on-going.
0444 Spriggs Barn	BLDG MAINT ADM	Determine the final use for the Spriggs Barn and create a plan for preservation.	On Track	2	Dept	04/01/2015		High	Blake Fonnesbeck (Public Works Operations Manager)	A structural evaluation and preservation plan will be performed on this facility along with McPolin Barn, Miner's Hospital and City Park Recreation Building. With these buildings we will also id possible use scenarios for policy and funding discussion. This historical structure is continuing to deteriorate and needs a preservation strategy. In 2012 an interior wall was built to shore up the roof and east side from collapse from snow load. The exterior wood

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
										continues to degrade as well as disappear from the site even though we have installed a chain link fence around the building.
40421 STREET MAINTENANCE										
0118 Continue Implementation of Main Street Mini-haul program	STREET MAINTENANCE	Improved parking, vehicular and pedestrian travel	On Track	2	Dept	Ongoing		High	Troy Dayley	This concept has proven to be very successful we are able to reduce the hauling costs while increasing service levels during typical snow storms. Challenges are the reduction in temporary snow storage sites in Swede Alley. We plan to continue this program next winter.
0121 Perform an annual internal street, sidewalk and bike path condition assessment	STREET MAINTENANCE	Identify and prioritize repair and maintenance efforts	On Track	2	Dept	Ongoing		High	Troy Dayley; Ever Armendariz	Streets assessment is underway and the information gathered will be used in the development of the 2015 Pavement Management Program. Sidewalk and Bike Path assessments are underway.
0122 Inspect / replace regulatory street signage to comply with new MUTCD requirements	STREET MAINTENANCE	Compliance of all city regulatory signs	On Track	2	Dept	Ongoing		High	Troy Dayley	Sign retroreflectivity inspections is completed. Signs that fell below the minimum reflectivity threshold have been replaced.
0124 Apply 5,000 ton asphalt	STREET MAINTENANCE	A City street network with an average RSL (Remaining Service Life) of 10 years	On Track	2	Dept	Ongoing		High	Troy Dayley	Project completed 10/1/2014. Staff is currently working on the 2015 pavement program, anticipating 5,000tons of asphalt to be applied to our streets.
0125 Repair potential hazards in streets, sidewalks and bike paths	STREET MAINTENANCE	Provide safe walkable sidewalks and bike paths	On Track	2	Dept	Ongoing		High	Troy Dayley	Assessment is underway and prioritized repairs will be scheduled.
40093 TENNIS										
0155 More welcoming to visiting tennis players	TENNIS	Tennis Concierge program; Walk-In Tennis Lessons/Clinics; Destination tennis camps	On Track	2	Dept	Ongoing		High	Michael O'Keefe (Tennis Director)	

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0156 Increase/Offer destination tennis tournaments.	TENNIS	Host site for level 4 National Tournament run by Utah Tennis; Regional youth tournament; St. Paddy's Day Level 1 Tournament	On Track	2	Dept	Ongoing		High	Michael O'Keefe (Tennis Director)	Hosting Men's national Tournament 4/15-4/20; hosted largest St Paddy's Day tournament ever with over 165 youth playing.
40481 TRANSPORTATION OPER										
0239 Transit Coaches Replacement and renewal	TRANSPORTATION OPER	Procure 5 buses and 5 support vehicles	On Track	2	Dept	12/01/2013	11/30/2014	High	Darren Davis	RFP nearing completion. Delays in deliverable caused by FTA closure during government shutdown, time required to develop technical spec for Deisel, Hybrid and CNG options.
0376 Service Expansion: Continued support of PC-SLC Connect Winter Transit Service	TRANSPORTATION OPER	Continued Support of PC-SLC Connect	On Track	2	Dept	Ongoing		High	Blake Fonnesbeck (PW Director)	Request for continued subsidy of system scheduled for Council 4-3-14
0378 Service Expansion: Continued support of PC-SLC Connect Summer Transit Service	TRANSPORTATION OPER	Continued Support of PC-SLC Connect	On Track	2	Dept	Ongoing		High	Blake Fonnesbeck (PW Director)	Request for continued subsidy of system scheduled for Council 4-3-14
40485 TRANSPORTATION PLANNING										
0438 Mountain Accord	TRANSPORTATION OPER	Mountain Accord/Wasatch Summit transportation	On Track	2	Dept	03/01/2015		Top	Kent Cashel (Transportation Planning Director), Jon Weidenhamer (Economic Development Manager), Ann Ober (Regional Community Development Director)	System Teams are meeting regularly working toward the next significant milestone (Individual System Scenarios). System Teams are scheduled to forward recommendations to Executive committee in August 2014. Council Priority: Traffic Mitigation
0454 Summit County Long Range Transportation Plan	TRANSPORTATION OPER	Asssit Summit County with Development of updates LRTP.	Complete	3	Dept	12/15/2014		Top	Kent Cashel (Transportation Planning Director)	Study Completed November 2014. County Council yet to adopt.
0455 Kamas\Heber Transit Plan	TRANSPORTATION OPER	Develop plan for Heber\Kamas Transit Service	Delayed	1	Dept	10/01/2014	10/1/2015	Top	Kent Cashel (Transportation Planning Director)	Study Complete. Progress delayed due to Wasatch County requesting City housing resolution be ammended to remove ability for developers to meet affordable housing goals outside City limits if on City Bus Route. Further delays due to Wasatch County\Heber City unwillingness to meet to discuss study and lay out required next steps.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0166 Transportation Master Plan Report Card	TRANSPORTATION OPER	Annual Report Card	On Track	2	Dept	Ongoing		High	Brooks Robinson (Principal Planner) and Heinrich Deters (Trails and OS Project Manager)	Will be completed in June every year. Will be compiled in a report and presented to Council.
0171 Dan's to Jan's Implementation	TRANSPORTATION OPER	Completed Phase I Projects	On Track	2	Dept	10/01/2014	10/15/2014	High	Heinrich Deters (Trails and OS Project Manager)	Public Open House on design 3/18Strong Public supportStart of Construction scheduled summer 2014.
0224 SR 224 Corridor Plan Implementation: Project co-op agreement with UDOT on SR-224 Lame Dog-Homestake Signal and Intersection Improvements	TRANSPORTATION OPER	Project co-op agreement with UDOT on SR-224 Lame Dog-Homestake signal and intersection improvements	Delayed	1	Dept	10/01/2013	6/15/2014	High	Brooks Robinson (Transit-Transportation Manager)	Delay in deliverable results from process delays, delay while awaiting completion of Snyderville Basin Long Range Transportation Plan and staff changes at UDOT. Draft of Amended Corridor Preservation Agreement in Process. Council Priority: Traffic Mitigation

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
WORLD-CLASS, MULTI-SEASONAL RESORT DESTINATION									
Street Lights & Signs	STREET MAINTENANCE	The Streets Department provides a variety of services and maintenance for this program. It requires that routine inspections and maintenance be performed throughout the community to ensure the street lighting network is maintained in good working condition to provide safety and security to residents and guests.	1	24	319,955	$323,499	$0	323,499	
Transportation Management	TRANSPORTATION OPERATIONS	This program coordinates with the City's planning department, Summit County and the Utah Department of Transportation to ensure our critical transportation corridors (SR-224, SR-248 and Bonanza Drive) are constructed and operated to promote the safety and convenience of all travel modes (Pedestrian, Bicycle, Transit, Auto).	1	22	599,356	$602,347	$0	602,347	
Special Events	9 CITY DEPARTMENTS	Economy: Manage event calendar and event operations & implementation. Manage some City facility leases & rentals. Oversee some City services contracts with recurring events. Includes intense coordination, both within the City and externally. Parks/Fields: The Parks and Fields Maintenance Departments provide a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas to ensure a smooth successful event. Ice: Host special events that will aid in economic development in addition to providing entertainment for local residents. Building Maintenance: The Building Maintenance Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth, successful event. Police: we ensure that each event has the necessary level of public safety to provide a safe environment. Streets: The Streets Department provides a variety of maintenance and support services for this program. It requires that event logistical support be performed in many areas of the community to ensure a smooth successful event. Transit: This program provides for enhanced Transit services provided during major events (Arts Festival and Sundance). Parking Services provides an enhanced level of parking management services during Sundance and Arts Festival.	1	23	2,119,348	$2,117,126	$-562,367	1,554,759	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Summer Service	TRANSPORTATION OPERATIONS	The Summer Service program includes the following transit routes: Deer Valley, Silver Lake, Empire Pass, Prospector Square, Park Meadows\Thaynes, Trolley and Dial-A-Ride)	1	22	2,709,191	$2,708,365	$0	2,708,365	
Winter Service	TRANSPORTATION OPERATIONS	This program consists of the following routes: Park Meadows, Deer Valley, Prospector Square, Prospector Express, Thaynes Canyon, Silver Lake, Trolley and Dial-A-Ride (Summit County routes not included).	1	22	3,828,234	$3,827,561	$0	3,827,561	
Parks & Sidewalk Snow Removal	PARKS & FIELDS	The Parks and Fields Maintenance Departments provide a variety of services and snow removal techniques for this program. It requires that snow removal services be performed through priority sequencing at all City facilities.	2	19	390,441	$392,955	$-2,167	390,789	
Clean-up and Storm Drain	STREET MAINTENANCE	The Streets Department provides a variety of services, maintenance, and capital renewal projects for this program. It requires that Street and Sidewalk maintenance be performed throughout the community to ensure effective multi-modal transportation and public safety.	2	18	219,003	$220,389	$0	220,389	
Trails (Backcountry)	ECONOMY	Implementation & management of the Trails Master Plan, including trail construction, maintenance, regulation, events and planning. Includes coordination with the public, as well as with internal and external stakeholders like Mt. Trails and Basin Recreation. Continue to provide world-class summer & winter trail recreational opportunities.	2	20	52,358	$52,358	$0	52,358	
Street & Sidewalk Maintenance	STREET MAINTENANCE	The Streets Department provides a variety of services, maintenance, and capital renewal projects for this program. It requires that Street and Sidewalk maintenance be performed throughout the community to ensure effective multi-modal transportation and public safety.	2	18	384,067	$389,680	$0	389,680	
Winter Snow Operations	STREET MAINTENANCE	The Streets Department provides a variety of services, and snow removal techniques for this program. It requires that snow removal services be performed through priority sequencing 24/7 in all areas of the community.	2	20	1,148,199	$1,150,325	$0	1,150,325	
Economic and Redevelopment	ECONOMY & BUDGET	Implementation of all aspects of the City's Economic Development Strategic Plan including immediate and long range goals for economic and redevelopment through planning, operations, programs, refining policy–related and property negotiation discussions; implementation of capital projects and programs.	2	19	495,815	$495,815	$0	495,815	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Parks, Turf & Athletic Fields	PARKS & CITY RECREATION	Parks/Fields: The Parks and Fields Maintenance Departments provide a variety of services, maintenance and tournament support for this program. It requires that Parks, Turf & Athletic Fields services and maintenance be performed in various City park areas of the community to ensure safe, high quality park facilities for citizens, visitors and park users. Recreation: The Recreation Department is responsible for all programs and scheduling that occurs on all the playing fields in Park City, both for recreationally-run programs as well as competitively run programs. The department also schedules all pavilion rentals and acts as a "field broker" for scheduling private tournaments on City fields.	2	18	664,084	$663,544	$-58,167	605,378	The Recreation Department is asking for several personnel changes that will result in a budget increase of $81,130 to our personnel line. The proposal is that the Business & Marketing Coordinator position would go away and would fill a Recreation Supervisor position with a Recreation Supervisor moving to the Recreation Assistant Manager position. A new Recreation Coordinator position would be created and would help to backfill some of the duties of the Recreation Supervisor that is moved to the Assistant Recreation Manager position. ($14.5k increase in this program).
Park Amenities & Infrastructure	PARKS & FIELDS	The Parks and Fields Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that Park Amenities & Infrastructure be maintained throughout the complex to ensure safe facilities.	2	18	197,205	$199,074	$-2,167	196,907	
Park City Mobility	TRANSPORTATION OPERATIONS	The current LOS serves our mobility challenged and senior populations with origin to destination, accessible, and supported transportation. The City's Mobility service consists of 2 accessible transit vehicles that are scheduled and dispatched by Park City Transit's operations team.	2	20	701,892	$701,864	$0	701,864	
Urban Trails and Walkability	ECONOMY	Continue to implement Walkability projects as set forth in the WALC recommended approved project list.	2	21	68,169	$68,169	$0	68,169	
Parking Management	PARKING & TRANSIT	This program administers the City's Main Street parking resources as well as the historic district residential permit programs.	3	17	794,588	$798,773	$-560,300	238,473	
Ice Adult Programs	ICE FACILITY	Provide a variety of on-ice adult programs to residents of Summit and Wasatch Counties.	3	16	135,382	$136,448	$-135,400	1,048	Requesting an additional $1,066 for training and development under Ice Adult Programs.
Ice Youth Programs	ICE FACILITY	A variety of rink-run, on- and off-ice programs in which youths can participate.	3	16	125,850	$126,916	$-109,500	17,416	Requesting an additional $1,066 for training and development under Ice Youth Programs.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Flowers/Holiday Lighting/Beautification	PARKS & FIELDS	The Parks and Fields Maintenance Departments provide a variety of services and maintenance for this program. It requires that flowers, holiday lighting, and beautification be managed throughout the City facilities to ensure the preservation of the look and feel (brand) of Park City.	3	17	376,729	$379,683	$-2,167	377,516	
Golf Management Operations	GOLF OPERATIONS	This program funds the majority of golf shop operations, which include: course management, personnel training, utility costs, golf car maintenance, capital costs, HOA dues, inter-fund transfer and other operational areas.	3	15	325,355	$324,360	$0	324,360	
Trash Clean-Up	PARKS & FIELDS	The Parks and Fields Maintenance Departments provide a variety of service and maintenance for this program. It requires that trash cleanup be performed throughout City facilities to ensure the preservation of the Park City "brand", public safety and overall cleanliness.	3	16	138,380	$137,195	$-2,167	135,029	
Ice Programs	ICE FACILITY	Provides a variety of on-ice programs for both youths and adults in Summit and Wasatch Counties.	3	15	103,571	$104,637	$-81,300	23,337	Requesting an additional $1,066 for training and development under the Ice Programs Program.
Tennis Tournaments	CITY RECREATION & TENNIS	PC MARC hosts several tennis tournaments on the local, sectional and national level. The sectional tournaments draw players from the intermountain region, while the national tournaments draw players from all over the country.	3	16	49,709	$49,709	$-92,500	-42,791	
Retail	ICE FACILITY	Revenue sources not directly derived from use of the ice sheet.	3	17	43,876	$43,876	$-50,400	-6,524	
Golf Maintenance	GOLF MAINTENANCE & PARKS	The Golf Maintenance Department provides a variety of services, maintenance and capital renewal for this program. It requires that golf maintenance provides sound agronomic practices for the continued sustainable playability and condition of the golf course.	3	16	711,220	$710,430	$0	710,430	
Swede Alley Parking Structure	PUBLIC WORKS ADMINISTRATION	The Streets Department provides a variety of services, maintenance for this program.	4	14	50,764	$50,764	$0	50,764	
Retail Operations	GOLF OPERATIONS	This funds our retail operations. This includes: personnel costs, inventory purchase, traveling costs to buying shows, managing inventory, and writing purchase orders.	4	13	242,813	$243,898	$0	243,898	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Business Improvement District	ECONOMY	At the petition of Main Street businesses, City Council created a Main Street Business Improvement District to handle commercial trash collection issues and to provide some marketing and business promotion services. The City is currently contracted with the Historic Park City Alliance (HPCA) to provide these services. Funds are collected for the service via a BID fee associated with the business license.	4	14	64,419	$64,419	$-64,000	419	
Marketing	CITY RECREATION & TENNIS	The department publishes the Play Magazine annually, runs advertising in local media and promotes programs and facilities through other avenues. We also update the website as needed (at least weekly) and use social media to promote programs and facilities.	4	13	140,343	$140,343	$-100,700	39,643	The Recreation Department is asking for several personnel changes that will result in a budget increase of $81,130 to our personnel line. The proposal is that the Business & Marketing Coordinator position would go away and would fill a Recreation Supervisor position with a Recreation Supervisor moving to the Recreation Assistant Manager position. A new Recreation Coordinator position would be created and would help to backfill some of the duties of the Recreation Supervisor that is moved to the Assistant Recreation Manager position. ($51k decrease in this program).
Childcare	CITY RECREATION & TENNIS	Childcare operates out of the PC MARC Monday thru Friday from 8:30 a.m. until 2 p.m. Users of this service pay an hourly rate and must remain on-site using the facility. Children ages 1 to 6 may use the facility.	4	9	40,472	$41,752	$-8,150	33,602	The Recreation Department is asking for several personnel changes that will result in a budget increase of $81,130 to our personnel line. The proposal is that the Business & Marketing Coordinator position would go away and would fill a Recreation Supervisor position with a Recreation Supervisor moving to the Recreation Assistant Manager position. A new Recreation Coordinator position would be created and would help to backfill some of the duties of the Recreation Supervisor that is moved to the Assistant Recreation Manager position. ($1,300 increase in this program).

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Pro Shop	CITY RECREATION & TENNIS	The Pro Shop is located in the front entry of the PC MARC. The Pro Shop is run & managed by the tennis department and is open 55 hours per week. We carry tennis & fitness apparel, logo wear, and tennis racquets. We also carry a wide range of strings & grips and string racquets.	4	13	130,161	$130,161	$-137,000	-6,839	
Cemetery	PARKS & CEMETARY AND CITY REC	Parks /Fields: The Parks Department is responsible for the maintenance and upkeep of the cemetery including interment services. Recreation: The Recreation Department programs and keeps records for the facility. We are also a resource for those researching family history.	4	15	109,854	$111,300	$-26,000	85,300	
Recreation Adult Programs	CITY RECREATION	This area includes a very wide range of services that are offered both at the PC MARC as well as off-site locations such as playing fields. Some of the items included are group fitness classes, fitness, aquatics, leagues (softball, basketball, volleyball, kickball, football & soccer) and classes.	4	14	627,181	$643,269	$-343,850	299,419	Scen 1: PT increase $12k Rec Instructor VII.Scen 2: The Recreation Department is asking for several personnel changes that will result in a budget increase of $81,130 to our personnel line. The proposal is that the Business & Marketing Coordinator position would go away and would fill a Recreation Supervisor position with a Recreation Supervisor moving to the Recreation Assistant Manager position. A new Recreation Coordinator position would be created and would help to backfill some of the duties of the Recreation Supervisor that is moved to the Assistant Recreation Manager position. ($16k increase in this program).
Golf Shop Programs	GOLF OPERATIONS	These programs consist of Men's and Women's associations, Junior league and clinics, adult clinics, and private and group instruction.	4	13	115,028	$110,051	$0	110,051	

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Recreation Youth Programs	CITY RECREATION & TENNIS	This area includes a very wide range of services that are offered both at the PC MARC as well as off-site locations such as playing fields. Some of the items included are: summer day camp, skateboard camp & competitions, soccer leagues, Start Smart programs, aquatics, adventure camp and classes.	4	15	597,939	$648,940	$-232,700	416,240	Scen 1: PT increase $12k Rec Instructor VII.Scen 2: The Recreation Department is asking for several personnel changes that will result in a budget increase of $81,130 to our personnel line. The proposal is that the Business & Marketing Coordinator position would go away and would fill a Recreation Supervisor position with a Recreation Supervisor moving to the Recreation Assistant Manager position. A new Recreation Coordinator position would be created and would help to backfill some of the duties of the Recreation Supervisor that is moved to the Assistant Recreation Manager position. ($51k increase in this program).
Rec Center Operations	CITY RECREATION & TENNIS	This includes the management and operation of the PC MARC. The facility has 3 group fitness studios, indoor track, gymnasium, pro shop, childcare, weight room, cardio, bouldering wall, outdoor lap pool, outdoor leisure pool, 11 tennis courts, game room and locker rooms.	4	14	422,623	$468,559	$-258,600	209,959	The Recreation Department is asking for several personnel changes that will result in a budget increase of $81,130 to our personnel line. The proposal is that the Business & Marketing Coordinator position would go away and would fill a Recreation Supervisor position with a Recreation Supervisor moving to the Recreation Assistant Manager position. A new Recreation Coordinator position would be created and would help to backfill some of the duties of the Recreation Supervisor that is moved to the Assistant Recreation Manager position. ($46k increase in this program).
Tennis Programs	CITY RECREATION & TENNIS	The tennis department runs programs for youth and adults. These include clinics, socials, private lessons and camps. Open court time is also included in this category.	4	14	485,205	$490,441	$-470,400	20,041	
Operations	ICE FACILITY	Provides basic support for operation of the ice arena, regardless of the activity currently being hosted.	4	15	365,464	$375,464	$-332,600	42,864	Requesting an additional $2,400 for training and development under the Operation Program.

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Tennis Operations	CITY RECREATION & TENNIS	Tennis operations handle the administrative functions of the department. They schedule and coordinate lessons, clinics, socials, tournaments, camps, leagues and oversee the pro shop. Tennis operations also handle all purchase orders, sponsorship, marketing and Pro Shop oversight.	4	14	66,636	$66,961	$-173,100	-106,139	
Concessions	GOLF OPERATIONS	This program will administer the Food and Beverage Concessions at the Golf Course.	4	14	52,933	$52,933	$0	52,933	
Total World-Class, Multi-Seasonal Resort Destination			115		20,213,813	$810,867,925	$-3,805,700	16,558,656	
TOTAL			115		20,213,813	$810,867,925	$-3,805,700	16,558,656	

PRESERVING & ENHANCING THE NATURAL ENVIRONMENT

Success of this Priority is defined as:

Park City is proud that it is recognized as a model environmentally-conscious community. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy and water conservation programs and open space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability.

Desired Outcomes

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

- Abundant preserved and publicly-accessible open space
- Managed natural resources balancing ecosystem needs
- Enhanced water quality and high customer confidence
- Effective water conservation program
- Adequate and reliable water supply
- Reduced municipal, business and community carbon footprints
- Economically and environmentally feasible soil disposal
- Enhanced conservation efforts for new and rehabilitated buildings

Key Strategies

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

- Enhance Municipal and Community Carbon Mitigation, Energy Reduction and Conservation
- Mitigate Mining Legacy Including Mine Waste, Soils and Physical Hazards
- Acquisition, Maintenance, and Preservation of Open Space
- Diversified Water Rights, Leases & Agreements, and Regional Partnerships
- Water Quality and Treatment Program
- Water Conservation, Customer Service, Outreach, and Involvement

Key Indicators

KEY INDICATOR	YEAR				ASSESMENT	
	2011	2012	2013	2014	Benchmark	Trend
Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.	N/A	3	4	3	N/A	Positive
Meet all water quality regulations.	Yes	Yes	Yes	Yes	Similar	Neutral
Total numbers of acres preserved for open space.	8,405	8,405	8,697	9,034	N/A	Positive
Percent of Citizens actively conserving water at least once a month.	N/A	N/A	87%	87%	N/A	Neutral
Percent of citizens who walked or biked instead of driving at least once a month.	N/A	N/A	87%	87%	N/A	Neutral
Percent of citizens who rate drinking water quality as "good" or "excellent."	43%	43%	49%	49%	Lower	Positive
Percent of citizens who rate overall natural environment as "good" or "excellent."	94%	94%	93%	93%	Much Higher	Neutral
Annual Carbon Footprint for Municipal Facilities (CO_2 in Tons).*	14,770	18,715	19,171	N/A	N/A	Negative

The Key Indicators above provide a snapshot of how the community is doing on our goal of Preserving and Enhancing the Natural Environment. Indicators were taken from Department Performance Measures as well as the National Citizens' Survey, which is given every two years. Where information is available, the indicators are benchmarked against other communities and/or trended over time to highlight areas for improvement.

*Carbon Footprint data from the previous year will be presented to Council mid-year

Biennial Plan for Preserving & Enhancing the Natural Environment

Recent Successes

- Mine Tunnel Treatment Agreement
- Park Meadows Well Treatment Agreement
- Waterline Replacement: Estates Drive
- Water Energy Management Cohort
- Watersmart Deployment
- Water Impact Fee Update
- Water Financial Model Update
- Distribution System Water Quality Improvements
- Expanded Renewable Energy Portfolio—Solar on the MARC (Triples Portfolio)
- Annual, On-Going Energy Savings of $206,000 due to Retrofits
- Georgetown University Energy Prize Semi-finalist
- LED Streetlight Retrofit Innovation Challenge Winner
- Clark Ranch Open Space Acquisition
- Gamble Oak & Risner Ridge Conservation Agreement
- Continued Progress on Prospector Drain AOC
- Entities have begun mine hazard mitigations
- Public Outreach

Current Challenges

- Mining Influenced Water Discharges
- Source Water Quality
- Drought and Water Conservation
- Lack of Water Storage
- Water Capital Project Management
- Water SCADA System
- Managing Environmental Liabilities
- Implementing New Technology
- Soil Disposal Limitations
- Public Outreach
- Storm Water Master Plan
- Storm Water Permit (Phase II)
- Management and Maintenance of Open Space
- Climate Change & Extreme Weather Situations
- Energy Source Diversification
- Competition for Potential Open Space Acquisitions
- Alternative Transportation Initiatives
- Open Space Acquisition Impacts on Housing Affordability

Trends & Opportunities

- Increasing Regulations
- Advanced Treatment & Monitoring
- Integrated Water Resources Planning
- Technology & Data driven Decision-Making
- Energy Cost Inflation
- Public Information Availability
- Open Data
- Soil Disposal Options
- Ecosystem Services
- Regional Collaboration
- Commercial Property Assessed Clean Energy
- Climate Adaptation Planning
- Increased Water Storage
- Renewable Energy Financing
- Recycling Center Relocation
- Public Lands Initiatives
- Water Efficiency

Staff Focus Areas

- Technology and Water Treatment Upgrades
- Storm Water Program and Funding Development
- Deploy Energy Mitigation Strategies
- Deploy Green Building Policy
- Operational Facility Needs Development
- Strategic Land Planning
- Continue to address mining impacted soils
- Ecosystem Services

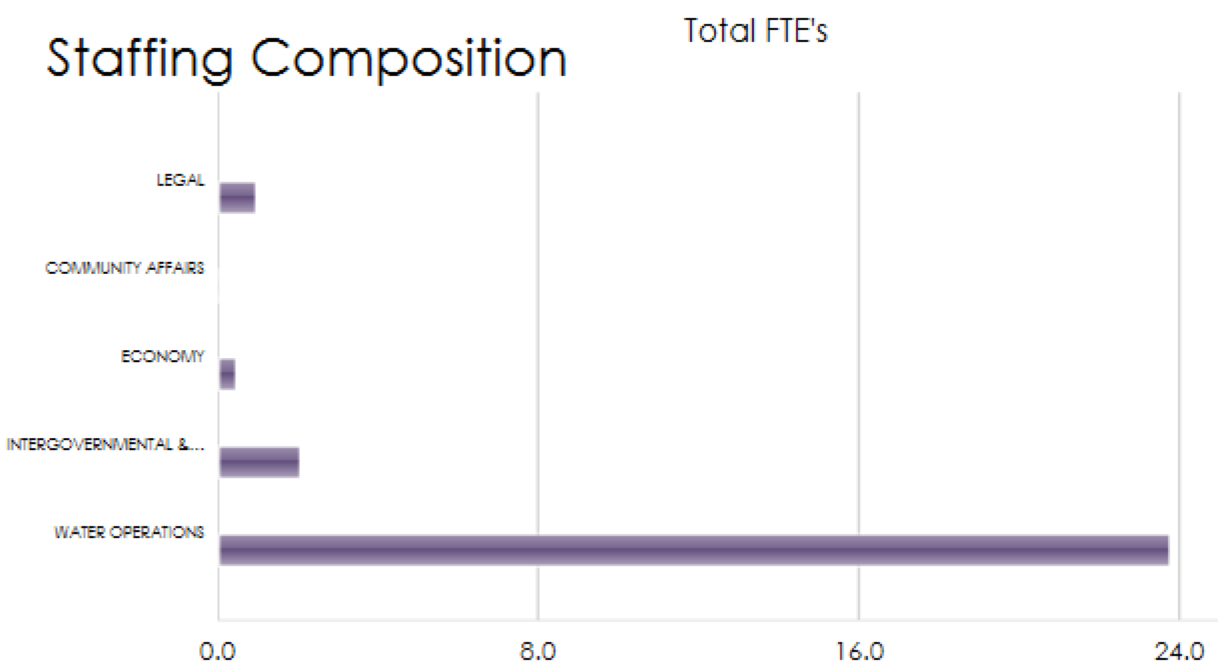
Action Plan for Preserving & Enhancing the Natural Environment

Staff Budget Plan FY15 & FY16

- Water: Budget increasing by $81K to cover the increased cost for utilities, pumping, treatment, and material costs.
- Engineering: Adding Staff Engineer to manage Storm Water Program

Preserving & Enhancing the Natural Environment

Total Budget: $ 7,071,221



Department Business Plans

Each city department has a business plan to identify current goals and activities. Business plans can be found at http://www.parkcity.org/index.aspx?page=541&parent=10259



Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
40100 COMMUNITY AFFAIRS										
0207 Enhance Consumer Confidence in Water	COMMUNITY & ENVIRONMENT	Water PI contract and program management	On Track	2	Dept	Ongoing		High	Phyllis Robinson; Water Staff	Contract approved. Work on pipeline and website underway. Quarterly samping and reporting initiated.
40101 ECONOMY										
0464 Open Space Acquisition	ECONOMY	-Staff attend monthly Basin Open Space Advisory Committee-Staff manage monthly COSAC meetings and update Council-Continued open space acquisition negotiations with landowners -Continued updates to Council in CLOSED per ongoing landowner discussions/budget -Coordination of RCST Bonding timeline per possible acquisition targets	On Track	2	Dept	Ongoing		High	Heinrich Dieters (Open Space Project Manager)Nate Rockwood (Capital Budget Manager)	Council Priority: Open Space Acquisition
40313 ENGINEERING										
0023 Storm Water Utility Study	ENGINEERING	Study to look at the issues associated with creating and maintaining a storm water utility	Delayed	1	Dept	06/01/2013	6/1/2015	High	Matt Cassel (City Engineer)	Delayed until the Storm Water Master Plan is completed and adopted by Council.
0412 Storm Water Improvements	ENGINEERING	Identify, obtain funding, fix and repair one(1) project storm water issue within the city annually	On Track	2	Dept	Ongoing		High	Matt Cassel (City Engineer)	Annually
40104 INTERGOVERNMENTAL & ENVIRONMENT										
0223 Evaluate future uses and when those uses will be needed.	ENVIRONMENTAL REGULATORY	Analysis and recommendation to Council.	On Track	2	Dept	Ongoing		High	Jim Blankenau (Environmental Reg. Program Manager)	Blue Ribbon Commission is set to begin meeting in February. Have contacted EPA about proposed changes to Soils Ordinance. Council Priority: Clean Soils
0432 Determine City Council's "Green Vision"	INTERGOVERNMENTAL & ENVIRONMENT	Council Renewables Study Session	On Track	2	Dept	04/01/2014	12/31/2014	High	Matt Abbott	Feedback from this meeting will structure ongoing deliverables. This goal is about three quarters of the way complete, and will be completed by the end of the year. Council Priority: Community-wide renewable energy policy and action plan
0433 Municipal & Community Green Building Standards	INTERGOVERNMENTAL & ENVIRONMENT	Green Building Council Study Session	On Track	2	Dept	Ongoing		High	Matt Abbott, Chad Root	First meeting with Council will be 6/26/2014 Council Priority: Municipal & Community Green Building Standards
0434 Solar Panels	INTERGOVERNMENTAL & ENVIRONMENT	Solar panels on the roof of PC MARC.	On Track	2	Dept	06/01/2015		High	Matt Abbott, Ken Fisher (Recreation Manager)	Delayed due to lack of funding. Council Priority: Municipal & Community Green Building Standards; CIP request submitted waiting to hear on funding

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0457 Soil Ordinance Outreach Plan	INTERGOVERNMENTAL & ENVIRONMENT	Web page and mailers	Complete	3	Dept	07/01/2014	11/1/2014	High	Jim Blankenau	Delay of goal completion is based on delay of soils ordinance change delays. Council Priority: Clean Soils
0458 New Soils Ordinance Web Page	INTERGOVERNMENTAL & ENVIRONMENT	New web map and new web page	On Track	2	Dept	05/01/2014	11/1/2014	High	Jim Blankenau	Web map is active. Designing new web page. Council Priority: Clean Soils
0459 Soil Transfer Station	INTERGOVERNMENTAL & ENVIRONMENT	Meet with EPA; Feasibility Study	On Track	2	Dept	01/01/2015		High	Jim Blankenau	Council Priority: Clean Soils
0460 Amend Soils Ordinance	INTERGOVERNMENTAL & ENVIRONMENT	Meet with EPA; Adapt changes	On Track	2	Dept	08/01/2014	12/1/2014	High	Jim Blankenau	Updated date based on meetings with the EPA. Council Priority: Clean Soils
40031 LEGAL										
0436 Prosecution E-filing and Paperless Case Management	LEGAL		On Track	2	Dept	10/01/2014		High	Lisa Rogers and Tricia Lake	
40451 WATER OPERATIONS										
0298 Complete and submit detailed engineering and financial analysis of options for UPDES compliance for Judge Tunnel and identification of the preferred alternative	WATER OPERATIONS	Recommended Treatment option for Judge	On Track	2	Dept	10/01/2015	12/31/2017	High	Clint McAffee	Staff is working on an alternatives analysis. Date was renegotiated in favor of Park City
0356 Judge/Spiro Mine Maintenance	WATER OPERATIONS	Long Term, reliable water sources	On Track	2	Dept	Ongoing		High	Kyle MacArthur (Water Operations Team Leader)	Mine Maintenance is up to date. Will be installing communication infrastructure by the end of 2014.
0357 Well and Spring Maintenance	WATER OPERATIONS	Long Term, reliable water sources	On Track	2	Dept	Ongoing		High	Kyle MacArthur (Water Operations Team Leader)	This is up to date.
0358 Update and Enforce Source Protection Plan	WATER OPERATIONS	Long Term, Reliable Water Sources	On Track	2	Dept	Ongoing		High	Kyle MacArthur (Water Operations Team Leader)	This plan is up to date with the Utah Division of Drinking Water

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0359 Empire Tank Replacement	WATER OPERATIONS	Staff Recommendation of Size and Schedule	On Track	2	Dept	12/15/2013	12/31/2014	High	Roger McClain (Water Engineer)	The existing Empire Tank has been repurposed to a raw water tank. This storage for drinking water will need to be replaced in the next few years. However, in order to delay this cost, we are looking at some pressure zone changes that would tap into the storage of the existing Aire Tank. These modifications will provide adequate fire flow and peak day storage for the near term. As the plans for the Treasure Development and the lower PCMR area start to come together, we will be able to more accurately determine the size and location of the replacement tank.
0362 Analyze and potentially, propose rate structure alternatives to meet revenue requirements and encourage water conservation	WATER OPERATIONS	Potential Rate alternative	On Track	2	Dept	Ongoing		High	Clint McAffee (Water Manager)	We will be looking at our rate structure to determine if a more aggressive conservation approach could be implemented. We will also be considering a higher base rate to cover fixed water operating costs. Staff will present options and recommendations to Council.
0363 Propose water code changes to clarify collections and other process improvements	WATER OPERATIONS	Proposed municipal code revisions	On Track	2	Dept	12/15/2013	10/1/2014	High	Jason Christensen (Water Conservation Business Coordinator)	We will be proposing changes to certain sections of the water code, most of which will be to clarify sections and improve existing processes.
0365 WTP Micro-hydro Power Generation Station	WATER OPERATIONS	Power production from new station	On Track	2	Dept	08/01/2014	1/1/2017	High	Roger McClain (Water Engineer)	Two sites have been identified for micro-hydro: at Quinns WTP and at Spiro WTP. The cost of this infrastructure is in the financial model but there is still work to do before we can design and construct a working facility. Micro Hydro will be a part of the treatment processes that will treat the Judge and Spiro Tunnels. Micro-hydro will be integrated into the design and construction of these facilities.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0367 Meet and/or be below all federal and state drinking water requirements.	WATER OPERATIONS	Water quality sampling and monthly reports to Utah Department of Environmental Quality Division of Drinking Water	On Track	2	Dept	Ongoing		High	Michelle DeHaan (Water Quality and Treatment Manager)	We continue to work towards a process that will meet our needs. However, we do not have final permit limits for the Tunnels and we haven't finalized the Stipulated Compliance Order and until these items are finalized we don't want to waste staff/consultant time and money. We continue to work with the Utah Division of Water Quality on finalizing these items. Through this process, staff has greatly increased the relationship and cooperation level with the DWQ. Once these items are finalized, it's pedal to the metal on coming up with a process that will meet our needs.
0368 Update water impact fee study and upgrade financial model for water fund	WATER OPERATIONS	Impact Fee Adoption and Upadated Model	On Track	2	Dept	07/01/2014	10/1/2014	High	Clint McAffee	Work is 95% complete. We are a few months behind schedule due to a variety of reasons including the complexity of the study and the level of detail in the analysis.
0370 Judge Tunnel Pipeline	WATER OPERATIONS	Complete from Judge to Spiro WTP	On Track	2	Dept	12/15/2015		High	Roger McClain (Water Engineer)	This project is the first major step toward improving the water quality from the mine tunnels and complying with the Safe Drinking and Clean Water Acts. This project is in progress. This project is partially funded by a STAG Grant in the amount of $1.9M.
0371 Obtain UPDES permits for the Judge and Spiro Tunnels	WATER OPERATIONS	UPDES permits	On Track	2	Dept	12/15/2014		High	Clint McAffee (Water Manager)	We are close to permits and an agreement with the Utah Division of Water Quality on a compliance schedule and terms. Both the City and DWQ have interest in finalizing the permits and the agreement asap.
0372 Continue to Participate in Western Summit County Project	WATER OPERATIONS	Annual Updates on Supply and Demand, regionalization fees, and provide input on future regional projects	On Track	2	Dept	Ongoing		High	Clint McAffee (Water Manager)	This is on track, The Master Agreement was executed mid-2013. A three way interconnection between Park City, Mountain Regional, and Summit Water is being studied.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0373 Continue optimization of Spiro WTP to gain more stable production capacity, better process functionality and more robust compliance reliability.	WATER OPERATIONS	Facility assessment and associated technical memorandum.	On Track	2	Dept	12/15/2013	12/31/2014	High	Michelle DeHaan (Water Quality and Treatment Manager)	This is an ongoing effort. Much progress has been made with this process including in the chemical feed system, PLC system, filter run times, influent WQ parameters, solids handling and processing and many others. Recent changes to the structure of the Water Department have also greatly improved the ability to have dedicated operators running the WTP rather than the entire team. With more consistent operating time, each treatment operator has become closer to an expert as they have more time to dedicate to the process with fewer distractions.
0374 Continue optimization of Quinn's Junction WTP.	WATER OPERATIONS	Internal water quality result reporting	On Track	2	Dept	Ongoing		High	Michelle DeHaan (Water Quality and Treatment Manager)	This is a new facility and technology for us as of early 2012. This addition has more than doubled the complexity and workload of our treatment system and we have had many successes and failures along the way. We continute to invest in technical and specialized training for staff and continute to make upgrades for safety, water quality, and operational efficiency.
0375 Continue water quality blending and source management	WATER OPERATIONS	Internal evaluation of water quality and blending ratios for continuous stable water quality	On Track	2	Dept	Ongoing		High	Michelle DeHaan (Water Quality and Treatment Manager)	Many positive changes have been made that has resulted in a very consistent water blend in the distribution system. Operator awareness and appreciation of this need has also been dramatically increased.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0386 Meter Maintenance program	WATER OPERATIONS	meter maintenance programs	On Track	2	Dept	06/15/2013	7/1/2016	High	Jason Christensen (Water Conservation Business Coordinator)	Initially, we identified and replaced about 20 large meters that had a slow decline in reported usage over the years. We are in the process of identifying more meters to replace as a result of the success of the first 20 in term of financial payback. Ultimately, we will have a plan to replace all meters over a period of time in order to accurately capture and charge for water use. We have replaced over half of the large dual meters within the system. We anticipate entering another contract this fiscal year to do another quarter. We are expending all the budgeted funds each fiscal year toward this goal. We anticipate the large dual meters with be complete FY 2016, at which time we will transition to another group of high priority meters.
0395 Estates Drive Water Line Replacement	WATER OPERATIONS	Replace 750 ft. of corroded water main	On Track	2	Dept	11/01/2013	10/31/2014	High	Roger McClain (Water Engineer)	This section of pipe has regular failures. This contract has been awarded and work is expected to begin in August of 2014.
0402 Water Master Plan Update - 2013	WATER OPERATIONS	Updated potable and raw water system planning update / to be incorporated in the IWRP / Council approval	On Track	2	Dept	01/01/2014	12/31/2014	High	Roger McClain (Water Engineer)	The master plan is another task that is always evolving and updated. The purpose is to accurately plan for improvements in the system related to growth and existing deficiencies. This project has been delayed due to delays in other large projects including the work relating to the discharge permits for the Judge and Spiro Tunnels.
0408 Pursue working leak detection.	WATER OPERATIONS	A process that maximizes our ability to detect leaks within our current software suite	On Track	2	Dept	09/15/2013	7/1/2015	High	Jason Christensen (Water Conservation Business Coordinator)	There are two pieces to leak detection. First, detecting and notifying customers of leaks after their meter. With the deployment of the Customer Portal we are now automatically through email notifying any customer if there usage meets criteria consistent with a leak. Second, identifying leaks and losses out within the system. We are working to identify the best approach to this item, and will continue to explore a detection method.

Action Step	Dept.	Deliverable/ Description	Status		Type	Original Deadline	Revised Deadline	Priority	Responsible Party	Comments/ Update
0416 Water Right Monitoring, Management, and Compliance	WATER OPERATIONS	Water Source Availability	On Track	2	Dept	Ongoing		High	Kyle MacArthur (Water Operations Team Leader)	Monitoring and reporting are up to date.
0418 Complete and submit PCMC Integrated UPDES Plan to Division of Water Quality	WATER OPERATIONS	Draft Integrated Plan	On Track	2	Dept	10/01/2014	12/31/2015	High	Clint McAffee	Staff is drafting Plan. Date was renegotiated in favor of Park City

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Preserving & Enhancing the Natural Environment									
Conservation	WATER OPERATIONS	Management practices that reduce or enhance the beneficial use of water through education, analysis and coordination with multiple entities. Applies to both water and energy conservation, and considers the region and individual consumers as part of the overall water system.	1	23	268,624	$268,184	$0	268,184	$72k increase in materials & supplies for whole department (dept supplies, contract services, utlities, etc.)
Water Quality	WATER OPERATIONS	Water treatment includes operation of Spiro Water Treatment Plant, Quinn's Water Treatment Plant, Park Meadows Well UV System, well chlorination, and Judge Tunnel chlorination. Water quality monitoring includes required sampling per Utah Division of Drinking Water Rules and Regulations, additional sampling for consumer confidence and analysis of quality data, lab analyses and treatment methods.	1	28	1,954,931	$1,976,673	$0	1,976,673	$72k increase in materials & supplies for whole department (dept supplies, contract services, utlities, etc.)
Distribution and Maintenance	WATER OPERATIONS	Maintenance of the water distribution system, including preventative maintenance, emergency response, and day-to-day operations. In many ways, this is the Core Function of Water Operations.	1	27	2,891,635	$2,933,752	$0	2,933,752	$72k increase in materials & supplies for whole department (dept supplies, contract services, utlities, etc.)
Open Space	ECONOMY	The Open Space program is funded from voter-approved open space bonds and Flagstaff transfer fees. Land is purchased outright or conservation easements are acquired. Maintenance and coordination with support entities for these properties require a high level of service, including weed management, easements, education and regulation. Responsibility for interfacing with landowners and the third party conservation easement holders also rests in this area.	1	23	58,735	$58,735	$0	58,735	
Environmental Regulatory/EPA	INTERGOVERNMENTAL & ENVIRONMENT; LEGAL	Environmental Regulatory: This budget includes all items related to environmental regulatory work related to Legacy Mine soils. The water-related budget is included in the budget for Water. Legal: Work with state and federal agencies on issues including negotiating UPDES permits on water discharges within municipal boundaries.	1	23	459,300	$458,619	$-45,968	412,652	$72k increase in materials & supplies for whole department (dept supplies, contract services, utlities, etc.)
Water Billing	WATER OPERATIONS	The Water Billing Department provides a variety of customer and billing services for this program. It requires that accurate meter reading and associated technology be precise. It also requires that meters are read and water bills sent to customers in a timely fashion. Additionally, customer service staff assist property owners with water leak detection and water conservation.	1	23	319,341	$330,206	$0	330,206	"Building: Increase in materials, training and personnel due to increased workload and demand. Materials increase will include $21,636.
Project Management	WATER OPERATIONS	The planning, organizing, securing and managing of resources to bring about the successful completion of specific engineering project goals and objectives.	1	22	411,712	$413,934	$0	413,934	$72k increase in materials & supplies for whole department (dept supplies, contract services, utlities, etc.)

Program	Departments -	Description FY 2016	Quartile FY 2016	SCORE FY 2016	BASE	DEPT REQ FY 2016	REV FY 2016	TOT REQ COST FY 2016	Request FY 2016
Service Orders	WATER OPERATIONS	Provides assistance to water customers in identifying and resolving issues arising from their connection to the distribution system and within their own residential/commercial subsystems. Also provides internal service by providing investigative field work for Water Billing.	1	27	449,339	$447,166	$0	447,166	$72k increase in materials & supplies for whole department (dept supplies, contract services, utlities, etc.)
Carbon Reduction	INTERGOVERNMENTAL & ENVIRONMENT	Provide services and support in the areas of energy conservation & efficiency, renewable energy generation, solid waste & recycling, water conservation, carbon measurement & mitigation, and local food. These services are provided both internally and through community education and outreach.	2	19	158,460	$161,927	$0	161,927	
Water Rights/Water Projects	LEGAL	Manage all of Park City's water rights.	3	17	99,143	$99,143	$-100,592	-1,449	
Total Preserving & Enhancing the Natural Environment			13		7,071,221	$71,483,399	$-146,560	7,001,780	
TOTAL			13		7,071,221	$71,483,399	$-146,560	7,001,780	

PARK CITY COUNCIL MEETING MINUTES- DRAFT
SUMMIT COUNTY, UTAH,
February 12, 2015

Closed Session
To discuss Property, Personnel and Litigation

<u>Work Session</u>
<u>Council Questions and Comments and Manager's Report</u>
Council member Henney attended Mosquito Abatement, RAB meeting. Enjoyed the Council Retreat. Thanked Amanda Noel for addressing the recent concerns that have come up.

Council member Simpson thanked staff for the great retreat. Attended the Chamber Economic Forecast luncheon today which was great.

Council member Peek attended a Planning Commission meeting.

Council member Matsumoto echoed Council member Simpsons comments regarding the Retreat. Attended Summit Lands meeting where they toured Clark Ranch. Attended a Peace house meeting and a Library Board meeting. Had a few customers discussing traffic congestion and wanting parking on main commenting on the many different opinions and views of the community.

Council member Beerman echoed the comments about the Retreat. Multiple Mountain Accord meetings as they are winding up the discussions. Spoke to a funny story regarding the connection over little Cottonwood Canyon where SLC. Spoke to the Georgetown energy prize challenging the Mayor and Council to replace their light bulbs in their own homes. Offered to change bulbs in the high places.

Mayor Thomas thanked Phyllis for being a fabulous facilitator for the retreat. Also attended the Public Art board meeting.

<u>Bike Racks Discussion</u>
Heinrich Deters, Trails and Open Space and John Boehm, Planning spoke to Council about bike racks and the policy discussion of where they would like to go in the future regarding bike racks. Discussed LMC changes speaking to the commuter amenities such as lockers or bike racks indoors. Boehm stated that staff will need to do further analysis to amend the LMC to promote bike use.

Council member Simpson asked staff to ask explain the purpose of the storage locker option. Deters stated that it is providing the opportunity for riders to store their bikes and personal items in a safe dry place.

Council member Henney inquired why a locker. Deters stated that they can put more gear in the lockers than on a bike rack.

Council member Beerman stated that he feels that the shower option on commercial properties is over stepping but would be in favor of the City leading on this project and possibly adding lockers on city property. Was in favor of more bike racks at the library and wanted to look at the dining deck on Main option. Also felt the Master Festival License aspect is a great idea.

Council member Matsumoto agreed with Council member Beerman.

Council member Peek agreed with more library racks and the MFL requirements as well as looking into the storage lockers.

Council member Simpson agreed with Beerman adding she would also like to see what the merchants would say about a bike corral agreeing with the HPCA comment to look for the natural trails leading to Main.

Council member Henney stated he also agreed with Beerman and also agrees that requiring bike racks in the LMC would be low hanging fruit. Stated that he would love to explore bike racks on Main.

Mayor Thomas agreed with Beerman and is also against the shower/locker option.

Council agreed they would like to see more bike racks at the library totaling 12. They were also in favor of looking at placing bike racks in appropriate places along Main with the Outdoor dining program. And were not in favor of showers or lockers at this time.

Meeting Management Software update

Matt Dias, Assistant City Manager and Marci Heil, City Recorder spoke to the meeting management software program that the City purchased. Presented the public's view and the Council app that would streamline the meeting packet and allow live meeting recording of the meetings that the public can access from the City's website. Staff has been running parallel meetings in the dark since the beginning of the year, working out the kinks and is now ready to go live on March 5th.

2015 Legislative Update

Matt Dias, Assistant City Manager and Police Chief, Wade Carpenter discussed the legislative update. Dias spoke to transportation in regards to funding and the gas tax; it is early in the session and it will be interesting to see where they end up. Spoke to the Municipal bills including licensing, sales tax, CDA and annexation. Chief Carpenter spoke to the public safety bills stating that he spends 3 days a week in SLC testifying toward bills regarding retirement, officer involved shooting protocol, and decriminalization of drug charges from felony to misdemeanor.

Courchevel Recap Presentation

Mayor Thomas, Matt Dias, Tina Quayle, Steve Issowits discussed the diplomatic trip to Courchevel. Mayor Thomas thanked Tina for refreshing this program. Discussed the value of the student exchange program. Henney inquired when Park City will be hosting the Courchevel Delegation. Mayor Thomas expressed his desire to host the delegation touching on the wonderful hospitality. Steve also spoke to the hospitality and the success of the wonderful exchange program. Tina thanked Mayor and Council for their support feeling that she can look forward to teacher swaps and home exchanges.

Regular Meeting

I. ROLL CALL-roll call

II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council member Beerman inquired if Council would be interested in a coalition for a bag ban. Council was in favor.

Thomas Eddington reminded the Council of the "We love our Historic District" open house on Wednesday, February 18th.

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

Meredith Bullock and Kolton Atkinson, Park City School District, CAPS program, are looking for ideas to "upcycle" used skis and snowboards from Recycle Utah. City Manager Foster made sure they had Matt Abbott's contact information. Council discussed the skate and snowboard wall that will be a new feature at the Library as an idea for CAPS.

IV. CONSIDERATION OF MINUTES FROM THE JANUARY 15, 2015 CITY COUNCIL MEETING AND THE JANUARY 20, 2015 SPECIAL CITY COUNCIL MEETING

Council member Peek had one correction to the January 20th minutes on page 29 of the packet should be "proceed" not "precede"

Council member Beerman moved to approve the minutes from January 15, 2015 and January 20, 2015 with corrections
Council member Simpson seconded
January 15, 2015 Approved unanimously
January 20, 2015 Approved
Simpson- Aye
Peek-Aye
Henney-Aye
Beerman- Aye
Matsumoto-excused

V. NEW BUSINESS

1. Consideration of an Plat Amendment for 74 & 80 Daly Avenue Subdivision pursuant to findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney

Mayor Thomas opened the Public Hearing. There were no comments made. Mayor Thomas closed the public hearing.

Council member Matsumoto moved to Continue the Plat Amendment for 74 & 80 Daly Avenue Subdivision pursuant to findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney To March 5, 2015

Council member Simpson seconded
Approved unanimously

2. Consideration of an Plat Amendment for 936 Empire Avenue Subdivision pursuant to findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney

Planner Alexander stated that the purpose is to combine two lots of record to allow the owner to build a single family home. Planning found that there were two minor encroachments on the property. Staff sees no issue resolving these encroachments.

Mayor Thomas opened the Public Hearing. There were no comments made. Mayor Thomas closed the public hearing.

Council member Beerman moved to approve a Plat Amendment for 936 Empire Avenue Subdivision pursuant to findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney
Council member Matsumoto seconded
Approved unanimously

3. Consideration of an Plat Amendment for 9100 Marsac Avenue the Montage Deer Valley pursuant to findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney

Planner Whetstone and Joe Geroux, IBI Architecture, the applicant's representative and architect are asking for the plat amendment to change the ownership designation from condominium to hotel space to be used as pre-function space for the ball room. As well as cleaning up the platted walls that were to be built and will not be built now.

Mayor Thomas opened the Public Hearing. There were no comments made. Mayor Thomas closed the public hearing.

Council member Peek moved to approve a Plat Amendment for 9100 Marsac Avenue the Montage Deer Valley pursuant to findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney
Council member Simpson seconded
Approved unanimously

VI. ADJOURNMENT

Council member Simpson moved to adjourn the meeting
Council member Beerman seconded
Approved unanimously

City Council
Staff Report

Subject:	**Vehicle and Pedestrian Easement for 545 Main Street (April Inn)**
Author:	**Matthew Cassel, City Engineer**
Date:	**February 26, 2015**
Type of Item:	**Legislative**

Summary Recommendations:
Staff recommends that City Council grant a non-exclusive vehicle and pedestrian easement across City property for the benefit of April Inn (545 Main Street).

Description:
The Vehicle and Pedestrian Easement would allow the owners of April Inn (545 Main Street) to access the back lot of their property from the City owned alley located between the Cunningham Building (537 Main Street) and the General Store (541 Main Street).

Background:
On April 1, 1940, Summit County conveyed and quit claimed to Park City the alley located between the Cunningham Building (537 Main Street) and the General Store (541 Main Street). The legal description is as follows:

- The north 21.5 feet of Lot 11 and all of Lot 36 of Block 9, Park City Survey.

From Eric DeHaan's Memorandum dated October 11, 1999 (see attachments):

- As the Old Towne Shops and the two-level parking structure immediately west of Old Towne Shops were being developed in 1984, the City and property developer entered into an easement agreement providing for continued vehicular and pedestrian access within the alley,
- The upper level of the parking structure is accessed from Park Avenue while the lower level is accessed from Main Street. The easement agreement provides for the lower level access from Park Avenue if Main Street were ever to become a pedestrian mall.

Specifics of the Easement Agreement include:

- Old Towne Shops (537 Main Street) and Sierra Pacific (543 Park Avenue) entered into a parking agreement with each other which necessitated improvements to the alley,
- City granted a non-exclusive pedestrian and vehicular easement over the alley property to Old Towne Shops,
- City granted a non-exclusive pedestrian and vehicular easement over the alley

property to Sierra Pacific,

- Old Towne Shop and Sierra Pacific were responsible for improvements in the alley,
- The City would maintain the alley as required for safe pedestrian access. Old Towne Shop and Sierra Pacific may supplement the City's maintenance of the alley.

Right-of-Way – The non-exclusive easement agreement with Old Towne Shop and Sierra Pacific notes that the alley is a Right-of-Way. Despite an through review, no records were found that indicated that the alley was ever formally dedicated as Right-of-Way. Staff considers the alley to be City property and thus the requirement to provide a formal easement for April Inn (If the alley was a dedicated public Right-of-Way, a vehicle and pedestrian easement would not be required).

Analysis:
April Inn currently owns lots 13, 14, 15, 32, 33, 34, and 35 of Block 9. April Inn is located on Lots 13, 14 and 15 (545 Main Street), Lots 32, 33, 34 and 35 are currently un-developed and front Park Avenue. April Inn is currently re-modeling their facility from 12 units down to 3 units. They have submitted plans for the development of the lots fronting Park Avenue and are requesting to build a 6 space parking facility to the immediate west of the April Inn, which would be accessible from Main Street via the alley. Two of the parking spaces will be surface while the other four will be covered. The covered parking spaces are proposed to be located under a house; the house's access will be from Park Avenue. These six parking spaces would be on April Inn property and would be dedicated for the use by residents/guests of the April Inn. This easement request would allow access to this parking facility through and across the alley. Because of the differential grade and proposed development, access from Park Avenue would be difficult.

Staff supports the vehicle and pedestrian easement for two reasons:

- April Inn had paid their parking assessment into China Bridge for their commercial uses but not for their residential uses. It is unclear as to where the previous residents/renters of the 12 units parked, but is assumed they were parking within the Main Street corridor. By allowing this vehicle and pedestrian easement, parking for the residential uses of April Inn will be established,
- April Inn has reduced the number of residential units from 12 to 3 and has proposed satisfying their residential parking requirements on site. If Council approves the vehicle and pedestrian easement for April Inn, staff anticipates a slight increase in trips generated from the immediate area near April Inn but an overall reduction in traffic impacts to the Main Street corridor due to the reduction in residential units.

A draft of the easement is included with this staff report. Easement specifics

- Language is inserted to address the closing of Main Street for special events,
- The 1984 easement agreement with Old Towne and Sierra Pacific includes a paragraph stating "City shall maintain the Right-of-Way as required for safe

pedestrian access, but Old Towne and Sierra Pacific may supplement the City's maintenance as they deem necessary or appropriate." Staff interprets this paragraph to indicate that the City will maintain the alley to minimum safety standards for pedestrian access (but not vehicular access). If the grantee would like to add amenities such as more lighting, landscaping, signage, etc, they may upon City approval. A paragraph such as this one will be included in the vehicle and pedestrian easement for April Inn.

An alternative to granting the vehicle and pedestrian easement would be to sell the property to the parties and retain an easement for pedestrian use. Because of the significant grade difference, this alley will never be a thoroughfare and thus will not be part of the City's transportation network. Also, staff does not foresee the future use of this alley to change. The advantage of selling the property would be the shifting of current maintenance program for the alley to the parties purchasing the property. One disadvantage will be the ownership of this parcel by three separate entities and the City resources necessary for the parties to come to an shared ownership agreement.

Department Review:
This report has been reviewed by City Manager, Legal, Sustainability, Public Works, and Planning. All concerns raised by these departments have been incorporated herein.

Alternatives:

A. Approve the Request:
Approving the easement will allow April Inn (545 Main Street) to develop parking on their parcel. This is Staff's recommendation.

B. Deny the Request:
Denying the easement will then not allow April Inn to provide on-site parking accessed from Main Street.

C. Continue the Item:
If the Council desires more information about the easement, the item may be continued.

D. Do Nothing:
This would have the same affect as denying the request for the easement.

Significant Impacts:

	World Class Multi-Seasonal Resort Destination (Economic Impact)	Preserving & Enhancing the Natural Environment (Environmental Impact)	An Inclusive Community of Diverse Economic & Cultural Opportunities (Social Equity Impact)	Responsive, Cutting-Edge & Effective Government
Which Desired Outcomes might the Recommended Action Impact?	+ Safe community that is walkable and bike-able		+ Shared use of Main Street by locals and visitors + Physically and socially connected neighborhoods	
Assessment of Overall Impact on Council Priority *(Quality of Life Impact)*	Positive ⇧	Neutral ⇔	Positive ⇧	Neutral ⇔
Comments:				

There are no significant or financial impacts arising from the recommended action.

Consequences of not taking the recommended action:
If the easement is not granted, vehicle and pedestrian access to the proposed on-site parking for the April Inn (545 Main Street) cannot occur.

Recommendation:
Staff recommends that City Council grant a non-exclusive vehicle and pedestrian easement across City property for the benefit of April Inn (545 Main Street).

Attachments: Draft Vehicle and Pedestrian Easement,
Exhibit of Easement and Property Ownership.
Eric Dehaan Memorandum dated October 11, 1999 including the Non-Exclusive Easement Agreement between Park City, Old Towne Associates and Sierra Pacific

NON-EXCLUSIVE EASEMENT AGREEMENT

THIS NON-EXCLUSIVE EASEMENT AGREEMENT (the "Agreement") is entered into this _____ day of __________________, 2015, by and between 545 Main Street Holdings, LLC, an Oklahoma limited liability company ("545 Main") and Park City Municipal Corporation ("Park City"), a nonprofit corporation of Utah.

RECITALS

WHEREAS, 545 Main owns the real property located at 545 Main Street and certain property to the rear or west of 545 Main Street, Park City, Utah 84060, more particularly described in **Exhibit A** hereto ("Parcel 1"); and

WHEREAS, Park City owns a lot of record generally known as Lots 11 & 36, Block 9 of the Park City Survey, which fronts Main Street south of 545 Main Street over which 545 Main would like to access Parcel 1, which lot of record is more particularly described in **Exhibit B** hereto ("Parcel 2"); and

WHEREAS, Park City desires to grant to 545 Main a perpetual, non-exclusive easement for ingress and egress over Parcel 2 for the benefit of Parcel 1, subject to closures from time of Parcel 2 by Park City in connection with various special events throughout the year.

AGREEMENT

NOW THEREFORE, in consideration of Ten Dollars ($10.00), the mutual promises and covenants made herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

1. GRANT OF EASEMENT. Park City hereby grants to the owner of Parcel 1, its successors and assigns, for the benefit of Parcel 1 its successors and assigns, a perpetual, non-exclusive easement over Parcel 2 for the purpose of pedestrian and vehicular ingress and egress to and from Parcel 1, which grant of easement is expressly made subject to Park City's right, in its sole discretion, to temporarily close Parcel 2 to vehicular access during special events. The easement granted herein shall be effective from and after the date of recording of this Agreement in the official records of the Summit County Recorder.

2. GOVERNING LAW. This Agreement shall be interpreted and governed by the laws of the State of Utah.

3. AMENDMENT OR WAIVER. This Agreement may be amended only by an instrument in writing signed by the parties hereto. No provision of this Agreement and no obligation of either party under this Agreement may be waived except by an instrument in writing signed by the party waiving the provision or obligation. The waiver of any breach of any of the terms, covenants or conditions hereof on the part of one party to be kept and performed shall not be a waiver of any preceding or subsequent breach of the same or any other term, covenant or condition contained herein.

4. **ENTIRE AGREEMENT**. This Agreement, including exhibits, contains the entire Agreement and understanding between the parties with regard to the subject matter of this Agreement. All terms and conditions contained in any other writings previously executed by the parties and all other discussions, understandings or agreements regarding the subject matter of this Agreement shall be deemed to be superseded by this Agreement.

5. **SUCCESSORS AND ASSIGNS**. This Agreement shall be binding upon and inure to the benefit of the successors and assigns of the parties.

6. **CONSTRUCTION OF AGREEMENT**. The language and all parts of this Agreement shall be in all cases construed simply according to their fair meaning and not strictly for or against either of the parties hereto. Headings at the beginning of sections and subsections of this Agreement are solely for the convenience of the parties and are not part of this Agreement. When required by the context, whenever the singular number is used in this Agreement, the same shall include the plural, and the plural shall include the singular; the masculine gender shall include the feminine and neuter genders and vice versa; and the word "person" shall include corporations, partnerships or other forms of associations or entities.

7. **COUNTERPARTS**. This Agreement may be executed in any number of counterparts, each of which shall be an original and such counterparts shall together constitute but one and the same instrument.

8. **SEVERABILITY**. Invalidation of any one of the covenants or provisions of this Agreement or any part thereof by judgment or court order shall not affect any other covenant or provision of this Agreement, which shall remain in full force and effect.

9. **NOTICES**. Any notices or requests to be made under this Agreement shall be by United States Mail, e-mail or facsimile, and sent

to 545 Main at:

545 Main Street Holdings, LLC
501 N. W. Grand Boulevard, 6th Floor
Oklahoma City, OK 73118
Fax: (925)938-3722
E-mail: billy.reed@sbcglobal.net

and to Park City at:

____
____

____
E-mail: ______________________.

10. **<u>INCORPORATION OF RECITALS AND ATTACHMENTS</u>**. All Recitals in this Agreement and all attachments hereto are hereby fully incorporated by reference herein.

11. **<u>NO PARTNERSHIP</u>**. Neither this Agreement nor the acts of the parties is intended to create and does not create a joint venture or partnership between the parties.

12. **<u>FURTHER ASSURANCES</u>**. Each party shall execute and deliver any and all documents that may be reasonably requested by the other party in order to document and perform fully and properly the provisions of this Agreement.

13. **<u>COVENANTS TO RUN WITH THE LAND</u>**. The respective benefits and burdens of the easement granted herein and the terms hereof shall run with and be appurtenant to Parcel 1 and Parcel 2 and shall inure to the benefit of and be binding on their respective owners, successors in interest and assigns.

IN WITNESS WHEREOF, the undersigned have executed this Non-Exclusive Easement Agreement on the date first above written.

PARK CITY:

By: ________________________________
City Manager

Attest:

____
Marci Heil, City Recorder

APPROVED AS TO FORM

____
City Attorney's Office

545 MAIN:

545 Main Street Holdings, LLC,
an Oklahoma limited liability company

By: W.R. Johnston & Co.
Its: Manager

By: __________________________
Print Name: ______________________
Its: Vice President

ACKNOWLEDGEMENTS

STATE OF UTAH)
: ss.
COUNTY OF SUMMIT)

On this ______ day of ____________________, 2015 before me personally appeared ___________________________________, who being by me duly sworn, acknowledged to me that he/she signed the foregoing instrument, as the duly appointed and authorized City Manager of PARK CITY MUNICIPAL CORPORATION.

____
Notary Public
My Commission Expires: __________________

STATE OF ________________)
: ss.
COUNTY OF _______________)

On this ______ day of ____________________, 2015 before me personally appeared ___________________________________, who being by me duly sworn, acknowledged to me that he/she signed the foregoing instrument, as the duly appointed and authorized signatory of 545 MAIN STREET HOLDINGS, LLC.

____
Notary Public
My Commission Expires: __________________

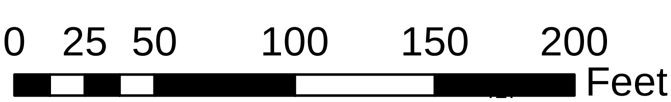
EXHIBIT A

Legal Description of Parcel 1

EXHIBIT B

Legal Description of Parcel 2

PROPERTY MAP APRIL INN
(545 MAIN)



Legend

- WASHINGTONSCHOOLINN2
- PARKINGGARAGE
- PCMCSTRIP
- APRILMTNINN
- WASHINGTONSCHOOLINN

MEMORANDUM

To: **Honorable Mayor Olch**
Members of the City Council

From: **Eric W. DeHaan, P.E., City Engineer** Eric DeHaan

Date: **October 11, 1999**

Subject: **Alley on Main Street next to Hay Charley**

Two weeks ago a question was raised about maintenance of the City-owned alley which runs west from Main Street next to Hay Charley. The question came up during the discussion of the Park Avenue pedestrian connection to the Bamberger and Gaddis buildings. This memo will provide background information on the alley, which was the subject of much discussion back in 1984.

The alley consists of a 21.5-foot-wide portion of a platted lot on Main Street and an entire 25-foot-wide platted lot on Park Avenue. The lots meet at their ends, forming the alley. The lots are owned in fee title by Park City Municipal Corporation.

As the Old Towne Shops and the two-level parking structure behind the Old Towne Shops were being developed in 1984, the City and the property developer entered into an easement agreement providing for continued vehicular and pedestrian access within the alley. A copy of the easement agreement is attached. The upper level of the parking structure has always accessed from Park Avenue. Further, the agreement provides for the lower level to access from Park Avenue if Main Street were ever to become a pedestrian mall, although the physical construction of a ramp leading down to the lower floor of the parking structure from Park Avenue would be difficult because of the vertical drop down from Park Avenue.

The City has provided considerable maintenance of the alley, although in the winter the alley tends to become icy because of the tall building on its south side. This summer the Public Works department repaved a portion of the alley, and the staircase connecting the alley to Park Avenue has been reconstructed by the City. There is a provision in the easement agreement for the private beneficiaries to supplement City maintenance of the alley if they so desire.

The alley was at one time proposed to be the secondary access for the Bamberger Building at 545 Main, but because the alley slopes at 11% and carries vehicular traffic, it was not possible for the Bamberger ADA access to be developed to Main Street by way of the alley.

Please let me know if you would like any further information on our Hay Charley alley. My phone number is 615-5075.

NON-EXCLUSIVE EASEMENT AGREEMENT

This Agreement is entered into by and among Park City Municipal Corporation ("City"), Old Towne Associates, a Utah general partnership ("Old Towne"), and Sierra Pacific Financial, a California general partnership ("Sierra Pacific"), as of March ___, 1984.

Recitals:

A. Old Towne is the owner of certain real property located at 537 Main Street, Park City, Utah presently known as the Old Towne Shoppes and more particularly described in Exhibit "A" attached to this Agreement and incorporated by this reference.

B. Sierra Pacific is the owner of certain real property located at 543 Park Avenue, Park City, Utah known as the Washington School and more particularly described in Exhibit "B" attached to this Agreement and incorporated by this reference.

C. Old Towne and Sierra Pacific have entered into a parking agreement which necessitates the improvement of an existing right-of-way connecting Park Avenue and Main Street and more particularly described as the North 21.5 feet of Lot 11, and all of Lot 36, Block 9, of the amended plat of Park City Survey ("the Right-of-Way"). (THE ALLEY BETWEEN OLD TOWN SHOPPES + WAY CHARLEYS)

D. It is in the best interests of the public health, safety and welfare to improve the Right-of-Way described above and to grant non-exclusive easements to Old Towne and Sierra Pacific appurtenant to each of the properties described in Exhibits "A" and "B", as provided in this Agreement.

Now, therefore, the parties hereto agree as follows:

1. City hereby grants to Old Towne a private non-exclusive pedestrian and vehicular right-of-way easement over the Right-of-Way as described above. Such easement shall be appurtenant to the property described in Exhibit "A" and shall run with such property.

2. City hereby grants to Sierra Pacific a private non-exclusive pedestrian and vehicular right-of-way easement over the Right-of-Way as described above. Such easement shall be appurtenant to the property described in Exhibit "B" and shall run with such property.

3. Old Towne and Sierra Pacific shall improve the Right-of-Way by, among other things, rebuilding the existing stairs and installing lights to light the stairs. Such lights shall be hooked into the City's lighting system. All improvements to the Right-of-Way shall be subject to City's prior approval.

4. City shall maintain the Right-of-Way as required for safe pedestrian access, but Old Towne and Sierra Pacific may supplement the City's maintenance as they deem necessary or appropriate.

5. The easement granted hereby shall create no implication or duty by City to provide or allow vehicular access to the Right-of-Way from Main Street. At such time, if any, that motor vehicles are prohibited or restricted from access to the Right-of-Way from Main Street, City shall permit the Right-of-Way to be used in a manner that will permit vehicular access from Park Avenue to the lower level of parking at the rear of the property described in Exhibit "A".

6. This Agreement shall be binding on, and shall inure to the benefit of, the successors and assigns of Old Towne and Sierra Pacific, respectively.

In witness whereof, the parties have entered into this Agreement as of the date first written above.

Old Towne Associates,
a Utah general partnership

By The MacQuoid Company,
a Utah corporation

By: ______________________
Malcolm S. MacQuoid,
President

Sierra Pacific Financial,
a California general partnership

By Spring Mountain Enterprises,
a California corporation

By: ______________________
Frank O'Bryan,
President

Park City Municipal Corporation

By: ______________________
Mayor Pro Tempore

City Council
Staff Report

Author: Matthew Twombly
Subject: Main Street Improvements Update - Award of Amendment #1 to the Construction Manager at Risk (CMAR) Contract
Date: February 26, 2014
Type of Item: Administrative - Award of Contract

Sustainability

Summary Recommendation –
Authorize the City Manager to enter into Amendment #1 to the construction manager at risk (CMAR) contract in a form approved by the City Attorney's Office with Miller Paving Inc. for the Guaranteed Maximum Price (GMP) of Two Million Three Hundred Sixty Eight Thousand Seventy Three Dollars **($2,368,073)** for the 2014 Main Street Improvement Projects including the City Hall Plaza, Bear Bench, and Main Street sidewalks**.**

Topic: 2014 Main Street Improvement Projects – City Hall Plaza, Bear Bench, Main Street 2014 sidewalks.

Acronyms in this Report:

CMAR	Construction Manager at Risk
GMP	Guaranteed Maximum Price
HPCA	Historic Park City Alliance

Background:
On March 6, 2014 Council awarded the CMAR contract for pre-construction services to Miller Paving Inc. In order to expedite the Main Street Improvement projects, Miller Paving and the project team worked together to complete the plans and bid package for the Streetscape Improvements (sidewalks only) or Addendum 1. Addendum 1 was awarded on April 17, 2014, in the amount of $985,073. Miller Paving completed the Main Street sidewalk sections from the Claimjumper bulb-out to Heber Avenue on the West side, and Fifth Street to Heber Avenue on the East side which formed Addendum #1.

In late February 2014 the design team expanded the scope of the Bear Bench project to include a light band curving through the project. This was to respond to the highest priority project goal of drawing people from the transit center to Main Street. In subsequent design team meetings it was reaffirmed that this walkway was the most important connection between the Transit Center and Main Street and the design team agreed unanimously that it deserved a heightened level of investment.

On April 3, 2014 staff and the design team updated City Council on the anticipated scope, design and timing of the 2014 Main Street Improvement projects (See Exhibit A).

The architect and staff briefly discussed the Main Street sidewalks and presented the design development drawings for the Bear Bench Walkway and City Hall Plaza. Council was supportive of moving forward with the Bear Bench Walkway but agreed to bid the City Hall Plaza with an additive alternate to postpone the project until 2015.

The scope of the City Hall Plaza design was also expanded to include vertical elements to tie the architectural elements of Marsac building and stairs to the plaza to reinforce the importance of the civic corridor and emphasize place making. The updated design also included additional vehicular brick paving to maximize the use of the space for pedestrians, vehicles, and the possibility of blocking it off for event use.

The project team went through a lengthy value engineering process on both projects and the consensus of the project team was to proceed with the construction of the Bear Bench plaza with the expanded scope and to re-look at the City Hall plaza design and costs to try and bring it closer to the budget and add back two parking spots (Exhibit B). On July 31, 2014 City Council awarded Addendum 2 to the CMAR contract with Miller Paving in the amount of $730,107 for the Bear Bench Walkway project.

The Bear Bench project was mostly completed prior to Christmas and inclement weather. There is still the landscaping, the light band lights, the trellis lights, the architectural screens, the site furnishings and the art remaining. The remaining items except for the art will be installed in the spring, with specific timing dependent on the weather.

Now that the sidewalk materials and pattern are set, staff and the design team, working with the HPCA Infrastructure committee, continue to reinforce the emphasis of creating a sense of place at the plazas and pass-throughs. With the City Hall Plaza, staff made a considerable effort to push the design team to keep the loss of parking to a minimum. The original City Hall Plaza concepts roughly estimated 6-11 parking space reduction. Through the value engineering process since the July 31, 2014 Council meeting, the design team has been able to reduce the loss of parking to six spaces down from eight. The final design with the reduction of landscape to gain a net loss of six spaces is supported by Planning.

Analysis:
Consistent with State code and PCMC procurement policy Miller Paving received bids and competitive quotes on February 17, 2015 for the subcontracts for the City Hall Plaza project. The request for bids was advertised in the Park Record on January 29th and January 31st , in the Salt Lake Tribune from January 24th thru January 31st, posted on the Utahlegals.com, the City's website and e-notify.

Upon receiving the bids and quotes for the City hall project the proposed GMP by Miller Paving is $652,468 for this portion of the project. The Amendment 1 GMP includes the previously approved Addendums #1, #2 and the City Hall Plaza project. The GMP includes the general conditions, the cost of the bonds, all the subcontract costs, the Construction Manager's fee of 7% for all the subcontracts which was agreed to when

Miller was awarded the CMAR agreement, an allowance for hauling hazardous soils, and a contingency. The Amendment 1 GMP does not include the $15,320 awarded to Miller Paving for the preconstruction services on March 6th.

The general conditions are the costs associated with the construction manager's on-site personnel including vehicles, travel, wages, as well as other expenses to manage the site such as traffic control, ramps, construction fencing and other incidental expenses. A contingency is included but reduced to 2.5% of construction, or $12,939 (reduced from 10%) as the plans are at 100%. There is a 20% cost sharing clause to the contractor in the contract if the contingency is not or only partially used.

The recommended price of $652,468 for the City Hall Plaza exceeds the $525,000 estimate based on IBI's initial concept plan in 2012. The original estimate did not include the brick crosswalks at 5th street, the brick paving plaza space, or the vertical elements.

After the "template" was decided on by Council to use granite curb, and 60% granite pavers as opposed to the 20% granite pavers, staff increased the overall Main Street budget to $15 Million to account for this enhancement in the materials. In addition to the enhanced materials was the addition of storm drain and water meter upgrades. The storm drain and water improvements increase the cost of the sidewalk projects by about $75,000 to $95,000 per block per side of Main Street (ie. 4th to 5th East side).

2013 Projects	**2012 Downtown Enhancement Estimate - No Util, 20% granite...**	**Adjusted Estimate 60% Granite... Added Features - Light Band, Trellis...**	**Actual**
Main 4th-5th East	$187,142	$347,685	$338,183
Main 5th - Bear West	$246,260	$448,086	$442,673
Terigo Plaza	$236,691	$454,723	$507,038
7th Street & Main	$359,861	$359,861	$314,769
Preconstruction	not included	not included	$13,980
Misc Construction	not included	not included	$11,984
Soil Tipping Fees	not included	included	$43,802
Refurbish Lights	included	included	$35,912
Site Furnishings	included	included	$41,559
Design Fees	$40,000	$200,000	$200,250
Art	$10,300	$16,104	$16,027
Total	**$1,080,254**	**$1,826,459**	**$1,966,177**

2014 Projects	2012 Downtown Enhancement Estimate - No Util, 20% granite...	Adjusted Estimate 60% Granite... Added Features - Light Band, Trellis…	Actual
Bear -Heber West	$374,010	$523,812	
Bear -Heber East	$368,382	$517,058	GMP- $985,498
5th - Bear East	$237,354	$384,824	Savings ($49,665)
Subtotal	$979,746	$1,425,694	$935,833
Bear Bench Walkway	$458,786	$458,786	$730,107
City Hall Plaza	526,335	$526,335	**$652,468**
Preconstruction	not included	not included	$15,320
Misc Construction	not included	not included	$5,000.00
Soil Tipping Fees	not included	included	$30,000.00
Refurbish Lights	included	included	$54,000.00
Site Furnishings	included	included	$20,000.00
Design Fees	$40,000	$160,000	$175,000
Art	$19,649	$24,108	$23,184
Total	**$2,024,516**	**$2,594,923**	**$2,640,912**

The 2013 projects were slightly over the adjusted estimated budget. This was mainly due to the increased design fees to develop the template for granite paving, concrete banding, granite curb, and storm drains. There were also the unknowns of working on Main Street. The 2014 projects were close to budget where the sidewalk projects were largely under budget and the plaza/walkways were over budget. At the end of 2014 the Main Street sidewalks are approximately 30% complete.

The 2014 Sidewalk projects will be slightly under the adjusted estimated budget. Staff anticipates that even with rising construction costs and inflation, by utilizing the Construction Manager at Risk method of construction, the sidewalk portions of the project should continue to come in under budget. The Plaza and Walkway portions were much higher than originally budgeted. This is mostly due to the enhancements that were added to the projects, such as the light bands, trellis, monuments, and crosswalks. The HPCA Infrastructure committee has been supportive of providing additional enhancements and improvements in the plazas and walkways to promote connectivity between transit, parking and Main Street as well as create gathering and park spaces.

Staff recommends proceeding with the City Hall Plaza project as this is a critical link between the Transit Center and the China Bridge parking structure which is lacking pedestrian facilities. Also delaying the project risks falling further behind the projected Main Street project 10 year plan. Staff also believes that construction project costs are increasing more rapidly than anticipated and postponing projects will only increase costs.

Department Review: This report has been reviewed by representatives of Sustainability, Budget, Legal, 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 Amendment #1 to the construction manager at risk (CMAR) contract in a form approved by the City Attorney's Office with Miller Paving Inc. for the Guaranteed Maximum Price (GMP) of Two Million Three Hundred Sixty Eight Thousand Seventy Three Dollars** ($2,368,073)**: (Staff recommendation)**
B. Modify the request: Council could choose to modify the project and rebid the project, which would delay the project.
C. Deny the request: Council could choose to not continue with the project at this time.
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:

	World Class Multi-Seasonal Resort Destination (Economic Impact)	Preserving & Enhancing the Natural Environment (Environmental Impact)	An Inclusive Community of Diverse Economic & Cultural Opportunities (Social Equity Impact)	Responsive, Cutting-Edge & Effective Government
Which Desired Outcomes might the Recommended Action Impact?	+ Balance between tourism and local quality of life ~ Varied and extensive event offerings + Accessibility during peak seasonal times + Safe community that is walkable and bike-able + Internationally recognized & respected brand (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)	- Managed natural resources balancing ecosystem needs ~ Enhanced water quality and high customer confidence ~ Reduced municipal, business and community carbon footprints ~ Economically and environmentally feasible soil disposal (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)	~ Preserved and celebrated history; protected National Historic District + Shared use of Main Street by locals and visitors + Entire population utilizes community amenities + Community gathering spaces and places + Vibrant arts and culture offerings (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)	+ Well-maintained assets and infrastructure (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)
Assessment of Overall Impact on Council Priority *(Quality of Life Impact)*	Very Positive	Negative	Very Positive	Positive

Comments: Events and accessibility may have temporary negative impacts during construction, but the improvements are positive in the long term. Storm water improvements will have a neutral effect on water quality. The carbon footprint will be neutral even though more resources are used due to the maintenance and lifecycle costs of the materials we are considering for Main Street. The historic side is neutral in that we will celebrate historic sites and provide information, but many may consider the improvements less than desireable as historic.

Funding Source:
There is currently approximately $526,336 estimated for the City Hall Plaza project out of the $15 M, 10 year project budget. The first $3 Million will be from the Governor's Office of Economic Development. Sustainability, Public Works, Planning, Building, Engineering and other City staff resources will be required to complete the project.

Staff Recommendations:
Staff requests authorization to proceed with the Main Street Improvements Project and authorize the City Manager to enter into Amendment #1 to the construction manager at risk (CMAR) contract in a form approved by the City Attorney's Office with Miller Paving Inc. for the Guaranteed Maximum Price (GMP) of **Two Million Three Hundred Sixty Eight Thousand Seventy Three Dollars** ($2,368,073).

Exhibit A. April 3, 2014 Minutes
Exhibit B. July 31, 2014 Minutes
Exhibit C. City Hall site plan and renderings.

Council member Henney asked for clarification about the subsidy. Cashel stated that the City and the County have equal parts of the subsidy and there is a steady baseline year round and there is equal benefit for the City and County.

Council member Beerman stated he views this as a long term investment and will continue to grow with further education. Inquired about the status of the Kamas connect and Heber connect routes. Cashel stated that the first step is the RFP for a study with a transportation services company to see what the structure would be. Depending on the information gathered from the study there could be the potential for limited routes up and running by winter.

Council agreed they were in favor of continuing the subsidy.

Mayor Thomas challenged the Council to ride the service and gain the experience.

2014 Downtown Projects Update

Jon Weidenhamer, Economic Development; Greg Boudrero with MGB+A; Matt Twombly, Sustainability and Thomas Eddington, Planning Director spoke to Council about the upcoming downtown improvements including 7th & Main intersection, sidewalk and street scape, Bear Bench pass through and City Hall plaza. Spoke to the lighting addition at the Bear Bench pass through stating it will represent an old mining rail. Weidenhamer stated that they are working with Historic Park City Alliance to create place.

Council member Beerman thought that the original discussions decided in favor of a pocket park instead of a plaza at the base of City Hall. Weidenhamer stated that it has been looked at in great detail to bring connectivity to City Hall. Council member Beerman stated that he is concerned with function. Boudrero spoke to the safety aspect of the design to add to pedestrian function and safety as well as the ceremonial connection to City Hall.

Council member Matsumoto stated she loves the design and feels it gives Swede Alley a sense of place. She asked staff to look at adding more parallel parking in front of China Bridge to gain a few of the lost parking spots. She also spoke to the bear bench pathway regarding the plaza and the recycle center. Boudrero spoke to the aspect of screening the recycle center with vegetation screens or a more decorative screen.

Council member Peek spoke to the historic aspect of the City Hall plaza stating this will be a great improvement.

Mayor Thomas inquired about the element lighting on the Bear Bench pathway. Eddington stated that staff has looked into many options to keep control of the type and brightness of lights. Thomas commented on the City Hall plaza stating it will be a flexible space and enhance the sense of community.

Council member Henney inquired if this is a high priority project, with all the construction going on along Main Street feels this may be a smaller project that could wait until things settle down.

Council member Beerman concurred with Henney on waiting a year for construction to begin. Council member Simpson stated she is not comfortable making that decision without further conversation. Council member Peek agreed with the design and would also be comfortable having a conversation regarding timeline. Council member Matsumoto agreed that delaying the project to help lessen the impact to Main Street. Twombly suggested putting an addendum in to the contract to delay a portion of the work but would secure the price.

Mayor Thomas asked for public input.

Allison Butz spoke to the HPCA aspect of the projects stating they feel the sidewalks and bear bench are high priority along with their vision of a brew pub plaza as a great gathering plaza. She stated she feels the City Hall Plaza has so much going on that you lose the true sense of what Swede Alley has always been, back of house and delivery area and the HPCA would like to keep it that way.

Ruth Meintzma felt that the ceremonial approach to City Hall is so important and connects the Historic Main Street District. Feels the parallel parking on Swede Alley needs to go in immediately.

Council member Matsumoto spoke to Butz's comment stating that she felt the goal of the project on Swede Alley was to elevate it to something more.

Council member Simpson reminded staff and residents that 75% of our visitors arrive via Swede Alley and feel it should not look as poorly as it does.

Council directed staff to bid the project and to come back at a later date in May to discuss the timetable.

Study Session
Environmental Study Session- Energy & Anti-idling
Matt Abbot outlined the current policy and spoke to the options of increasing the strength of the ordinance. Council agreed that there has been a weakness across the board along the internal lines. They also agreed that fundamentally it is difficult to ask the residents to step up if the staff is not following policy. Discussed the public safety exemption to the policy stating that the police vehicles need to idle due to the electronic aspect of the computers on board. Abbot stated that the challenge is to define the purpose of the ordinance before issuing more changes.

Council member Beerman also stated that he feels a little discomfort comes with the territory when changing laws and residents behaviors. Council member Matsumoto stated she feels that there is work to be done with enforcement and education. Mayor Thomas stated that he feels this can be done in a polite manner with advertising and education.

Council member Simpson inquired what the School District is doing in the school zones. Abbot stated there is still an issue with the school zones and staff is meeting with the school board tomorrow to find out where they stand. Council member Simpson stated that she agreed with Mayor Thomas to keep this light and friendly and focus on education. Council member Peek is in favor of a soft approach with the tourists and residents; however, feels the vehicles for-hire should be taken to the cleaners.

Council member Henney stated that he agrees with Council member Peek and suggested having a sticker in the car stating that Park City is a no-idle community. Abbot spoke to the parking enforcements time requirement of staff. Abbot stated that the police department is in favor of increasing education.

4. Consideration of an Ordinance approving the Parkite Commercial Condominiums record of survey plat, located at 333 Main Street, Park City, Utah pursuant to the findings of fact, conclusions of law and conditions of approval stated in an attached ordinance in a form approved by the City Attorney

Mayor Thomas opened the Public Hearing. There were no comments. Mayor Thomas closed the hearing

Council member Beerman moved to Continue the consideration of an Ordinance approving the Parkite Commercial Condominiums record of survey plat, located at 333 Main Street, Park City, Utah to September 18, 2014
Council member Matsumoto seconded
Approved unanimously

VII. NEW BUSINESS

1. Consideration of a Stipulated Compliance Order for the Judge and Spiro Tunnel Utah Pollutant Discharge Elimination System permits between Park City Municipal Corporation and the Utah Division of Water Quality, in a form approve by the City Attorney

Clint McAffee stated that the Stipulated Compliance Order is a companion document to the permits for the water flowing out of the Judge and Spiro tunnels. McAfee stated this is the third rendition of this document and the most recent changes are date extensions that favor the City. There were also changes in the permit documents that the EPA has issued. The EPA is concerned with Silver Creek and the discharge of the water from Judge and Spiro during the compliance period. Stated that staff also needs to install Best Management Practices in Empire Canyon and will be installing a screen in the chlorine tank to screen for sand and timber. Stated that once the Council approves this SCO, McAffee would sign the SCO and there would be a 30 day comment period for the public before this goes into effect. McAffee pointed out that the stream that Judge has been filling will run dry as Judge is moved into Spiro. Council member Beerman clarified to the public that this is not a City decision it is an EPA mandate. Council member Beerman thanked McAffee for all his hard work and is pleased with the results. McAffee thanked Roger McClain and Michelle DeHaan for all their hard work on this project as well.

Council member Simpson moved to approve a Stipulated Compliance Order for the Judge and Spiro Tunnel Utah Pollutant Discharge Elimination System permits between Park City Municipal Corporation and the Utah Division of Water Quality, in a form approve by the City Attorney
Council member Matsumoto seconded
Approved unanimously

2. Consideration of authorization for the City Manager to enter into Addendum #2 to the construction manager at risk (CMAR) contract in a form approved by the City Attorney's Office with Miller Paving Inc. for the Guaranteed Maximum Price (GMP) of Seven Hundred Thirty Thousand One Hundred Seven Dollars ($730,107.000) to construct the plaza from the Transit Center to the Bear Bench (Bear Bench).

Matt Twombly, Sustainability, Jonathan Weidenhamer, Economic Development Manager, David Harrison, Miller Paving and Dan Sontag with MGB&A discussed the Bear Bench plaza walkway. Twombly stated that this project came before Council a few months ago where they discussed this and the City Hall Plaza. Since then the projects have come in significantly over the original estimates. Staff would like to move forward on the Bear Bench project and postpone the City Hall plaza project until Spring 2015 to hopefully get in line with the estimates. Council member Simpson inquired about the screening element. Weidenhamer stated that Maria Brandt, Landscape Architect, picked out the trellis. She also wanted to make sure that the brick is durable enough to take a beating. Twombly reassured Council that the brick is a dark color and will be durable as well as camouflage any stains that will occur. Mayor Thomas inquired about the trees and the lighting element. Twombly stated that the trees will be in landscaped areas and the lighting will be on dimmers. Council member Beerman thanked staff for making the hard choices and really likes the choices they have made. Also found the chart very helpful.

Council member Beerman moved to authorize the City Manager to enter into Addendum #2 to the construction manager at risk (CMAR) contract in a form approved by the City Attorney's Office with Miller Paving Inc. for the Guaranteed Maximum Price (GMP) of Seven Hundred Thirty Thousand One Hundred Seven Dollars ($730,107.000) to construct the plaza from the Transit Center to the Bear Bench (Bear Bench).
Council member Simpson seconded
Approved unanimously

3. Consideration of an Ordinance amending 341 Ontario Avenue Subdivision pursuant to the findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney.

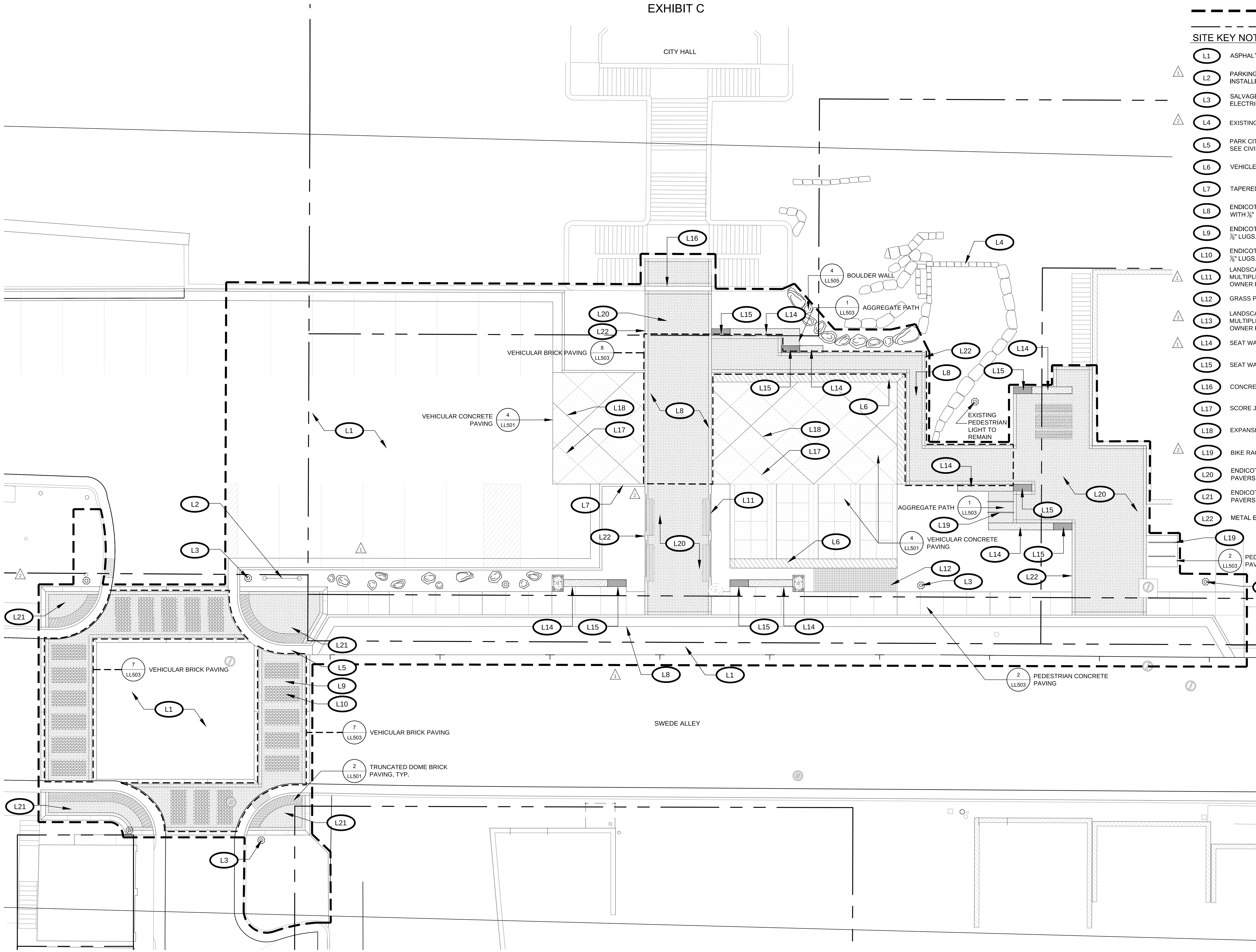
Planner Alexander stated that applicant owns both lots 21& 22 and would like to combine the lots into one. There is a historic home that crosses lot lines and the applicant is also going to build an addition onto the historic structure. Alexander stated that Planning Commission forwarded a favorable recommendation.

Mayor Thomas opened the Public Hearing. There were no comments. Mayor Thomas closed the hearing

Council member Beerman moved to approve an Ordinance amending 341 Ontario Avenue Subdivision pursuant to the findings of fact, conclusions of law and conditions of approval in a form approved by the City Attorney
Council member Henney seconded
Approved unanimously

4. Consideration of a request for a one year extension of the Council approval of the amended, consolidated, and restated record of survey map for the Parkview Condominiums located at 2260 Jupiter View Drive, Park City, Utah pursuant to the

EXHIBIT C



LIMIT OF WORK LINE

PROPERTY LINE

SITE KEY NOTE:

- L1 ASPHALT. SEE CIVIL DRAWING SHEET C9.
- L2 PARKING LOT SIGN. PROVIDED BY OWNER, INSTALLED BY CONTRACTOR. (1)
- L3 SALVAGED PEDESTRIAN LIGHT, TYP. SEE ELECTRICAL DRAWINGS. SHEET ES102.
- L4 EXISTING CITY HALL HISTORIC WALL (2)
- L5 PARK CITY STANDARD CONCRETE CURB AND GUTTER. SEE CIVIL DRAWINGS. 532-A SHEET C8.
- L6 VEHICLE ROLL CURB. SEE CIVIL DRAWINGS.
- L7 TAPERED CONCRETE CURB.
- L8 ENDICOTT 4" x 8" x 2 5/8" HEAVY VEHICULAR BRICK PAVERS WITH 1/8" LUGS. COLOR: MEDIUM IRONSPOT 46.
- L9 ENDICOTT 4" x 8" x 2 5/8" HEAVY VEHICULAR BRICK PAVERS WITH 1/8" LUGS. COLOR: RED BLEND.
- L10 ENDICOTT 4" x 8" x 2 5/8" HEAVY VEHICULAR BRICK PAVERS WITH 1/8" LUGS. COLOR: MANGANESE.
- L11 LANDSCAPE FORMS SURFACE MOUNTED MULTIPLICITY OFFSET IPE BACKED BENCH. OWNER PROVIDED. (1)
- L12 GRASS PAVE, GEO BLOCK OR EQUAL
- L13 LANDSCAPE FORMS SURFACE MOUNTED MULTIPLICITY IPE TABLE AND BENCHES. OWNER PROVIDED. (2)
- L14 SEAT WALL. SEE DETAIL 1/LL503 (1)
- L15 SEAT WALL WITH INTEGRATED BENCH. SEE DETAIL 2/LL503
- L16 CONCRETE BAND - MATCH WIDTH OF STAIR WALL
- L17 SCORE JOINT (TYP)
- L18 EXPANSION JOINT (TYP)
- L19 BIKE RACK. OWNER PROVIDED. (2)
- L20 ENDICOTT 4" x 8" x 2 1/4" PEDESTRIAN/ LIGHT VEHICULAR BRICK PAVERS WITH 1/8" LUGS. COLOR: MEDIUM IRONSPOT 46.
- L21 ENDICOTT 4" x 8" x 2 1/4" PEDESTRIAN/ LIGHT VEHICULAR BRICK PAVERS WITH 1/8" LUGS. COLOR: RED BLEND.
- L22 METAL EDGE (TYP) 4/LP501

MGB+A
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HISTORIC PARK CITY MAIN ST.
PHASE II STREETSCAPE IMPROVEMENTS
Work Package 2
Park City, Utah

Project #: 13-146
Drawn: JRB Checked: GB

Date:	Status:
06/10/14	PERMIT SET
06/30/14	ADDENDUM 01

Sheet Name:
CITY HALL PLAZA MATERIALS PLAN

Sheet Number:
LL107

0 5' 10' 20'
Scale: 1" = 10'-0"

File Name: P:\Projects\13-146 Park City Streetscape II\02-Working\01-Drawings\03-CD\13-146 Layout.dwg

EXHIBIT C-1

MGB+A
The Grassli Group
01 | 14 | 15

CITY HALL PLAZA
MIDBLOCK + STAIR OPTION 2
PARK CITY STREETSCAPE PHASE II

City Council
Staff Report

Subject:	**Spiro Piezometer Project Construction Agreement**
Author:	**Griffin Lloyd, Water Project Manager**
Department:	**Public Works, Water**
Date:	**January 26, 2015**
Type of Item:	**Administrative**

Summary Recommendations:
Staff recommends Council authorize the City Manager to execute a Construction Agreement, in a form approved by the City Attorney, with Cascade Drilling, L.P. for construction of the Spiro Piezometer Project in an amount of $88,400.

Topic/Description:
Construction of piezometer wells for ground water monitoring is in accordance with the Water Strategic Plan's Source Strategies & Policies as follows:

- Source, Water Quality and Infrastructure
- Maximize efficient use of existing City sources;
- Ensure public health and safety is protected through water quality; and
- Maximize operational efficiency.

Background:
Thiriot Spring, which is located adjacent to the existing Spiro Water Treatment Plant, creates springtime flooding conditions within the plant. The flooding has caused damage to the plant and threatens daily operations and delivery to water users. In May 2012, Loughlin Water Associates prepared a study, "Drainage Alternatives and Work Plan for Spiro Water Treatment Plant Building", identifying and proposing corrective alternatives. Based on the study's recommendations and the estimated costs for the alternatives, staff determined that any corrective action should be incorporated into the facility master planning for treatment of the Judge and Spiro Tunnels for drinking water and stream water discharge. To better understand the hydrogeology in the vicinity of the treatment facility and establish the potential impacts on planning efforts, Water staff, in consultation with Loughlin Water Associates, determined the best course of action is to install piezometer wells to monitor the spring's effect on groundwater levels.

Proposed Construction:
Piezometer monitoring wells will be installed by a certified water well-driller to a total depth of about 50 feet utilizing sonic (vibratory) drilling and coring methods. Eight monitoring wells are included in the bidding documents but, based on field findings during drilling operations, the number or depth of monitoring wells may be reduced. Although more costly than conventional drilling methods, sonic drilling minimizes or eliminates the need for drilling mud, allows for the collection of continuous subsurface

core samples, and provides a clean monitoring well. More importantly, this method reduces the potential for impacts on the Thiriot spring which is used as a municipal drinking water source.

The time of year for piezometer installation has been selected based on when groundwater levels are lower and impacts to the golf course can be minimized. Contract documents require the Contractor to utilize track mounted drilling and support rigs to reduce damage to the golf course and utilize methods and procedures to control discharges during drilling operations. Any disturbance to the golf course will be corrected by the landscaper under contract with the Judge Pipeline when weather permits, but prior to the golf course opening.

To reduce impacts to the adjacent neighborhood during drilling operations, working hours have been reduced, beyond the standard City allowable working hours, to the hours between 8:00 a.m. and 5:00 p.m. Monday through Saturday.

Analysis:

Construction Contract:

The Spiro Piezometer Project construction project was advertised in the Park Record on 12/27/14, 12/31/14, 1/3/15, 1/7/15, 1/10/15 & 1/14/15, online at utahlegals.com, and on the Park City Website beginning December 29, 2014. Two bids were received and publically opened on January 15, 2015. The following summarizes the bids:

Contractor	***Total Bid***
Engineer's Estimate	**$80,000**
Cascade Drilling, L.P.	$88,400
National EWP	$85,360

National EWP is the apparent low bidder, however, during Staff review of the bidding documents it was found that the National EWP bid contained three (3) errors including; 1) mobilization percentage higher than the amount allowed by bidding documents, 2) all bid schedule items did not contain a bid amount, and 3) the bid schedule did not total correctly. See Exhibit B. In consideration of these errors, Staff recommends rejection of the National EWP bid and selection of **Cascade Drilling, L.P.** as the lowest responsive and responsible bidder.

Local Bidder Preference was considered in the determination of lowest responsible bidder however, no local companies submitted a bid on the project.

The City's Water Project Manager, Griffin Lloyd, will be working under the guidance of the Water Engineer and the Water and Streets Director. Loughlin Water Associates is under contract to the City to provide consulting services during the project.

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

Alternatives:

A. Approve:
Council could authorize the City Manager to execute a Construction Agreement, in a form approved by the City Attorney, with Cascade Drilling, L.P., for the construction of the Spiro Piezometer Project in an amount of $88,400.

B. Deny:
Council could deny the request for the agreement. Denying the request could result in a delay to the groundwater investigation.

C. Modify:
Council could modify the request for the agreement. Modifying the request could result in a delay to the project as the impacts of the requested modifications on construction and/or management elements are evaluated thus missing the opportunity to monitor the groundwater conditions of 2015 and establish a baseline conditions.

D. Continue the Item:
Council could continue the request for the agreement. Continuing the request could result in a delay to the project until key elements can be addressed thus missing the opportunity to monitor the groundwater conditions of 2015 and establish a baseline conditions.

E. Do Nothing:
Staff does not recommend this alternative. Doing nothing would delay the construction of the project and cause delays to monitoring and studies.

Significant Impact Matrix:

	Preserving & Enhancing the Natural Environment (Environmental Impact)	Responsive, Cutting-Edge & Effective Government
Which Desired Outcomes might the Recommended Action Impact?	+ Managed natural resources balancing ecosystem needs + Enhanced w ater quality and high customer confidence + Adequate and reliable w ater supply + Reduced municipal, business and community carbon footprints	+ Fiscally and legally sound + Well-maintained assets and infrastructure + Streamlined and flexible operating processes
Assessment of Overall Impact on Council Priority *(Quality of Life Impact)*	Very Positive	Very Positive
Comments:		

Significant Impacts:
Potential disturbance to the adjacent neighborhood, which has been mitigated through reduced construction working hours, and enforcement of City noise standards.

Funding Source:
The funding for the project is from water service fees and is part of the approved FY 15 CIP budget.

Consequences of not taking the recommended action:
The project is critical for monitoring the affect Thiriot Springs has on groundwater levels in the area and long-term water facility planning.

Recommendation:
Staff recommends Council authorize the City Manager to execute a Construction Agreement, in a form approved by the City Attorney, with Cascade Drilling, L.P., for construction of the Spiro Piezometer Project in an amount of $88,400.

Exhibits:
EXHIBIT A: Spiro Piezometer Project, Scope of Work
EXHIBIT B: Bid Tabulation
EXHIBIT C: Well Locations

EXHIBIT A

Scope of Work
Spiro Piezometer Project
Construction Agreement

DESCRIPTION AND SITE OF WORK: Utah-licensed water well driller shall furnish all materials, labor, plant, equipment, tools, supplies, transportation, and appurtenances to: drill and construct piezometers to total depths of about 50 feet, in Park City, Utah, utilizing sonic (vibratory) drilling and coring methods that minimize or eliminate the need for drilling mud and allow for the collection of continuous subsurface core samples.

The full scope shall be determined from the contract documents.

COMPLETION OF WORK: All WORK shall be completed by March 15, 2015. Time is of the essence. The OWNER reserves the right to change any dates or deadlines.

EXHIBIT B
Bid Tabulation – Spiro Piezometer Project

BID TABULATION JANUARY 15, 2015

PARK CITY MUNICIPAL CORPORATION

Spiro Piezometers Project

				1		2	
				Cascade Drilling		National EWP	
Item No.	Classification of Unit Price Work	Qnty	Unit	Unit Price	Amount	Unit Price	Amount
	Bid Schedule						
1	Project Mobilization and Demobilization (Not to exceed 10% of grand total bid cost)	1	LS	$ 7,000.00	$ 7,000.00	$ 25,360.00	$ 25,360.00
2	Move to Piezometer location Setup	8	LS	$ 1,700.00	$ 13,600.00	$ 1,500.00	$ 12,000.00
3	Optional: Drill for, Furnish, Install, and Grout, Minimum 8-inch Diameter Conductor Casing	80	LF	$ 260.00	$ 20,800.00		$ -
4	Drill and Sample Minimum 6-inch Diameter Borehole	320	LF	$ 65.00	$ 20,800.00	$ 65.00	$ 20,800.00
5	Furnish and Install 2-inch Diamerter Schedule 40 PVC Casing and Screen Assembly	400	LF	$ 27.00	$ 10,800.00	$ 22.00	$ 8,800.00
6	Furnish and Install Filter Pack, Bentonite Plug, and Grout Seal	400	LF	$ 17.00	$ 6,800.00	$ 24.00	$ 9,600.00
7	Furnish and Install At-Grade Surface Monument and I	8	LS	$ 450.00	$ 3,600.00	$ 350.00	$ 2,800.00
8	Bid Allowance for Differing Site Conditions	1	LS	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00
9	Optional: Plug and Abandon Borehole (Provide unit cost only; Do not inclue in Grand Total)	50	Feet	$ 19.00		$ 20.00	
	Total Bid Schedule				**$ 88,400.00**		**$ 84,360.00**

EXHIBIT C
Well Locations – Spiro Piezometer Project

City Council Staff Report

Subject: Library Remodel – Access Control & Closed Circuit Video Security Contract Award
Author: Hugh Daniels, CEM
Department: Executive
Date: February 26, 2015
Type of Item: Administrative

Summary Recommendations:
Staff recommends that Council authorize the City Manager to enter into a contract, in a form approved by the City Attorney, for electronic access controls and closed circuit video in conjunction with the remodel of the Park City Library in an amount not to exceed $91,379.

Topic/Description:
Contract award for the installation of electronic access controls on 25 doors and the installation of 30 closed circuit video cameras in conjunction with the remodel of the Park City Library building at 1255 Park Ave.

Acronyms in this Report:

CEM	Certified Emergency Manager
BSC	Building Security Committee
CCV	Closed Circuit Video
EAC	Electronic Access Control (doors)
LPA	Lower Park Avenue
LPARDA	Lower Park Avenue Redevelopment Authority
IT	Information Technology
CIP	Capital Improvement Projects
ID	Identification

Background:
Park City established its Building Security Committee (BSC) in February, 2008 under the chairmanship of the Emergency Program Manager. The general charge of the committee was to review all occupied city buildings, update and improve their security components and train the staff in security measures.

Two of the larger components of our security program are closed circuit video (CCV) cameras and electronic access control (EAC) of doors. The City has 123 CCV cameras in 14 buildings tied to a centralized network that can be viewed by Police Dispatch and others with authorized access. In the near future police officers in the field will also be able to access all the city's cameras. As funds allow we continue to upgrade and add cameras to our system which is highly flexible and expandable.

We now have electronic access controls on 82 doors in five buildings with four additional buildings in varying levels of the planning and installation process. EAC is a part of the same centralized networked system and uses the same software as the CCV. Police officers have exterior door access to all city buildings with EAC.

The Library previously had ten cameras and traditional lock and key doors. We will be able to reuse nine of those ten cameras. As a part of the remodel and the BSC policy on CCV cameras and EAC doors, staff proposes to increase and improve CCV coverage throughout the expanded Library spaces and replace lock and key on designated doors with EAC. EAC allows flexibility on when doors are programmed to be open or closed, who has access, reporting capabilities and the ability to immediately turn off any access for individuals who have lost their "ID card/fobs" or are no longer authorized to have access to a door(s).

Hugh Daniels, Mike Lennon and Scott Robertson worked with Matt Twombly, Jonathan Weidenhamer and the Library staff to identify the best locations for CCV cameras and which doors were the most appropriate for EAC. Additional CCV and EAC can be added to the system as needed in the future.

Analysis:
AVTEC Systems Integrator is a division of Cache Valley Electric (the contractor) and is the sole certified installer for the CCV and EAC using our centralized network system. In addition, Cache Valley Electric/AVTEC participates in the "state contract." The scope of work included in this contract is outlined on Attachment A, entitled "Park City – Library Remodel Security System Design."

Park City Municipal Administrative Policy, Section 3. *Municipal Budget Policies and Objectives*, Part II, *Contracting and Purchasing Policy*, D. *Exceptions*, 4. *Purchases from companies approved to participate in Utah State Division of Purchasing and General Services Agreements and Contracts and under $100,000 are not subject to competitive bidding requirements.* Therefore this contract was not required to go out for a RFP and bid. Additionally the contractor is the sole certified provider in Utah, of integration services to our existing centralized network system.

Security and Data services were included in the Library budget at $40,000. This funding was prioritized for data to accommodate the high technology needs of the new library program. The City maintains a security budget in multiple areas including the General Fund, asset management and LPA operating budget to allow maximum effectiveness in initiating, upgrading and replacing cameras and other security infrastructure as necessary and opportunities arise. In an effort to provide the security level of service recommended by the Emergency Manager, funds have been identified from multiple sources including: $11,590 for the Lower Park Ave RDA (LPARDA) CIP Security account, which are funds left over from the previous security work at the Library; $40,000 to be allocated within the LPARDA to the LPARDA CIP Security account during the 2016 budget cycle, $20,000 from the Asset Management CIP account since we are replacing a number of items within the existing building and infrastructure and $19,789 from the Security CIP account.

Department Review:
This report was reviewed by Building Maintenance, IT, Sustainability, Budget, Legal, Library and Executive.

Alternatives:

A. Approve the Request:
Authorize the City Manager to execute the contract with Cache Valley Electric in the amount of Ninety-One Thousand, Three Hundred and Seventy-Nine Dollars **($91,379) Staff's Recommendation.**

B. Deny the Request:
Without approval there will be no comprehensive CCV/EAC security system in the remodeled Library. Very limited CCV could be established with the cameras salvaged to be reused. A quote for labor only would be required to re-install these cameras.

C. Continue the Item:
If the Council needs more information or would like to see a change in the scope of the contract, the item can be continued.

D. Do Nothing:
This option would have the same result as denying the request.

Significant Impacts:
The installation of security equipment and subsequent training of Library staff meet the goals of the City's Building Security Committee as approved by the City Manager. Further this improves the safety and security of employees and patrons of the Library.

	World Class Multi-Seasonal Resort Destination (Economic Impact)	Preserving & Enhancing the Natural Environment (Environmental Impact)	An Inclusive Community of Diverse Economic & Cultural Opportunities (Social Equity Impact)	Responsive, Cutting-Edge & Effective Government
Which Desired Outcomes might the Recommended Action Impact?	+ Safe community that is walkable and bike-able	(Select Desired Outcome)	+ Community gathering spaces and places	+ Well-maintained assets and infrastructure + Streamlined and flexible operating processes
Assessment of Overall Impact on Council Priority *(Quality of Life Impact)*	Positive		Positive	Very Positive

Comments: Safety and Security in community gathering places are core public safety functions of government.

Funding Source:

In order to complete the security program in the Library in a timely manner, Sustainability, Emergency Management/Security, Budget, IT and Building Maintenance came together to find the following funding for this project:
$11,590 LPRDA Security CIP – cp0264-033468
$40,000 to be allocated within the LPARDA to the LPRDA Security account as a part of the 2016 budget process this year.
$20,000 Asset Management CIP – cp014603-031475
$19,789 Security CIP – cp0264-031475

Recommendation:

Staff recommends that Council authorize the City Manager to enter into a contract, in a form approved by the City Attorney, for electronic access controls and closed circuit video in conjunction with the remodel of the Park City Library in an amount not to exceed $91,379.

SYSTEMS INTEGRATOR
A DIVISION OF CACHE VALLEY ELECTRIC

November 7, 2014

Hugh Daniels
Park City

RE: Park City – Library Remodel
Security System Design Budget

Dear Hugh,

As requested, the information detailed below shall be considered the Scope of Work for the Design and Implementation of the Security System for the Park City – Library Remodel Project. Overall system design is based on initial conceptual floor plans, as provided. As directed it is our intent as part of this project to provide the complete design and implementation of a Security System for the Park City Library - by Avtec – Systems Integrator – Division of Cache Valley Electric.

Scope of Work/Design Services

1. Scope shall provide for the required Equipment and integration programming to deliver a complete and working Security Control System. System technology is as provided by Genetec Inc., – Unified Security Platform.
   - Unified Platform: Genetec Security Center. Project provides for the integration of Security Center Software for management of the Park City – Library. Software is currently scaled for expanded deployment throughout the city municipal facilities. Budget includes (1) client access license for installation on owner specified workstation.

   - Access Control: Genetec Synergis. Project provides for the integration of Synergis Access Control for use at the Park City - Library. Software is currently scaled for expanded deployment throughout the city municipal facilities.

     - (1) Synergis Professional Software upgrade.
     - (10) Qty – Access Control Doors – 1st floor
     - (5) Qty – Access Control Doors – 2nd floor
     - (10) Qty – Access Control Doors – 3rd floor

   - Access Control to include the following:
     - Genetec PoE Door Controller
     - HID MultiClass Card Reader
     - Request To Exit Device
     - Door Position Switch
     - Electric Locking hardware for (14) door locations (where not provided by general contractor per door hardware schedule 087100 –Carl Winters School Building Project)
     - Avtec to terminate electric locking hardware on (11) door locations, where hardware provided by general contractor.

- Video Surveillance: Genetec Omnicast. Project provides for the integration of cameras to the existing Omnicast Video Management for use at the Park City - Library. Includes individual licensing for camera locations included by the system design. Software is currently scaled for expanded deployment throughout the city municipal facilities.
    - (9) – Interior – Reutilized HD Domes that were removed prior to construction.
    - (13) – Interior – HD, Day/Night, PoE Fixed Dome Cameras
    - (8) – Exterior – HD, Environmental, Day/Night, Fixed Cameras

Notes:

a. Additional System Servers and workstation provisions are NOT included in this budget, and will be assumed to be provided by Park City.

2. Construction coordination (meetings included) with Subcontractors, owner / owner's representative and with the Design Team to complete the Security System implementation.

<u>Security System Cost Break Out</u>

- 1st Floor Video Surveillance (3 new Cameras, 9 Reutilized Cameras)	$7,595.00
- 2nd Floor Video Surveillance (6 interior Cameras, 5 exterior Cameras)	$18,927.00
- 3rd Floor Video Surveillance (4 interior Cameras, 3 exterior Cameras)	$12,037.00
- 1st Floor Access Control (10 Door Locations)	$21,073.00
- 2nd Floor Access Control (5 Door Locations)	$9,421.00
- 3rd Floor Access Control (10 Door Locations)	$22,326.00

General:

1. All System Design Document "Templates" shall be provided to Avtec by the associated Design Firm, for the implementation of Design. These "Templates" shall be in the format that is consistent with the Conformed Documents of the project and shall include but not be limited to:
    - CAD Files - Site Plans and Floor Plans, including Project Title Blocks.
    - Specification Templates.
2. Electrical Systems and conduit raceways are provided in their entirety by others.
3. Estimate excludes Utah Sales Tax.
4. Security Control System provision and installation shall include full warranties for the period of (1) one year, from the date of acceptance of each applicable area defined by this proposal.

Thank you for this opportunity and should have any questions or comments regarding this correspondence, please do not hesitate to contact me.

Sincerely,

Joe Mireles
Technical Operations Manager
Avtec – Systems Integrator
A Division of Cache Valley Electric

Cc: File

Redevelopment Agency
Staff Report

Sustainability

Author: Matthew Twombly
Subject: Library Remodel – Bookshelf Purchase
Date: February 26, 2015
Type of Item: Administrative – Purchase

Summary Recommendation:
Staff requests authorization to order the bookshelves for the Library and execute a purchase order with Steelcase in an amount not to exceed Three Forty Six Thousand Dollars. **($346,000)**

Topic/Description: Library bookshelves purchase.

Acronyms in this Report:

FF&E	Furniture, Fixtures and Equipment
$M	Million Dollars

Background:
On January 15, 2015 City Council acting as the Redevelopment Agency expanded the scope of the Library Reconstruction project to a total budget of $9.62M. Within the total project budget the architect and team included a placeholder of $613,000 for Furniture, Fixtures, and Equipment (FF&E). The FF&E includes the bookshelves, soft seating, office furniture, tables, desks, chairs etc. This budget did not include computers and other technology. There is a separate budget line within the $9.62M project budget for technology.

The Library team working with architect has spent months on the layout of the bookshelves for the library. Staff and the architect have put together a plan on the amount of bookshelf space needed for the current collection, opening day collection, display, and collection growth. The bookshelves are the largest portion of the FF&E for the library.

Analysis:
As part of the Library Remodel project a team of staff and the architect have been meeting to select the bookshelves and other FF&E items. The team consists of Adriane Juarez, Chris Roh, Jessica Manis, Candy Markle, Angela Arreche from the Library and Brooke Moss. On occasion other Library and Sustainability staff attends the meetings.

On October 22, 2014, December 11 and 17, 2014, January 7, 2015 the FF&E team met to review and select the bookshelves and furniture for the library. On December 11, 2014 the team chose the style, materials and color of bookshelves from a number of styles presented by the architect. The style chosen was by the manufacturer Space Savers. The bookshelves chosen are black metal with cherry tops and trim. The architect has been working with the manufacturer's representative to develop the order in order to meet the layout developed for the library by the architect and team. Staff and the architect are continuing to adjust the shelving configuration to try and bring the total order cost down.

Space Savers is on the State's Cooperative Contracts vendor list. The State Division of Purchasing has already performed the procurement according to State Code. The State Cooperative Contract procurement is performed by the Division of Purchasing so that State of Utah Agencies, Cities and Towns, Counties, Public Education, Higher Education and Special Service Districts all have the opportunity to procure purchases and services at the lowest cost.

Park City's purchasing policy states:

> *C General Policy*
>
> *11. The following items require City Council approval unless otherwise exempted in these following rules:*
> ***a.*** *All contracts (as defined) over $25,000*
> ***b.*** *All contracts and purchases awarded through the formal bidding process.*
> ***c.*** *Any item over $15,000 that is not anticipated in the current budget.*
>
> ***D. Exceptions***
> *Certain contracts for goods and services shall be exempt from bidding provisions. The manager shall determine whether or not a particular contract or purchase is exempt as set forth herein.*
>
> ***1.*** *…; or circumstances which are likely to cause the City to suffer financial harm or loss, the gravity of which clearly outweighs the benefits of competitive bidding in the usual manner.*
>
> ***4.*** *Purchases from companies approved to participate in Utah State Division of Purchasing and General Services agreements and contracts and under $100,000 are not subject to competitive bidding requirements.*
>
> ***6.*** *Purchases from local government purchasing pools in which the City is a participant as approved by a resolution of the City Council.*

As this purchase is in excess of $100,000 and there is some ambiguity in the policy with the $100,000 threshold on State Contracts, staff felt it prudent to outline the procurement process and selection of the vendor of the bookshelves to Council and the public. Staff will be removing the $100,000 threshold from Exception #4 during the budget process as the State's Cooperative Contracts has competitively procured vendors to provide the lowest costs. The City Manager finds that not proceeding with this purchase through the Utah State Division of Purchasing would likely cause the City to suffer financial harm or loss by delaying the project and requiring additional staff resources which clearly outweighs the benefits of competitive bidding in the usual manner.

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

Alternatives:

A. **Approve the request, and authorize staff to enter into a purchase order with Steelcase in an amount not to exceed Three Forty Six Thousand Dollars ($346,000)**
B. Modify the request: Any modification will delay the order which will delay the move back to 1255 Park Avenue and the Library opening.
C. Deny the request: Council could choose to not deny the request which would delay the project and the move to 1255 Park Avenue and the Library opening.
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:

	World Class Multi-Seasonal Resort Destination **(Economic Impact)**	**Preserving & Enhancing the Natural Environment** **(Environmental Impact)**	**An Inclusive Community of Diverse Economic & Cultural Opportunities** **(Social Equity Impact)**	**Responsive, Cutting-Edge & Effective Government**
Which Desired Outcomes might the Recommended Action Impact?	+ Balance between tourism and local quality of life + Varied and extensive event offerings (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)	- Reduced municipal, business and community carbon footprints (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)	+ Preserved and celebrated history; protected National Historic District + Skilled, educated workforce + Entire population utilizes community amenities + Community gathering spaces and places + Vibrant arts and culture offerings (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)	+ Well-maintained assets and infrastructure (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome) (+/-) (Select Desired Outcome)
Assessment of Overall Impact on Council Priority *(Quality of Life Impact)*	Positive	Negative	Very Positive	Positive
Comments: Events and accessibility may have temporary negative impacts during construction, but the improvements are positive in the long term. Storm water improvements will have a neutral effect on water quality. The carbon footprint will be neutral even though more resources are used due to the maintenance and lifecycle costs of the materials we are considering for Main Street. The historic side is neutral in that we will celebrate historic sites and provide information, but many may consider the improvements less than desireable as historic.				

Funding Source:
There is currently approximately $613,000 budgeted within the soft costs of the $9.62 Million budgeted for the Library and Education Center Building Remodel project FF&E out of the Lower Park Avenue Redevelopment Agency tax increment funds. Sustainability, Library and other City staff resources will be required to complete the project.

Staff Recommendations:
Staff requests authorization to proceed with the move of the Library and authorize staff to enter into a purchase order with Steelcase in an amount not to exceed Three Forty Six Thousand Dollars. **($346,000).**