

**PARK CITY WORK SESSION NOTES  
SUMMIT COUNTY, UTAH  
FEBRUARY 6, 2003**

**Present:** Mayor Dana Williams; Council members Peg Bodell, Kay Calvert, Candace Erickson, Jim Hier; and Fred Jones

**Tom Bakaly, City Manager; Colin Hilton, Project Manager; Eric DeHaan, City Engineer; and Jerry Gibbs, Public Works Director; Alison Butz, Special Events and Facilities Manager; Jerry Gibbs, Public Works Director; Bob Johnston, Leisure Services Director; Mark Christensen, Grants and Budget Manager; Rick Lewis, Community Development Director; Eric DeHaan, City Engineer, Pat Putt, Planning and Zoning Administrator; and Ron Ivie, Chief Building Official**

**Residents Rich Wyman and Patty Hiss, Cities for Peace; Mike Guetschow, UPAPA; and Bruce Margolias**

1. **Council questions/comments.** Fred Jones felt the lighting of the tower looks good and thanked the people responsible. He asked if there is more the City could be doing to assist redevelopment projects meeting Council's vision. He added that Bonanza Drive is a good place to start because of traffic and circulation issues; Centura's redevelopment proposal has a lot of merit, acknowledging the challenges and conflicts. Tom Bakaly pointed out that within the economic development program, one of the focus areas deals with redevelopment and an action plan could be formulated for Bonanza Drive. Fred Jones suggested that the redevelopment area include Kearns Blvd. as well. Ms. Bodell agreed that the area should be expanded and understood that Pat Putt is organizing stakeholders. Kay Calvert pointed out that redevelopment projects aren't typically preferred by developers and the City has an interested party now. She urged collaboration and cooperation when the opportunity arises, making sure that no laws are broken.

Ms. Calvert expressed that she continues to receive calls about traffic, including speeding and volume of traffic. There appears to be a serious problem in town. Fred Jones felt this is a good topic for the work shop and something that needs to be addressed. There can be more enforcement, but that will not solve the problem which is created by residents not by visitors. Ms. Erickson agreed and reported that the ice facility has been put on hold until the property is legally platted. She attended the Historical Society meeting and the legislature session on Monday. There was discussion of a bill reversing the recent requirement of having the Planning Commission review property transactions. Jim Hier felt the FIS event held last weekend was terrific and he complimented staff. Peg Bodell agreed on comments made about traffic problems and pointed out violations of construction vehicles; she felt the police aren't enforcing speed limits. This has to start immediately because it will make a difference even if more police officers have to be hired. She urged the public to attend the One Year Celebration and discussed the senior pie program. Mayor Williams agreed with comments made on traffic problems, redevelopment efforts, and was pleased that the One Year Celebration was well

attended. He complimented the event staff on the progress made over the year in producing quality events. He suggested urging the state to escalate fines for motorists traveling through crosswalks when there is a pedestrian in the designated area.

**2. Sundance update.** Alison Butz reported that she is still collecting information from different sources and she and the Mayor met with the Sundance staff yesterday. One issue was traffic in and around Old Town. This year's Festival appears to be the largest in its history and there seemed to be a lot of patrons from Salt Lake. The shuttle parking lot at the Junction, access passes in Old Town, eliminating parking on Main Street, or closing Main Street to vehicular traffic have all been discussed as options. Peg Bodell stated she received requests from residents about expanded neighborhood bus service for special events, like during the Olympics. Parking in private garages was discussed. Ms. Butz felt that the street dance was very successful and Sundance would like to plan that next year. In response to a question from Peg Bodell, Ms. Butz explained that the red carpet and press line for HBO at Harry O's obtained a film permit but staff recommends prohibiting these in the future because of public safety issues. When the celebrities arrived, Main Street was closed because the crowd couldn't be controlled. Ms. Bodell felt that there are some advantages with the publicity and perhaps press lines could be programmed at different locations. Mayor Williams personally felt that the smaller festivals are treated well and the City should continue to maintain a good relationship with Sundance. He heard from people about their cars being towed. Ms. Butz felt that newly enacted City restrictions have dramatically curtailed parties in residential neighborhoods. There was only one complaint in the Aerie. She asked if Council had any issues.

Jerry Gibbs interjected that expanding transportation service would mean acquiring additional vehicles and drivers as the entire fleet was used during Sundance. There was discussion about the buses being too full to pick up passengers at route stops.

**3. City Park improvements.** Bob Johnston explained that after the August work session with Council, Design Workshop was contracted to develop concepts for basketball courts north of the skate park. The first concept maximizes the paved area for recreation uses and the other provides for landscaping and green spaces. The first concept was favored. This is estimated at \$175,000 and he wanted to make sure this is supported by Council. Peg Bodell asked if the paved area could accommodate an event tent and Bob Johnston responded that it could and staff is exploring preserving ingress and egress for vehicles. The area can also be used for exhibitions as bleachers can be placed there. He emphasized that the courts are not regulation size but there are two and a half courts which provides a much larger basketball area than the current configuration. In response to a comment from Fred Jones about the level of landscaping, Mr. Johnston explained that the landscaping is low growing vegetation and the area is visually open for safety and supervision reasons but perhaps trees could be interspersed. Mr. Jones felt that there should be some trees in the northwest corner and asked about a half court

behind the building. Bob Johnston explained that the area is planned to stockpile material and for berming. Ms. Bodell felt it important to create a space for spectators and Mr. Johnston agreed that natural seating is appropriate.

#### **4. Departmental budgets:**

**General Government.** Mark Christensen explained that staff is presenting departmental budgets in February, as requested by Council; budget options will be available in May. He referred to the performance measurement program for departments and anticipated City level performance measures. The City Manager added that he has not presented a Manager Recommended Budget for the upcoming fiscal year. Fred Jones stated that he liked the new budget presentation format but pointed out that it would be helpful to project budgets for the next two years. Mr. Christensen explained that legal and public affairs in general government will be presented next week, while this discussion includes council, city manager, capital management and special events. Through this budget process, performance relates directly to City Council goals and Mr. Bakaly thanked CTAC, a citizens technical committee, involved with the new budget format presentation. Fred Jones requested that when the budget comes back in May to show actual expenditures for 2003 as some line items appear over-funded. Tom Bakaly explained that it is typical for departments to budget conservatively. Mr. Jones explained that five years' history is probably sufficient, rather than eight years. Mr. Bakaly explained that staff felt it would be helpful to show budget preparations for the Olympics which began that long ago. Peg Bodell suggested some bullet descriptions or explanations for dramatic spikes in charts. Tom Bakaly explained that performance measures are designed to describe *what we do, how much it costs, and how well we do it*. The next step is comparing this to programs in other resort communities.

The performance measures in the City Manager's Office track the status of achieved goals of the City Council and additional management goals can be added. Alison Butz continued that the economic impact of events are being analyzed to identify specific key areas of support. The majority of the City Manager budget is spent on implementing Council policies including advocating open and responsive government and promoting Park City as a world-class and multi-seasonal resort. Customer service is another important component, specifically challenging service and response levels. Mr. Bakaly discussed Council's ability to increase service levels, which typically requires increased input levels. Peg Bodell suggested including procuring grant funding and creating a measure for local events rather than focusing on tourism. Tom Bakaly stated that local celebrations could be measured by as a percentage of special events, i.e., One Year Celebration and Movies in the Park.

**Community Development.** Rick Lewis provided an overview of the Department and referred to his staff report. Administration consists of three full time

employees, the Planning Department eight, Engineering has two, and the Building Department has eleven. Accomplishments include revisions to the LMC, General Plan and other planning documents. There are more administrative approvals, prompted by amendments to the Code. He addressed specific projects like Flagstaff, Four Seasons Hotel, Quinns Junction, and Deer Crest. The number of building inspections has remained about the same because of the influx of remodels and construction mitigation requirements. Last year's budget amounted to \$2.4 million and typically the Department is 7% to 19% under-budget depending upon the amount of consulting services needed in a year and not filling vacancies. Kay Calvert acknowledged that actual expenditures are under budget but for the exception of two years over the past six years, full-time positions have remained vacant which is somewhat misleading. She asked the reason for the trend in budgeting unneeded positions. Rick Lewis discussed the two-year budget cycle and Ms. Calvert asked if budgeting for 28 FTEs and employing 23 people in his Departments places a strain on the organization. There was discussion of the need to staff the Department at the full level for three years before and during the Olympics and the process for amending the budget. The City Manager explained that it is always easier not to fill a budgeted position than ask for an additional position after the budget is adopted. Kay Calvert felt this is very unusual and asked if this is a trend in every division and Tom Bakaly answered to different degrees, but Council has the discretion to remove unfilled positions. The City has already removed 7% of the personnel costs, referred to as the *vacancy factor*, budgeted for each department to adjust the budget to better reflect actual expenditures. In response to another question from Council member Calvert about tracking individual materials and supplies for each employee, Tom Bakaly explained that this doesn't occur except in the case of police officers who each require special equipment and vehicles.

Fred Jones asked for clarification on the formulation of the tax rate. The City Manager explained that the tax rate is not a function of expense, but rather of revenue compared to the prior year. The tax rate is not set on budgeted expenses that may be projected conservatively, but based on assessed value and revenues collected. Property tax collections must be revenue neutral and can not increase unless there is new growth. The practice has been to budget expenditures high and revenues low. This typically creates surpluses in the General Fund of approximately \$2 to \$3 million a year, which is transferred into the CIP for future projects at the end of the fiscal year. Fred Jones expressed that reducing expenditures would create a surplus. There was discussion about projecting seasonal employee or full-time temporary employee needs. Rick Lewis relayed that about 85% of the CDD budget represents personnel, and 10% to 15% is allocated toward consulting services, and the remainder for materials, travel, etc. There are several contract employees and all three departments collect fees for applications and permits. Historically, over a ten year period, nearly 50% of the CDD budget was recovered through fee revenues, but last year only 35% was collected because of the downturn in construction activities. Rick Lewis compared projects to Council goals, like planning Quinns Junction, environmental management program, etc. Fred Jones suggested charting the fee revenue/expense information with year-to-year comparisons. There was

discussion about revenues not necessarily reflecting the amount of work load for a project.

Pat Putt explained the responsibilities of the Planning Department as processing development permits and providing technical support for commissions and boards. Long-range and general planning, the Historic District grant program, and code updates are also typical tasks. He emphasized that the planning staff administers codes regulations, and other programs which has increased from 12 programs in 1990 to 20 in 2003. The work of the planners helps create a quality of life for the community as well as meeting Council's goal of maintaining a world-class resort for visitors. He reiterated that the trend in increased project work load is not necessarily reflected in the number of permits and discussed the administrative review changes. Upcoming projects include Flagstaff Mountain Pod A and B which will require a separate MPD, subdivision, and CUP processes. There will be projects resulting from OTIS, and others for affordable housing, Kearns-Bonanza redevelopment area, Quinns Junction joint planning, and the economic development study. The Planning Department will update the Historic District Guidelines and reconnaissance survey. The Planning Department operates within its budget, and expenditures are decreased in 2002 which is primarily accomplished by not filling vacancies or internships. There are no requested budget options. The reconnaissance survey was discussed; a work strategy should be developed by March. In response to a question from Kay Calvert about arriving at material and supplies costs, Mr. Putt indicated that they are projected from the last year actual and there were additional printing costs associated with code updates. Capital outlay typically represents computers and furniture purchases. With regard to performance measurements, Peg Bodell emphasized the importance of providing quality with quantity. Tom Bakaly stated that performance measurement is quality of service and customer service is tied into the process. Surveys are also an excellent tool to determine performance; Kay Calvert emphasized the importance of using professionals. Pat Putt described a survey for applicants in the Historic District review process; results will be available for Council review shortly. Fred Jones believed that the quality feature could easily be added into the measurement process.

Eric DeHaan explained that the Engineering Department employs two FTEs. The third position is not filled. The Department reviews plans for private sector built projects that involve public improvements and provides design expertise and project management for some City capital projects. Other responsibilities include providing coordination between private developers and quasi-public utilities. He explained the scope of managing street cuts which is limited to the construction season. A contract-employee is brought on board to assist in inspections and this is reflected in the first half of the fiscal year. He discussed in detail some of the engineering challenges in Flagstaff, specifically the complex water system. He explained that the Engineering Department's customer may not even be born yet, but may enjoy the benefits of public improvements 30 years from now. Street cuts are monitored so that the overall quality of the City's infrastructure is

maintained. He admitted that his Department struggled with arriving at meaningful performance measures but again relayed that his customer is not typical.

Ron Ivie referred to a chart illustrating levels of complaints and pointed out the increase when the unfilled enforcement officer position is not filled. He stated that since his employment in 1980, he has never exceeded his budget, and has always generated net revenues. His fees are designed to recover full costs and on average the Building Department is revenue positive rather than revenue neutral. He budgets for professional consulting to augment inspection demands in the construction season. There is an option this year for a technology upgrade which is a computer notebook that inspectors could take in the field and download the information back into the office. This is estimated to cost about \$2,000 per inspector or \$20,000 a year, and then maintenance costs thereafter. There was discussion about updating the flood plain map. Ron Ivie explained that it could be updated by the City, but that doesn't guarantee that there would be buy-in from the federal government. He hasn't heard about property or business owners not qualifying for insurance coverage. There are currently four unfilled positions, including the enforcement officer discussed earlier. He explained that requesting additional personnel in the middle of a budget year often is awkward because of the delays involved with a formal process and the need to address unpredictable demands in a timely manner. It is extremely important to have inspectors adequately trained before going in the field, especially for complex projects. Kay Calvert brought up the nexus of complaints to staffing level, and asked if that position should be filled. Mr. Ivie expressed that the level of acceptable complaints is a policy decision by Council. There was discussion of the field computers.

**5. Communications from Council and Staff.** Mayor Williams swore in Officers Jacob Weston and Brad Sullivan. The City Council then endorsed a resolution of appreciation to Rick Rogers for his many contributions to Arts and Culture in the Park City community.

**6. Public input.** The Mayor invited the public to comment on any matter of City business.

Resolution opposing the war in Iraq - Resident Rich Wyman stated that he is involved with a nationwide group, Cities for Peace, and as of today 66 cities and counties across the country have adopted resolutions opposing war, including Philadelphia, Chicago, and San Francisco. He provided sample resolutions and letters. The movement is growing to promote the message that the United States must not act unilaterally until the United Nations renders its support. He read excerpts from a number of resolutions adopted by various cities. There will be a peace rally at the Olympic Welcome Plaza on Saturday, February 15. In response to question from Jim Hier about the effectiveness of adopting a resolution, Mr. Wyman explained that if Park City adopted a resolution, it would be added to the list maintained by the Cities for Peace who is organized to promote our

message. Patty Hiss, Interfaith Council, stated that there is unanimous support among members to be a city of peace. Peg Bodell stated that there are a number of opinions in our community about this issue, and pointed out that Council can make a statement, but it may not be representative of our constituency. Rich Wyman pointed out that this occurs with any Council decision.

Upper Park Avenue improvements - Resident Mike Guetschow stated that discussion about this project has been going on for four years and there is enough money budgeted to under-ground utilities on Park Avenue this year. He urged Council to make a decision before the end of February which is the timing needed to get the project started this year relayed by the City Engineer. An informal poll of residents on Park Avenue shows support of paying \$2,000 per household up-front for the project.

Olympic legacy - Bruce Margolias thanked the Council for supporting the One Year Celebration for the community to be held this weekend and added that the FIS Event last weekend was terrific. Our foreign policy should be to continue to invite the world here.

Hearing no further public input, the work session adjourned. No regular meeting was held.

Prepared by Janet M. Scott, City Recorder

