PARK CITY COUNCIL MEETING
SUMMIT COUNTY, UTAH
June 6, 2024

The Council of Park City, Utah, will hold its regular meeting in person at the Marsac Municipal Building, City Council Chambers, at 445 Marsac Avenue, Park City, Utah 84060. Meetings will also be available online and may have options to listen, watch, or participate virtually. Click here for more information.

Zoom Link: https://us02web.zoom.us/j/84267370100

CLOSED SESSION - 3:00 p.m.

The Council may consider a motion to enter into a closed session for specific purposes allowed under the Open and Public Meetings Act (Utah Code § 52-4-205), including to discuss the purchase, exchange, lease, or sale of real property; litigation; the character, competence, or fitness of an individual; for attorney-client communications (Utah Code section 78B-1-137); or any other lawful purpose.

WORK SESSION

3:40 p.m. - FY25 Budget Discussion

4:10 p.m. - Water Rate Update

5:10 p.m. - Break

REGULAR MEETING - 5:30 p.m.

I. ROLL CALL

II. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments

Staff Communications Reports

1. City Manager and City Attorney Performance Review
2. April Budget Monitoring Report and March Sales Tax Report
3. Main Street Area Plan Update
4. Bonanza Park Brownfield Grant Update

III. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE AGENDA)

IV. CONSIDERATION OF MINUTES

1. Consideration to Approve the City Council Meeting Minutes from May 16, 2024

V. CONSENT AGENDA

1. Request to Authorize the City Manager to Execute a Construction Agreement with Big Horn Contractors LLC, as Approved by the City Attorney, for Two Pedestrian Bridges to be Installed on the Rail Trail, in the Amount of $580,000

2. Request to Authorize the City Manager to Execute an End-User Agreement under a State Cooperative Contract in a Form Approved by the City Attorney for Software Development Services with InterScripts, Inc. for a Three-Year Contract with the Option to Renew for Two Additional One-Year Extensions for Affordable Housing Software Design and Support Services in an Amount Not to Exceed $148,700

3. Set a Public Hearing under Utah Code 10-3-818 to Consider Adoption of an Ordinance for Elective and Statutory Officer Compensation on June 20, 2024, Regular City Council Meeting

4. Set a Public Hearing under Utah Code 10-3-818 to Consider Compensation Increases for Executive Municipal Officers Included in the Final Budget on June 20, 2024, Regular City Council Meeting

5. Request to Authorize the City Manager to Execute a Three-Year Contract with Absorb Software, LMS, a Learning Management System Provider, in a Form Approved by the City Attorney's Office, in an Amount Not to Exceed $126,442.50

VI. OLD BUSINESS

1. 2024 Sundance Film Festival Debrief
   (A) Public Input

2. Bonanza Park Project Update (if needed)
   (A) Public Input

3. Bonanza Flat Management Plan Update
   (A) Public Input

VII. ADJOURNMENT

A majority of City Council members may meet socially after the meeting. If so, the location will be announced by the Mayor. City business will not be conducted. Pursuant to the Americans with Disabilities Act, individuals needing special accommodations during the meeting should notify the City Recorder at 435-615-5007 at least 24 hours prior to the meeting.

***Parking is available at no charge for Council meeting attendees who park in the China Bridge parking structure.**

City Council Staff Report

Subject: Final FY25 Budget Preview
Authors: Jessica Morgan
Departments: Budget & Human Resources Department
Date: June 6, 2024

Summary Recommendation

Review adjustments to the FY25 City Manager's Recommended Budget in preparation for adopting the Final FY25 Budget on June 20, 2024. In addition, as we near the end of FY24, consider final adjustments to FY24 operating and capital budgets.

Executive Summary

The FY25 Recommended Budget was presented and adopted by the City Council on May 2, 2024, after extension analysis, review, and discussion. This week, we will review additional adjustments based on Council input and provide information on specific items requested by the Council.

To recap and prepare for the Final Budget adoption, below is a timeline of the City's budget process for FY25 thus far:

- **April 11, 2024:** Presented an overview of Capital Budget and review fees;
- **April 25, 2024:** Presented an overview of the Operating Budget, main topics: Pay Plan, Same Levels of Service, and One Time Expenditures;
- **May 2, 2024:** Answered Council questions for operating and capital FY25 Budget and adoption of the FY25 Tentative Budget;
- **June 6, 2024:** Review proposed Pay Plan, FY25 Budget changes, and FY24 budget adjustments and address remaining miscellaneous or outstanding budget items; and
- **June 20, 2024:** the City Council will take public input, hold a public hearing, and adopt a Final FY25 Budget, Budget Policy, Fee Changes, Elected and Statutory Officer Compensation, and Executive Municipal Officer Compensation.

Analysis

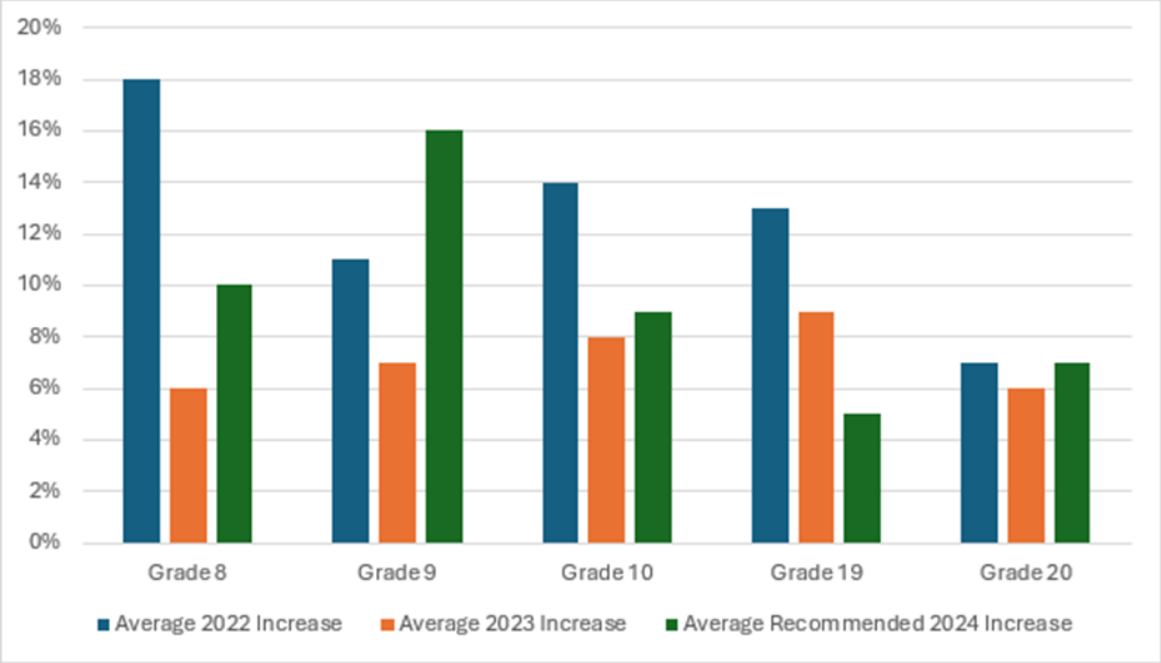
Changes and additional requests to the FY25 Tentative Operating Budget
These represent proposed changes to the Tentative Budget, adopted on May 2, 2024:

- **Library** - Restored full program budget due to a technical error in the budget database;
- **Communications** - Reduced budget by $3k for FY25 camera lens request, which will now be purchased in the current year;
- **Arts & Culture** – Zeroed out personnel budget of $163k until the funds are necessary for near-term expenditures (this had been a holding allocation in the event that additional staff needs arose mid-fiscal year and Council could act quickly without opening the budget);

- **Childcare** – Adjusted the budget to reflect the $150k donation from Park City Foundation to administrative services and subtract YTD expenditures. The new FY25 budget is $825k;
- **Planning Department** – The Boards & Commission budget was increased by $30k to reflect new per diem amounts for boards/public bodies as discussed with Council on May 16th;
- **P.O. Box Reimbursement Program** – This program was created in FY21 to reimburse Park City residents for the annual cost of a standard-sized post office box rental where postal service delivery is not offered due to the City's historic district codes or maintenance needs (Old Town). Expenses are determined by the number of requests received. In FY24, the budget was $25k. Year-to-date reimbursement requests are now over $36k. We are requesting a budget increase of $15k for FY25, bringing the total budget to $40k. Given that this policy determination was made by a previous City Council, please indicate if an additional policy discussion is desired.
- **Building Department** – Consolidated Demolition Permits and Design Fee to Building Permits revenue;
- **Building Maintenance and the MARC** – Reallocated $4,800 from Building Maintenance to MARC part-time personnel to help offset labor costs for extended shifts at the MARC that were previously covered under a contract with Peak Security;
- **Housing** – Removed duplicated rent revenue from the General Fund budget; the rent is now deposited into the capital fund under miscellaneous revenues;
- **Special Event Revenue-** Decreased rental, public safety, and public works; revenues will better align with actual special events planned for FY25;
- **Parking Department-** Reduce Meter Revenue to $3m from $3.8m to align the budget to current economic trends; and
- **Transit-** added $300k revenue to Regional Transit Services received from PCMR and DV.

Pay Plan and Elected and Statutory Office Compensation

On May 2, 2024, the City Council requested additional information regarding the proposed FY25 Pay Plan. The requests included creating a three-year comparison of proposed salary bands 8-10 to salary bands 19-20, and a review of executive pay over the last three years. That analysis is provided below.



The average 3-year increase awarded and recommended to positions in grades 8-10 was 11%. These grades include important and essential positions such as building maintenance (janitorial), transit operators, streets & parks (snow removal, road work, and landscaping), parking enforcement, as well as other entry-level administrative positions. The average 2024 salary band increase recommended for Grades 8 and 9 is a 10% and 16% adjustment, respectively. This is also consistent with the NFP study and recommendations.

For context, PCMC's position tenure is lower (averaging under 2 years) in these pay bands because these positions naturally experience more turnover and often get promoted into other positions in PCMC or elsewhere as they work their way "up." Employees hired into these positions may lack initial experience resulting in lower starting pay within their salary band. Comparatively, the average increase awarded to salary bands 19-20 was 8%. Salary bands 19-20 include positions such as the Chief of Police, Deputy City Managers, Public Utilities Director, and other organizational department heads with considerable responsibilities. Most often, employees competing for positions within salary bands 19-20 come with a depth of professional experience and negotiate their hiring circumstances. Often, this results in placing starting salaries at the salary bands mid-point or higher.

The City Council has two appointed positions, the City Manager and City Attorney. Both positions received a significant average increase of 26% at City Council direction in 2022. This recommendation was based on information gathered from other comparable western mountain resort towns and was approved by City Council on September 15, 2022. NFP felt that current salary bands for City Manager and City Attorney were appropriate and recommended a modest increase of 2.25%. As a result, and to remain consistent with the rest of the PCMC Pay Plan recommendation, we proactively included a not to exceed budget marker of 7%, which is ultimately a Council decision. Since the FY24 annual performance evaluations have not occurred yet, there is no data for recommended increases for FY25. In addition, both positions are aligned with salary bands 19 and 20 for other average increases over the past 3 years.

Finally, some positions, such as attorneys, fleet mechanics, and police, were evaluated and

adjusted between the last organizational compensation study (Mercer 2019) and the recently conducted NFP compensation study due to market demand and to prevent increasingly high levels of attrition. For example, a fleet mechanic position remained open for over one year, causing a wave of overtime costs. Off-cycle evaluations and adjustments create anomalies within our overall compensation recommendations, and we try to prevent them from occurring when possible.

Overall and across the organization, PCMC employees currently at the mid-point of their pay band or above are being recommended for a +2.25% increase, plus a one-time reallocation of the lump sum merit program (+4.75%) we desire to eliminate.

In addition, last year we completed the Blue-Ribbon Commission compensation study for the Mayor and City Council. The Commission found that Park City was paying at the midpoint or equivalent for these positions. Using this logic, we recommend the Mayor and Council's compensation increase for FY25 is also +2.25%.

Title	Current Salary	Recommended Salary
Mayor	$52,806.00	$53,994.14
Council	$27,278.04	$27,891.80

Under Code 10-3-818, elective and statutory officers of municipalities shall receive compensation for their services, set by adopting an ordinance after holding a public hearing The City must advertise the time and place of public hearings at least seven days in advance on the Utah Public Notice website, the City website, and in City Hall. Amendments to the code enacted in 2024 now require a separate public hearing and notice before adopting a final budget that includes a compensation increase for an executive municipal officer (which includes the City Manager, Deputy City Managers, City Attorney, department heads, and assistant department heads). We plan to hold both these hearings on June 20, 2024.

Part-time Pay Plan
Aligning part-time pay with full-time rates ensures a fair and consistent compensation structure across all employee types. We seek the following part time pay salary increases to continue attracting and retaining qualified staff for numerous critical customer service positions:

- Recreation - $41,160
- MARC - $106,400
- Tennis - $15,960
- Library - $24,476
- Ice Front Desk - $5,000
- Ice Scorekeepers - $4,500

Changes and additional requests to the FY25 Tentative Capital Budget
These represent proposed changes to the Tentative Budget, adopted on May 2, 2024.

- **031-39110 Donations Revenue** – Updated revenue to +$600 to better reflect the expected budget from $600k that was written in error;
- **CP0540 Snow Creek Crossing –** Reduced total project budget to $13m, and we will reassess the budget once a project plan is finalized or considered. The amount will not change, nor will resources be expended without Council approval;

- **CP0092 Open Space Improvements –** Updated project to reflect previously approved $100k yearly budget to support ongoing projects for the improvement of Park City's open space parcels; and
- **CP0041 Trails Master Plan Implementation –** Updated project to reflect previously approved $50k yearly budget to support ongoing projects for trails.

Interfund Transfer (IFT)
Interfund Transfers are resources we transfer between funds for a variety of reasons. For example, Administrative IFTs reimburse multiple support departments for services provided to other funds or functions of the municipality. We estimate IFT expenses at the beginning of the budget cycle and reevaluate regularly to maintain accuracy. In between presenting the Tentative and Final budget, we often have better information and data that allow us to budget IFTs more accurately. These include:

- Increase of $186,375 for the Administrative Interfund Transfer (Admin IFT) from other funds at the City into the General Fund based on calculated cost estimates; and
- Increase of $47,298 for the Self-Insurance Interfund Transfer to account for insurance changes and potential premium increases.

FY24 Budget Adjustments
End-of-year budget adjustments are often necessary as we approach the end of the fiscal year to align budgets with actual spending. These adjustments can address revenue recognition for a specific event or program, acceptance of grants and donations, modified spending schedules, or unexpected cost increases.

Special Events – Increase Special Events by $10k to reflect the contribution from Park City Chamber for the Sundance 40th anniversary celebration held during the Sundance Film Festival;

Sundance Mitigation – Increase budget by $45k for FY24 inflationary contract clause;

Police – When Human Resources began using ADP as our payroll services provider in late 2018, the reporting for earnings on lump merits were set up incorrectly for Utah Retirement System (URS) for Public Safety employees. Upon discovering this error in FY24, HR did a five-year lookback on all lump merits paid to Public Safety and appropriately adjusted our URS reporting. The additional $113,701 was paid to URS in January 2024;

Dispatch Services – Increase the budget by $72k to align with the actual cost of the FY24 contract for dispatch services provided by to PCMC by Summit County;

Building Maintenance – Added $48,395 for a vehicle budgeted in FY23 but not received until FY24;

Water Fund – By using Impact Fees to make debt payments, budgeted up Water Impact Fee principal by $1.2 m and interest by $1m, then reducing Water Service Fees principal and interest by corresponding amounts; and

MARC and Recreation – Based on inflationary costs, same level of service impacts, and competitive wages, the FY24 Recreation and MARC budgets will need adjustments before this summer season gets underway. To compete with local businesses and other public entities, including those in recreation, the part-time and seasonal budget saw a significant increase from FY23, and we are now proposing for the remainder of FY24. The increased pay rates proved

substantially beneficial as we were able to attract the needed hiring pool and retain the majority of staff for a full summer season;

- Summer camps: 13% increase to starting pay
- Aquatics 20% increase to starting pay
- Group Fitness 11% increase to starting pay

Below is the breakdown of the adjustments requested for the MARC and Recreation:

Recreation Budget $17K

- Part-Time Personnel Budget - $14,000
- Rec Programs- Camps/Clinics - $3,000

MARC Budget $49k

- Part-Time Personnel Budget: $30,000
- Bank Charges: $16,000
- Department Supplies: $3,000

Business Improvement District- removed revenue because we no longer have this district due to changes in Utah Law.

Transportation Fund FY24 Budget Adjustments

- As discussed in the October 05, 2023 City Council Meeting, $300k was added to the Transportation Operations expense budget for Richardson Flat bus service to the resorts. The resorts contributed $300k as an offset to this expense, for a net zero increase. On March 14, 2024, Council approved additional funds for the 3 Blue ($135k) and 50 Teal (130k) for enhanced service on these routes.
- CP0478 Bike/Ped Improvements in Thayne's added newly awarded grant for $1,010,000 from the 3rd Quarter funding (COG)

FY24 Capital Projects

- **CP0332 Library Technology Equipment Replacement -** Received $90k for Restaurant Tax Award;
- **CP0041 Trails Master Plan Implementation -** Received $392k RAP grant for Trails;
- **CP0203 China Bridge Event Parking -** Increased project fund by $176k based on earnings received from parking event revenue for the fiscal year; and
- **CP0316 Transit Facility Capital Renewal Account –** Increased budget by $240k for the purchase of Carriage House transit employee housing.

FY24 Grants and Rollover funds

Departments apply for various grants throughout the year to help offset costs and the tax burden on PC residents and businesses. If PCMC is awarded a grant, an adjustment is needed to increase the related expense and revenue account to recognize the award and maintain auditing standards. These include:

- **Library** – $95,572 through the Summit County Restaurant Tax Grant for technology upgrades to the Santy Auditorium;

- **Historic Preservation** – $200,000 through the Summit County Restaurant Tax Grant for restoration of the Silver King Mine Headframe;
- **Trails & Open Space** – $391,658 total through the Summit County RAP Tax Grant for Rail Trail bridges and mowing/mulcher equipment;
- **Parks & Fields** – $42,570 through the Summit County RAP Tax Grant for a robotic field painter; and
- **Police** - $30,000 from various state and federal grants for body-worn cameras, radio equipment, and mental health services for sworn personnel and their families.

Budget Policies and Objectives
On May 23, 2024, the Budget Team presented proposed changes to Chapter 6 of the Budget Policies and Objectives as part of the revamp of the Public Service Contract process. The most significant policy change was to replace the existing Service Contract Subcommittee with the Nonprofit Services Advisory Committee. This public body will administer the competitive bid process for Public Service Contracts and make recommendations to the Council.

FY25 Fee Schedule Changes
On April 11, 2024, the Budget Team presented the proposed FY25 Fee Schedule to Council. We amended Sections 8.2 and 9.2 to specify a 70% cost recovery goal for the Ice Arena, which Council noted is the same goal as the Recreation Department and the PC MARC.

Since the April 11 Council meeting, the following additional fee schedule changes have been proposed (see Link):

- **(New) Sec. 2.5.2: New Meter Reinspection Fee**
  - A reinspection fee of $150 was added for new water connections to cover the cost of repeated site visits. The first inspection will continue to be included in the price of a new meter.
- **Sec. 8.9: Miners Hospital Community Center Fees**
  - Specifies that all fees are due no less than two weeks in advance of the rental;
  - Requires a cleaning fee on all rentals; increases the cleaning fee from $50 to $65 to account for rising costs; and
  - Requires a $500 damage deposit on all rentals, which is fully refundable if the space is left in satisfactory condition.

Exhibits
Exhibit A – Elected and Statutory Office Compensation Ordinance

Ordinance No. 2024-12

ORDINANCE ESTABLISHING COMPENSATION FOR THE MAYOR, CITY COUNCIL, AND STATUTORY OFFICERS FOR FISCAL YEAR 2024 – 2025 IN PARK CITY, UTAH

WHEREAS, the City Council has the power to establish compensation schedules pursuant to Utah Code Section 10-3-818; and

WHEREAS, the number of duties for the Mayor, City Council, and Statutory Officers are significant and each elected officer is required to devote considerable time and expense to public service and community affairs; and

WHEREAS, public hearings were duly advertised and held on June 6 and June 20, 2024;

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Park City, Utah that:

SECTION 1. REPEALED: All previous compensation ordinances regarding elected and statutory officers hereby are repealed.

SECTION 2. COMPENSATION FOR MAYOR, CITY COUNCIL, AND STATUTORY OFFICERS ADOPTED: The following salary levels are hereby adopted:

	FY 2024-2025
Mayor	
Wages	$53,862.12 per year
Health Benefits (or cash in lieu)	$23,529.48 per year
Car Allowance	$ 3,000.00 per year
Total	**$80,392.60 per year**
City Council	
Wages	$27,823.97 per year
Health Benefits (or cash in lieu)	$23,529.48 per year
Total	**$51,353.45 per year**
City Manager	$178,633 – $284,241 per year
City Attorney	$178,633 – $284,241 per year
City Treasurer	$114,360 -- $171,540 per year
City Engineer	$148,204 -- $222,306 per year
City Recorder	$101,385 -- $152,077 per year

SECTION 3. BENEFITS: The Mayor and each member of the City Council shall receive family medical insurance. This benefit may be received as cash in lieu of the

insurance coverage in the amount of $23,529.48. The Mayor shall also receive $250 per month in car allowance. In addition, the Mayor and Mayor Pro-Tem. shall receive $100 per wedding performed. Statutory officers are eligible for all benefits available to regular Full-Time Equivalents unless otherwise determined by the Mayor and City Council.

SECTION 4. EFFECTIVE DATE. This Ordinance shall be effective July 1, 2024.

PASSED AND ADOPTED this 20th day of June, 2024.

PARK CITY MUNICIPAL CORPORATION

_____
Mayor Nann Worel

Attest:

_____
Michelle Kellogg, City Recorder

Approved as to form:

_____
City Attorney's Office

City Council Staff Report

Subject: Fiscal Year 2025 Water Rates
Author: Clint McAffee
Department: Public Utilities
Date: June 6, 2024

Recommendation

Consider new Single Family Residential water rate options for high water use and discuss alternatives, impacts, and a phased approach for City-owned water accounts and rates for water use.

Executive Summary

Several staff reports and the associated public hearings are linked below and contain detailed information on the process that resulted in significant changes to the water rate structure in FY24, specifically to non-Single Family Residential customers:

- April 7, 2022 (new business, p. 290)
- July 28, 2022 (discussion items, p. 11)
- February 16, 2023 (work session, p. 27)
- April 4, 2023 (old business, p. 319)
- May 11, 2023 (old business, p. 217)

More recently, multiple discussions have been held with Council on the need for future water rate adjustments and levels of financial risk tolerance. Staff reports for these recent discussions are linked below.

- February 1, 2024 (work session, p.3)
- April 4, 2024 (communications and disclosures from council and staff, p. 17)
- May 23, 2024 (old business, p. 118)

After hearing options presented on May 23rd by Bowen Collins, the consultant conducting our independent water rate study, the majority of Council provided direction to:

- Decrease the proposed FY25 water rate increase from 10% down to 4.5%;
- Provide additional water rate options for Single Family Residential customers with high water use for Council's consideration; and
- Develop a plan for Council to consider beginning onboarding City-owned accounts for their consumption under new water rate structure(s).

4.5% FY 2025 Water Rate Increase

As highlighted in the May 23 Council meeting, a near-term negative cash balance is projected at the end of FY26 within the Water Enterprise Fund, unless annual rate increases are authorized (or reductions in services and capital projects) to offset

inflationary costs and recent reductions in annual water revenue. This potential financial deficiency is mainly attributed to the increasing and inflationary costs associated with maintaining and operating water infrastructure, and reduced water revenues from successful water conservation behaviors.

To achieve the needed revenue increase and adequate debt coverage ratios for FY25, a 4.5% water rate increase and a plan to begin onboarding City-owned accounts will be presented to Council in a phased approach with new rate structures. In addition, we have optimistically planned to receive a significant grant from the Federal Government that will help pay for the Main Street capital project.

Additional Single Family Water Rate Options

An important part of the FY24 water rate updates included the option for non-Single Family Residential water customers to self-select into a meter rate that best fits their water needs and helps them proactively plan for their utilization over the course of a year. The existing Single Family Residential rate structure represents a policy adopted in FY17 (June 2, 2016, work session, p. 140) to set a preferred irrigated lawn size of $1/10^{th}$ of an acre for all Single Family Residential users and penalize water use above that size or inefficient use. The alternative Bowen and Collins will present will allow for Single Family Residential users to self-select into a rate structure that can match the water demands of their yard size or irrigation efficiency, and hopefully choose, if they desire, to smooth out their water bill over the course of the year, instead of having several months with larger bills and other months with relatively smaller bills.

Water Service to City-Owned Properties

Cities and towns have a variety of policies regarding water use that can include charging public facilities for water consumption or not charging at all. Generally, there are several purposes for charging:

1. **Encouraging Conservation:** By charging for water use, cities can incentivize municipal departments to conserve water and manage resources more efficiently.
2. **Budgeting and Accounting:** Internal billing allows for better tracking and allocation of water costs, helping departments manage their budgets more accurately and transparently.
3. **Fair Cost Distribution:** Ensuring that all water users, including public entities, pay for their consumption helps distribute the costs of water infrastructure and maintenance more equitably.

However, there are also numerous reasons cities might choose not to charge for water, including:

1. **Public Benefit:** Parks and playgrounds and facilities provide significant public benefits, including recreation, community engagement, and green space, which contribute to the overall quality of life. Charging for water could limit the resources available to maintain these spaces.

2. **Operational Simplicity:** Charging internal departments for water use adds administrative complexity. Keeping the water supply free or at a nominal charge for city-operated parks for facilities simplifies budgeting and operations.
3. **Environmental Goals:** Cities might prioritize the health and maintenance of green spaces as part of their environmental and sustainability goals. Ensuring adequate water supply without additional charges supports these objectives.
4. **Holistic Urban Management:** Cities often take a holistic approach to managing urban resources. Providing water for parks and playgrounds without charge can be seen as an investment in the community's health, well-being, and environmental resilience.

The specific practices and policies can vary widely depending on the city's size, governance, and water management strategies. In some cases, municipal departments might receive water at a reduced rate or even for free, particularly if the water utility is owned and operated by the city itself. Ultimately, the decision on whether to charge for water use is a policy choice that balances financial considerations with the broader goals of community well-being.

Today, Public Utilities provides water to approximately 100 city owned properties, including the Municipal Golf Course. The golf course pays $0.34 per thousand gallons, a rate set decades ago. In 2023, the retail value of water provided to the golf course was about $1M and all other city accounts about $1M. No payment is made to the Water Fund for water provided to these accounts.

Table 1 below shows what the cost would have been in 2023 had these accounts paid the same water rates applied to all other water customers, and Table 2 estimates what the cost to the various funds would have been.

Table 1 - 2023 Water Usage for City Accounts			
Type	Customer/Service Location	Retail Value	
comm	MARC	$157,689	
irrig	Quinns Fields North	$105,134	
irrig	PCSD High School	$97,559	Phasing in for payment
irrig	Quinns Fields South	$73,551	
irrig	Cemetary	$66,667	
irrig	PCSD North 40 Fields	$65,672	Phasing in for payment
comm	Quinns Junction WTP	$60,452	
irrig	City Park	$59,892	
comm	Ice Arena	$52,019	
irrig	PCSD Middle School	$43,266	Phasing in for payment
irrig	Prospector Hwy 248 Buffer Strip	$32,180	
const	Alder Construction	$21,011	3Kings Construction
irrig	Library	$18,968	
irrig	Library	$18,560	
comm	Public Works	$16,514	
comm	Public Works Building	$15,222	
irrig	Prospector Park	$14,440	
irrig	MARC	$13,054	
	All Other City Accounts	$70,000	
	Subtotal	$1,001,851	
	Golf Course	$1,100,000	(approximate)
	Total	**$2,101,851**	

Table 2 - Estimated Water Cost by Fund		
Fund	2023 water bill	
Golf Fund	$	1,100,000
General Fund	$	389,392
Shifting to PCSD	$	206,497
MARC	$	170,743
Ice	$	52,019
Water Fund	$	81,464
General/Transit Fund	$	31,736
Remains to be categorized	$	70,000
Total	$	2,101,851

To help increase Water Fund revenue without additional and proportional increases in water fees to customers, the Council has requested that the City consider strategies to pay for its water usage. We are likely to suggest a new municipal rate, which will contribute significant funding from the City's other funds, and yet still acknowledge the significant public benefits our facilities and parks and recreational amenities provide to Park City's overall quality of life.

For example, we propose Council consider a graduated (3 year) plan starting in FY26 to phase in charging for water with a discounted rate structure for those facilities receiving raw, untreated water vs treated water from the City's drinking water system. Under this

premise, facilities would be provided time to plan ahead and ramp up to make their payments based on new revenue recovery structures. The table below shows what the municipal payments would have been in 2023 under this scenario and at the end of the phase in period. City facilities that receive raw, untreated water include the Quinns Fields and the Municipal Golf Course. The table below shows a rate that is 50% of the normal retail rate for this type of use.

2023 Water Cost by Fund at Municipal Rate		
Fund	**$**	**% of total**
Golf Fund	$550,000	39.8%
MARC	$157,689	11.4%
Ice	$52,019	3.8%
General Fund	$308,983	22.4%
General Fund (Raw)	$89,343	6.5%
Transportation Fund	$16,514	1.2%
PCSD Fields	$206,497	15.0%
Total	**$1,381,045**	

Shown below are three potential options for gradual increases in Water fees for these facilities. The table above is one option of how we could divide out municipal payments, the tables below show alternate options for Golf's water charges. We request time to work with each department and allow them the ability to work with us to understand how these rate structures might impact their operations, impact customers, and impact the accessibility of their programs (if they intend to pass on the costs).

Also of note, the Park City School District will phase-in payments for their irrigation water usage on the PCSD fields beginning in FY25.

As you can see, all options show a phase-in payment for City water at a municipal rate over a multi-year timeframe of 2026–2028, with the General Fund paying an initial $1M contribution necessary for 2025, mainly just due to the short time frame and inability for departments to plan fee changes adequately.

Importantly, Golf, MARC, and Ice facilities, which have never paid, or paid significantly reduced water fees because of the public benefit and access they provide, will likely need to increase their user fees to pay for water charges. We will present estimates of user fee increases based on the different options below during the Council meeting. These estimates will only account for the phased-in water fee payments and would need further evaluation by every department for a completed estimate of rate increases.

Option 1: Golf's Municipal Rate at 50% of Retail

Fund	% of total	2025	2026	2027	2028	2029
Total Water Fee Charged			$ 391,516	$ 783,032	$ 1,174,548	$ 1,198,039
Golf Fund	46.8%		$ 183,333	$ 366,667	$ 550,000	$ 561,000
MARC	13.4%		$ 52,563	$ 105,126	$ 157,689	$ 160,843
ICE	4.4%		$ 17,340	$ 34,679	$ 52,019	$ 53,059
General Fund Comm & Irrig	33.9%		$ 132,763	$ 265,526	$ 398,289	$ 406,255
Transportation Fund	1.4%		$ 5,505	$ 11,009	$ 16,514	$ 16,844
PCSD Fields		$ 69,052	$ 138,105	$ 207,157	$ 211,300	$ 215,526
General Fund		$ 1,000,000				
Total Payment to Water Fund		$ 1,069,052	$ 529,608	$ 990,164	$ 1,385,811	$ 1,413,527

Option 2: Golf's Municipal Rate at 100% of Retail

Fund	% of total	2025	2026	2027	2028	2029
Total Water Fee Charged			$ 574,849	$ 1,149,699	$ 1,724,548	$ 1,759,039
Golf Fund	63.8%		$ 366,667	$ 733,333	$ 1,100,000	$ 1,122,000
MARC	9.1%		$ 52,563	$ 105,126	$ 157,689	$ 160,843
Ice	3.0%		$ 17,340	$ 34,679	$ 52,019	$ 53,059
General Fund Comm & Irrig	23.1%		$ 132,773	$ 265,546	$ 398,319	$ 406,285
Transportation Fund	1.0%		$ 5,505	$ 11,009	$ 16,514	$ 16,844
PCSD Fields		$ 69,052	$ 138,105	$ 207,157	$ 211,300	$ 215,526
General Fund		$ 1,000,000				
Total Payment to Water Fund		$ 1,069,052	$ 712,952	$ 1,356,851	$ 1,935,841	$ 1,974,558

Option 3: Golf's Municipal Rate at 25% of Retail

Fund	% of total	2025	2026	2027	2028	2029
Total Water Fee Charged			$ 299,849	$ 599,699	$ 899,548	$ 917,539
Golf Fund	30.6%		$ 91,667	$ 183,333	$ 275,000	$ 280,500
MARC	17.5%		$ 52,563	$ 105,126	$ 157,689	$ 160,843
Ice	5.8%		$ 17,340	$ 34,679	$ 52,019	$ 53,059
General Fund Comm & Irrig	44.3%		$ 132,773	$ 265,547	$ 398,320	$ 406,286
Transportation Fund	1.8%		$ 5,505	$ 11,009	$ 16,514	$ 16,844
PCSD Fields		$ 69,052	$ 138,105	$ 207,157	$ 211,300	$ 215,526
General Fund		$ 1,000,000				
Total Payment to Water Fund		$ 1,069,052	$ 437,952	$ 806,851	$ 1,110,842	$ 1,133,059

City Council
Staff Communications Report

Subject: City Manager and City Attorney Review SOP
Author: Sarah Mangano
Department: Human Resources
Date: June 6, 2024

Summary: On March 1, 2024, the City Council requested information on the annual performance review process for the City Manager (CM) and the City Attorney (CA). On April 24, 2024, staff returned to City Council for an update on the requested information. This report provides the Standard Operating Procedures (SOP) for the CM/CA Review Process.

Exhibit A: SOP for CM/CA Review

Written by: S. MANGANO	Approved by:

Issue No.	Date	Modifications
01	May 16, 2024	

The annual performance review process is an opportunity for the Mayor and City Council to provide feedback regarding appointed employees' (City Manager and City Attorney) performance and to set expectations and give direction.

SELF-EVALUATIONS:

Within two weeks of the close of the fiscal year, the City Manager and City Attorney (CM/CA) will receive a self-review form from the HR Department to evaluate themselves and provide relevant information about their accomplishments throughout the year. Each question is scored on a scale of 1-5 with 1 being the lowest and 5 being the highest. Each question also allows for comments. The CM/CA will have two weeks to complete this review.

MAYOR AND COUNCIL EVALUATION:

In August, Human Resources will forward the completed self-reviews to the Mayor and City Council. The Mayor will solicit feedback from City Council members at their discretion. The Mayor will use this information along with their own experience to score and comment on the review form. This document should be returned to Human Resources within two weeks for scoring.

DELIVERY OF THE REVIEW:

The final review will be consolidated by Human Resources and returned to the Mayor for final review. The Mayor will provide it to the rest of the Council, and the Council may then decide to provide the review directly to the CM/CA, to request time in Closed Session to discuss as a Council, or to request time in Closed Session to provide additional details and feedback to either CM/CA.

SALARY AND BONUS:

Upon completion of the evaluation and after consultation with the Mayor, Human Resources will make a recommendation for a salary adjustment and/or bonus if appropriate. This recommendation will be shared with the Council in Closed Session no later than the end of August. The final decision is determined by a majority of Council.

MODIFICATIONS:

Any changes to the review process or questions can be initiated by the Mayor. Changes should occur between March 1 - June 30, for the following fiscal year evaluation.

Staff Communication

Subject: Sales Tax, Budget Monitoring, and Operating Insights
Author: Budget Team
Department: Budget
Date: June 6, 2024

March Sales Tax Update

Park City's economy saw a steady performance in March, with sales tax revenues reaching the highest level for any March to date. The City's sales taxes, excluding Transit and Transient Room taxes, increased modestly by 3% compared to March of last year. Transit sales taxes experienced a healthy boost, rising by 3.2% from last March, while Transient Room taxes saw a slight decrease of 0.26%.

In the City's General Fund, this resulted in a similarly sized 2.7% increase in overall sales tax revenues from the previous March. Due to our conservative projection and forecasting principles, General Fund sales tax revenues are 4.3% above the City's cumulative year-to-date budget.

Winter sales tax revenues, encompassing the months of December through March, saw an increase of 0.9%. This growth is encouraging, considering that we receive the majority of our sales tax revenue during the winter months. Despite revenues being down in December and January due to lower snowfall, a record month in February and a monthly record for March made up the difference. Our reliance on good snowfall to drive economic activity is evident, yet the steady rise in winter sales tax revenues also highlights the resilience of our local economy.

In the event that sales tax revenues slow during the off-season months, other revenue streams are expected to continue outperforming last year's figures. Furthermore, although April, May, and June make up 25% of the year, they collectively account for only about 14% of the fiscal year's annual revenues. Therefore, any potential slowdown during these months will have a reduced impact.

We will continue regularly assessing a range of leading global, national, and local economic indicators, including consumer spending patterns and tourism activity, in collaboration with the PC Chamber of Commerce. This ongoing analysis will ensure our FY25 budget and revenue forecasts accurately reflect the most recent economic trends.

April Monthly Budget Reporting

The attachments to this report show monthly revenue and expenditure reports detailed by fund and major object type. In some cases, there may be discrepancies in YTD actuals vs. estimated budget due to program seasonality, the timing of

payments, capital projects, and bond transactions.

Notable observations:

Revenues

- Miscellaneous revenue in the General Fund will true up at the end of the fiscal year when earnings from our interest-bearing accounts are recorded.
- Year-to-date Planning, Building, and Engineering fees continue to track above budget in the General and Water funds, mainly due to a few large projects earlier in the fiscal year. As a reminder, we budget conservatively because this revenue is extremely variable.
- County revenue is tracking above budget in the Capital Improvement Fund due to the Trails and Open Space department receiving an important RAP grant for the Rail Trail improvements, a new ditch bank mower, and a Restaurant Tax grant for winter grooming and trailhead improvements. These funds will be fully expended by the Fall of 2024.
- The Water Department is tracking above budget in miscellaneous revenue due to higher returns on our interest-bearing accounts, as the department is holding large balances to pay for the construction of the 3Kings Water Treatment Plant. Though the interest is helpful, this is not an ongoing revenue source as our balances decrease and future interest rates may vary.
- Golf Fees surpassed the annual FY24 budget and are above FY23 YTD levels. Historically, we budgeted these revenues conservatively. Beginning in FY25, revenues will be budgeted closer to actuals, as Golf Fees have surpassed the budget for several years. We are using these resources to strategically initiate a multi-year capital improvement plan as part of the budgeting process.
- Variance in Federal revenue within the Transportation Fund due to timing and payment of federal grant projects. Grant revenues are budgeted to match the capital expense budget. Since these are multi-year projects, grant proceeds may not be received in the current fiscal year.
- County revenue in the Transportation Fund is tracking below the estimated monthly budget. In FY24, we have had increased expenses, such as SR248 and the bus stop projects, which are eligible for reimbursement funds. Some of these reimbursements will cross fiscal years, and budget adjustments may be necessary. We closely monitor the County's use and collection of this resource and work together to ensure we are reimbursed for all eligible expenses.
- Transit Charges for Services reflects the $300k contribution from Deer Valley and Park City Mountain toward the Richardson Flat route for the 2024 season.

Expenditures

- Most personnel budgets are tracking under, as expected, due to vacancies, recruitment, and attrition in FY24, and our budgeting methodology of using maximum position range and benefits and then reducing the budgeted amounts

with a ‘vacancy factor’ as an accounting mechanism to project and balance vacancies, actual earnings, and benefits.

- Special Service Contracts in the General Fund are tracking under budget due to the childcare reimbursement program, which began in January 2024. These funds will continue to cross fiscal years until fully expended. At our last touchpoint, our administrator projected the funds would last until at least late 2025. As we get more data, we will update the projections as necessary.
- Stormwater is tracking under budget due to seasonality. Expenses for materials, maintenance and supplies ramp up in April, May and June.
- Utility budgets will true up as the year progresses.
- Variances in Capital expenditures in various funds due to project timelines, invoicing, completion dates, and carry-forward amounts.

Exhibit A: Revenue Summary by Object and Type

Exhibit B: Expense Summary by Object and Type

Exhibit C: FY24 March Sales Tax

YTD Revenue - Apr 2024	FY22	FY23	YTD Actuals	YTD Monthly Estm Budget	YTD Variance $	YTD Variance %	FY 24 Orig Budget
- 011 GENERAL FUND							
Property Taxes	12,624,100	12,050,867	12,420,811	12,469,293	-48,482	0%	13,109,914
Sales Tax	15,220,644	16,287,745	16,617,374	15,794,935	822,439	5%	18,759,861
Franchise Tax	2,461,345	3,043,542	3,141,096	2,518,880	622,217	25%	3,591,845
Licenses	318,600	411,879	414,227	380,528	33,698	9%	412,920
Planning Building & Engineering Fees	3,418,074	4,171,819	4,282,403	3,370,874	911,529	27%	4,137,954
Special Event Fees	216,949	148,140	145,191	274,641	-129,450	-47%	322,924
Federal Revenue	37,143	55,145	24,490	44,527	-20,036	-45%	48,362
State Revenue	70,614	74,633	78,727	68,086	10,641	16%	68,086
County/SP District Revenue		15,000	4,800	21,827	-17,027	-78%	21,827
Cemetery Charges for Services	21,596	22,099	29,992	212,183	-182,191	-86%	228,269
Recreation	2,278,415	2,280,899	2,254,164	2,292,041	-37,877	-2%	2,715,675
Other Service Revenue	39,000	55,911	57,501	43,063	14,438	34%	56,768
Library Fees	14,502	12,199	15,358		15,358		
Misc. Revenues	181,050	291,464	113,560	59,630	53,930	90%	686,242
Interfund Transactions (Admin)	1,862,750	2,216,670	2,466,340	2,373,028	93,312	4%	4,011,403
Special Revenues & Resources	568,279	584,557	219,301		219,301		
Total 011 GENERAL FUND	39,328,579	41,722,568	42,285,333	39,923,536	2,361,797	6%	48,172,050
- 012 QUINNS RECREATION COMPLEX							
Recreation	1,817	7,702	2,279	4,691	-2,413	-51%	4,806
Ice	708,302	768,644	879,130	574,614	304,516	53%	716,838
Misc. Revenues	361	-18	307	1,010	-703	-70%	1,212
Total 012 QUINNS RECREATION COMPLEX	710,481	776,327	881,716	580,316	301,400	52%	722,856
- 022 DRUG CONFISCATIONS							
State Revenue	3,021	750	11,035		11,035		
Total 022 DRUG CONFISCATIONS	3,021	750	11,035		11,035		
- 023 LOWER PARK AVE RDA SPECIAL REVENUE FUND							
Property Taxes	3,875,398	4,359,154	5,376,807	4,219,410	1,157,396	27%	4,252,000
Misc. Revenues					0		
Total 023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	3,875,398	4,359,154	5,376,807	4,219,410	1,157,396	27%	4,252,000
- 024 MAIN STREET RDA SPECIAL REVENUE FUND							
Property Taxes	1,298,033	4,593	2,842	8,291	-5,449	-66%	11,319
Misc. Revenues					0		
Total 024 MAIN STREET RDA SPECIAL REVENUE FUND	1,298,033	4,593	2,842	8,291	-5,449	-66%	11,319
- 031 CAPITAL IMPROVEMENT FUND							
Sales Tax	8,536,050	9,051,590	9,227,216	8,681,540	545,676	6%	16,329,673
Planning Building & Engineering Fees	245,966	557,421	320,860	387,235	-66,375	-17%	419,695
Federal Revenue				24,565	-24,565	-100%	29,478
State Revenue	498,445	315,913	474,363	50,535	423,828	839%	62,171
County/SP District Revenue	1,785,652	139,126	698,228	41,667	656,561	1576%	50,000
Misc. Revenues	90,043	800,973	317,211	243,981	73,230	30%	3,503,219
Interfund Transactions (CIP/Debt)					0		
Special Revenues & Resources	504,920	445,406	315,341	203,388	111,953	55%	
Bond Proceeds					0		30,000,000

YTD Revenue - Apr 2024	FY22	FY23	YTD Actuals	YTD Monthly Estm Budget	YTD Variance $	YTD Variance %	FY 24 Orig Budget
Total 031 CAPITAL IMPROVEMENT FUND	11,661,076	11,310,429	11,353,219	9,632,911	1,720,307	18%	50,394,236
- 033 REDEVELOPMENT AGENCY-LOWER PRK							
Misc. Revenues					0		
Interfund Transactions (CIP/Debt)	2,577,110	2,577,110	2,577,110	3,952,811	-1,375,701	-35%	3,092,532
Total 033 REDEVELOPMENT AGENCY-LOWER PRK	2,577,110	2,577,110	2,577,110	3,952,811	-1,375,701	-35%	3,092,532
- 034 REDEVELOPMENT AGENCY-MAIN ST							
Misc. Revenues							
Interfund Transactions (CIP/Debt)	583,330	583,330					
Total 034 REDEVELOPMENT AGENCY-MAIN ST	583,330	583,330					
- 035 BUILDING AUTHORITY							
Misc. Revenues							
Total 035 BUILDING AUTHORITY							
- 038 EQUIPMENT REPLACEMENT CIP							
Misc. Revenues		8,360	112,383		112,383		
Interfund Transactions (CIP/Debt)	1,321,330	1,321,330	1,571,330	1,571,327	3	0%	1,885,600
Total 038 EQUIPMENT REPLACEMENT CIP	1,321,330	1,329,690	1,683,713	1,571,327	112,385	7%	1,885,600
- 051 WATER FUND							
Planning Building & Engineering Fees	1,056,585	701,684	806,346	594,615	211,731	36%	750,000
Water Charges for Services	15,306,385	15,922,036	17,949,678	18,705,033	-755,355	-4%	22,487,920
Misc. Revenues	124,246	675,051	587,481	299,681	287,800	96%	388,887
Bond Proceeds				2,064,473	-2,064,473	-100%	12,477,367
Total 051 WATER FUND	16,487,216	17,298,771	19,343,505	21,663,802	-2,320,296	-11%	36,104,174
- 052 STORM WATER FUND							
Water Charges for Services	1,312,467	1,342,002	1,407,118	1,489,818	-82,700	-6%	2,000,000
Misc. Revenues					0		
Total 052 STORM WATER FUND	1,312,467	1,342,002	1,407,118	1,489,818	-82,700	-6%	2,000,000
- 055 GOLF COURSE FUND							
County/SP District Revenue		168,363			0		
Recreation	1,342,688	1,353,934	1,483,243	1,260,133	223,110	18%	1,406,143
Misc. Revenues	22,589	23,091	18,248	25,832	-7,584	-29%	40,128
Interfund Transactions (CIP/Debt)	20,830	20,830	20,830	20,830	0	0%	25,000
Total 055 GOLF COURSE FUND	1,386,107	1,566,218	1,522,320	1,306,795	215,525	16%	1,471,271
- 057 TRANSPORTATION & PARKING FUND							
Sales Tax	13,902,859	10,386,816	10,721,337	10,016,954	704,383	7%	15,425,176
Licenses	906,930	961,850	1,044,704	969,950	74,754	8%	981,896
Federal Revenue	5,716,275	6,737,140	1,451,177	5,801,337	-4,350,160	-75%	21,713,819
County/SP District Revenue	129,427	59,671	3,010,011	11,111,203	-8,101,192	-73%	
Transit Charges for Services	6,183	22,900	310,692	43,343	267,349	617%	85,740
Misc. Revenues	40,266	594,790	116,832	87,899	28,933	33%	270,552
Interfund Transactions (CIP/Debt)				162,293	-162,293	-100%	
Special Revenues & Resources	415,697	307,060	252,576	106,542	146,034	137%	216,418
Total 057 TRANSPORTATION & PARKING FUND	21,117,636	19,070,227	16,907,329	28,299,521	-11,392,192	-40%	38,693,601
- 058 PARKING FUND							
Special Event Fees	7,195	55,101	52,684		52,684		

YTD Revenue - Apr 2024	FY22	FY23	YTD Actuals	YTD Monthly Estm Budget	YTD Variance $	YTD Variance %	FY 24 Orig Budget
Fines & Forfeitures	2,074,774	2,800,576	3,153,491	3,003,027	150,464	5%	2,995,080
Misc. Revenues	-40	37	150		150		
Total 058 PARKING FUND	2,081,929	2,855,714	3,206,325	3,003,027	203,298	7%	2,995,080
- 062 FLEET SERVICES FUND							
Interfund Transactions (Admin)	1,962,600	2,287,850	2,795,010	2,287,850	507,160	22%	3,354,000
Total 062 FLEET SERVICES FUND	1,962,600	2,287,850	2,795,010	2,287,850	507,160	22%	3,354,000
- 064 SELF INSURANCE FUND							
Misc. Revenues	229,170	292,729	375,000	291,672	83,328	29%	450,000
Interfund Transactions (Admin)	1,319,550	1,411,650	1,539,540	1,539,526	14	0%	1,847,445
Total 064 SELF INSURANCE FUND	1,548,720	1,704,379	1,914,540	1,831,198	83,342	5%	2,297,445
- 070 SALES TAX REV BOND - DEBT SVS FUND							
Misc. Revenues	86,458	725,746	1,254,053		1,254,053		
Interfund Transactions (CIP/Debt)	5,801,850	5,807,330	5,804,430	5,804,407	23	0%	6,965,316
Total 070 SALES TAX REV BOND - DEBT SVS FUND	5,888,308	6,533,076	7,058,483	5,804,407	1,254,076	22%	6,965,316
- 071 DEBT SERVICE FUND							
Property Taxes	9,509,688	9,509,688	9,478,438	9,478,438	0	0%	9,478,438
Misc. Revenues	1,215	15,062	17,645		17,645		
Total 071 DEBT SERVICE FUND	9,510,903	9,524,750	9,496,083	9,478,438	17,645	0%	9,478,438
- Grand Total							
TOTAL	122,654,244	124,846,939	127,822,487	135,053,457	-7,230,970	-5%	211,889,918
Total without Bond Proceeds and Debt Service	107,255,032	108,789,113	111,267,922	117,706,140	-6,438,218	-5%	

YTD Expenses - April 2024	FY22	FY23	YTD Actuals	YTD Monthly Estm Budget	YTD Variance $	YTD Variance %	FY 24 Orig Budget
- 011 GENERAL FUND							
PERSONNEL SERVICES	20,633,020	24,353,552	26,435,980	28,711,897	-2,275,916	-8%	33,791,803
MATERIALS, SUPPLIES AND SERVICES	890,713	1,217,141	1,222,061	1,164,714	57,346	5%	1,544,459
UTILITIES	569,226	697,240	756,790	655,486	101,305	15%	1,925,714
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	3,028,703	3,438,555	3,681,785	4,443,669	-761,883	-17%	5,977,261
PARTS/MAINTENANCE SUPPLIES	881,224	1,485,912	1,382,543	1,479,022	-96,479	-7%	1,861,453
SPECIAL SERV CONTRACT/MISC CHARGES	600,204	606,159	1,028,278	1,607,507	-579,229	-36%	2,102,100
CAPITAL OUTLAY	223,010	482,603	493,127	692,624	-199,498	-29%	805,322
INTERFUND TRANSFER	2,570,650	2,866,490	3,486,820	3,252,064	234,756	7%	4,184,157
Total 011 GENERAL FUND	29,396,749	35,147,651	38,487,385	42,006,982	-3,519,598	-8%	52,192,268
- 012 QUINNS RECREATION COMPLEX							
PERSONNEL SERVICES	799,936	864,431	914,814	994,565	-79,752	-8%	1,244,390
MATERIALS, SUPPLIES AND SERVICES	37,987	48,764	39,339	56,794	-17,455	-31%	68,940
UTILITIES	101,064	115,393	122,524	107,585	14,938	14%	147,017
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	56,776	69,096	90,224	97,206	-6,981	-7%	120,410
PARTS/MAINTENANCE SUPPLIES	39,667	35,887	37,766	46,691	-8,926	-19%	57,020
SPECIAL SERV CONTRACT/MISC CHARGES	18,942	22,020	23,348	20,084	3,264	16%	23,000
CAPITAL OUTLAY				833	-833	-100%	1,000
Total 012 QUINNS RECREATION COMPLEX	1,054,372	1,155,592	1,228,015	1,323,759	-95,744	-7%	1,661,777
- 022 DRUG CONFISCATIONS							
CAPITAL OUTLAY	3,021	750	11,035		11,035		
Total 022 DRUG CONFISCATIONS	3,021	750	11,035		11,035		
- 023 LOWER PARK AVE RDA SPECIAL REVENUE FUND							
MATERIALS, SUPPLIES AND SERVICES				10,000	-10,000	-100%	10,000
UTILITIES	1,673	2,526	4,760	-10,819	15,579	-144%	9,109
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	4,830	11,400	38,600	12,706	25,894	204%	70,000
SPECIAL SERV CONTRACT/MISC CHARGES					0		568,000
INTERFUND TRANSFER	2,577,110	2,577,110	2,577,110	2,320,732	256,378	11%	3,092,532
Total 023 LOWER PARK AVE RDA SPECIAL REVENUE FUND	2,583,613	2,591,036	2,620,470	2,332,619	287,851	12%	3,749,641
- 024 MAIN STREET RDA SPECIAL REVENUE FUND							
CONTRACT SVCS/CONSULTING/SOFTWARE LIC		6,830		7,967	-7,967	-100%	50,000
SPECIAL SERV CONTRACT/MISC CHARGES					0		405,000
INTERFUND TRANSFER	583,330	583,330			0		
Total 024 MAIN STREET RDA SPECIAL REVENUE FUND	583,330	590,160		7,967	-7,967	-100%	455,000
- 031 CAPITAL IMPROVEMENT FUND							
PERSONNEL SERVICES	16,309	16,849	1,873		1,873		
CAPITAL OUTLAY	3,448,521	7,002,484	8,747,953	43,794,087	-35,046,134	-80%	48,675,370
INTERFUND TRANSFER	3,478,860	3,480,900	3,478,730	3,756,367	-277,637	-7%	4,174,476
Total 031 CAPITAL IMPROVEMENT FUND	6,943,689	10,500,233	12,228,556	47,550,454	-35,321,897	-74%	52,849,846
- 033 REDEVELOPMENT AGENCY-LOWER PRK							
CAPITAL OUTLAY	34,419	25,015	1,371,738	1,236,905	134,833	11%	445,000
INTERFUND TRANSFER	2,322,990	2,326,430	2,325,700	1,894,698	431,002	23%	2,790,840
Total 033 REDEVELOPMENT AGENCY-LOWER PRK	2,357,409	2,351,445	3,697,438	3,131,603	565,835	18%	3,235,840
- 034 REDEVELOPMENT AGENCY-MAIN ST							

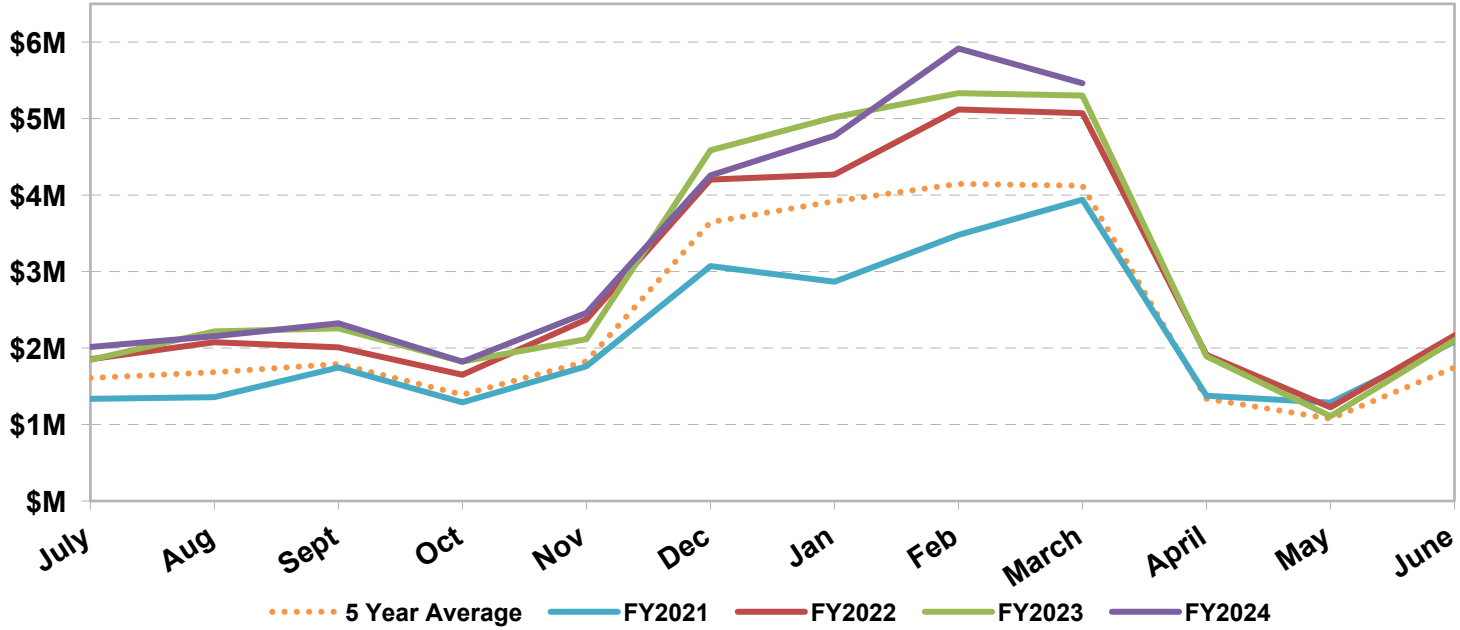
YTD Expenses - April 2024	FY22	FY23	YTD Actuals	YTD Monthly Estm Budget	YTD Variance $	YTD Variance %	FY 24 Orig Budget
CAPITAL OUTLAY		19,940	233,561	457,755	-224,195	-49%	150,000
Total 034 REDEVELOPMENT AGENCY-MAIN ST		19,940	233,561	457,755	-224,195	-49%	150,000
- 038 EQUIPMENT REPLACEMENT CIP							
CAPITAL OUTLAY	1,601,377	1,635,089	2,482,940	3,903,066	-1,420,125	-36%	1,964,600
Total 038 EQUIPMENT REPLACEMENT CIP	1,601,377	1,635,089	2,482,940	3,903,066	-1,420,125	-36%	1,964,600
- 051 WATER FUND							
PERSONNEL SERVICES	2,873,867	3,523,919	4,188,494	4,164,755	23,739	1%	4,934,076
MATERIALS, SUPPLIES AND SERVICES	470,386	546,642	476,435	428,674	47,761	11%	565,020
UTILITIES	517,834	563,593	661,216	1,061,394	-400,178	-38%	1,413,719
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	1,876,956	1,335,447	1,604,314	1,488,973	115,341	8%	1,977,206
PARTS/MAINTENANCE SUPPLIES	1,052,014	1,132,196	1,519,223	1,147,745	371,478	32%	1,475,550
SPECIAL SERV CONTRACT/MISC CHARGES	141,428	181,463	277,046	142,996	134,050	94%	183,200
CAPITAL OUTLAY	29,494,535	13,893,498	7,830,577	20,171,681	-12,341,104	-61%	10,177,805
DEBT SERVICE	3,813,401	6,910,528	7,066,944	6,246,455	820,489	13%	9,403,863
INTERFUND TRANSFER	910,360	1,118,540	1,280,700	1,271,918	8,782	1%	2,588,649
Total 051 WATER FUND	41,150,781	29,205,826	24,904,949	36,124,589	-11,219,640	-31%	32,719,089
- 052 STORM WATER FUND							
PERSONNEL SERVICES	599,818	596,125	486,484	559,330	-72,846	-13%	662,651
MATERIALS, SUPPLIES AND SERVICES	15,878	27,315	19,957	45,266	-25,309	-56%	63,000
UTILITIES	43,444	21,791	27,909	33,369	-5,460	-16%	43,621
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	23,463	27,062	75,748	96,148	-20,399	-21%	149,625
PARTS/MAINTENANCE SUPPLIES	9,912	8,304	11,896	35,452	-23,556	-66%	41,406
CAPITAL OUTLAY	30,440	-98,573	396,623	1,257,059	-860,436	-68%	1,261,500
INTERFUND TRANSFER	112,880	131,150	144,920	139,482	5,438	4%	173,903
Total 052 STORM WATER FUND	835,835	713,175	1,163,539	2,166,106	-1,002,567	-46%	2,395,706
- 055 GOLF COURSE FUND							
PERSONNEL SERVICES	615,532	634,409	732,283	937,625	-205,342	-22%	1,110,825
MATERIALS, SUPPLIES AND SERVICES	36,829	37,720	48,946	54,211	-5,265	-10%	73,700
UTILITIES	34,028	61,164	32,830	134,148	-101,318	-76%	135,320
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	52,735	60,861	59,642	74,784	-15,142	-20%	99,825
PARTS/MAINTENANCE SUPPLIES	387,990	271,576	304,939	225,002	79,937	36%	334,800
SPECIAL SERV CONTRACT/MISC CHARGES	33,291	34,397	33,609	38,392	-4,783	-12%	43,500
CAPITAL OUTLAY	18,609	3,155	69,251	232,998	-163,747	-70%	282,928
INTERFUND TRANSFER	118,650	140,080	149,960	153,074	-3,114	-2%	179,945
Total 055 GOLF COURSE FUND	1,297,664	1,243,362	1,431,461	1,850,234	-418,773	-23%	2,260,843
- 057 TRANSPORTATION & PARKING FUND							
PERSONNEL SERVICES	5,822,226	8,083,332	9,939,740	9,910,621	29,120	0%	11,741,329
MATERIALS, SUPPLIES AND SERVICES	122,401	217,701	292,890	270,533	22,357	8%	332,422
UTILITIES	233,352	252,857	301,890	303,928	-2,037	-1%	409,320
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	416,918	1,093,300	1,913,653	1,851,531	62,121	3%	2,856,960
PARTS/MAINTENANCE SUPPLIES	29,174	48,575	27,223	27,868	-645	-2%	37,000
SPECIAL SERV CONTRACT/MISC CHARGES	25,388	37,854	23,379	15,969	7,410	46%	16,500
CAPITAL OUTLAY	799,142	1,687,763	7,377,883	27,527,604	-20,149,720	-73%	17,973,836
INTERFUND TRANSFER	2,755,420	2,993,950	3,227,350	3,116,893	110,457	4%	3,872,831

YTD Expenses - April 2024	FY22	FY23	YTD Actuals	YTD Monthly Estm Budget	YTD Variance $	YTD Variance %	FY 24 Orig Budget
Total 057 TRANSPORTATION & PARKING FUND	10,204,020	14,415,332	23,104,008	43,024,947	-19,920,938	-46%	37,240,198
- 058 PARKING FUND							
PERSONNEL SERVICES	646,685	869,599	1,040,435	1,073,870	-33,435	-3%	1,272,238
MATERIALS, SUPPLIES AND SERVICES	218,332	265,074	298,443	406,361	-107,918	-27%	472,500
UTILITIES	7,078	5,730	6,161	4,301	1,860	43%	10,000
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	101,959	32,192	8,675	101,199	-92,524	-91%	148,000
PARTS/MAINTENANCE SUPPLIES	6,866	11,314	25,858	38,038	-12,180	-32%	57,000
SPECIAL SERV CONTRACT/MISC CHARGES	109,096	86,220	108,570	58,404	50,166	86%	65,000
CAPITAL OUTLAY	26,961	107,940		600,633	-600,633	-100%	380,000
INTERFUND TRANSFER	13,750	8,120	103,300	11,605	91,695	790%	123,963
Total 058 PARKING FUND	1,130,727	1,386,188	1,591,442	2,294,412	-702,970	-31%	2,528,701
- 062 FLEET SERVICES FUND							
PERSONNEL SERVICES	786,667	974,379	1,041,022	1,099,826	-58,804	-5%	1,302,988
MATERIALS, SUPPLIES AND SERVICES	52,295	65,461	27,875	53,733	-25,857	-48%	63,950
UTILITIES	806,001	992,439	739,715	853,850	-114,135	-13%	1,002,900
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	5,047	7,783	7,032	5,720	1,312	23%	8,000
PARTS/MAINTENANCE SUPPLIES	583,671	665,416	725,851	619,112	106,739	17%	770,200
CAPITAL OUTLAY		4,695		1,315	-1,315	-100%	6,205
Total 062 FLEET SERVICES FUND	2,233,681	2,710,174	2,541,495	2,633,555	-92,060	-3%	3,154,243
- 064 SELF INSURANCE FUND							
MATERIALS, SUPPLIES AND SERVICES	26,613	27,819	44,404	41,126	3,278	8%	50,500
CONTRACT SVCS/CONSULTING/SOFTWARE LIC	448,566	833,352	526,115	891,436	-365,321	-41%	1,047,829
SPECIAL SERV CONTRACT/MISC CHARGES	880,091	1,056,434	1,010,267	1,191,322	-181,055	-15%	1,075,500
Total 064 SELF INSURANCE FUND	1,355,270	1,917,605	1,580,786	2,123,884	-543,098	-26%	2,173,829
- 070 SALES TAX REV BOND - DEBT SVS FUND							
DEBT SERVICE	2,642,208	2,615,918	3,125,563	2,971,183	154,380	5%	6,975,316
INTERFUND TRANSFER					0		
Total 070 SALES TAX REV BOND - DEBT SVS FUND	2,642,208	2,615,918	3,125,563	2,971,183	154,380	5%	6,975,316
- 071 DEBT SERVICE FUND							
DEBT SERVICE	7,344,844	7,288,508	7,237,082	7,239,880	-2,798	0%	9,478,438
Total 071 DEBT SERVICE FUND	7,344,844	7,288,508	7,237,082	7,239,880	-2,798	0%	9,478,438
- Grand Total							
TOTAL	112,718,589	115,487,982	127,669,726	201,142,996	-73,473,270	-37%	215,185,334
Total without Bond, Debt Service and Capital Transactions	63,238,104	73,908,669	81,225,449	84,808,918	-3,583,469	-4%	

March Sales Tax Update

Citywide

Sales Tax Revenues through March



- Sales Taxes excluding TRT and Transit Sales Tax +2.7% vs. March FY23
- Transit Sales Tax +3.2% vs. March FY23
- TRT -0.26% vs. March FY23

Source: Park City Municipal Corporation. As of May 2024. Note: Transit Sales Taxes exclude sales tax revenues received from Summit County.

General Fund

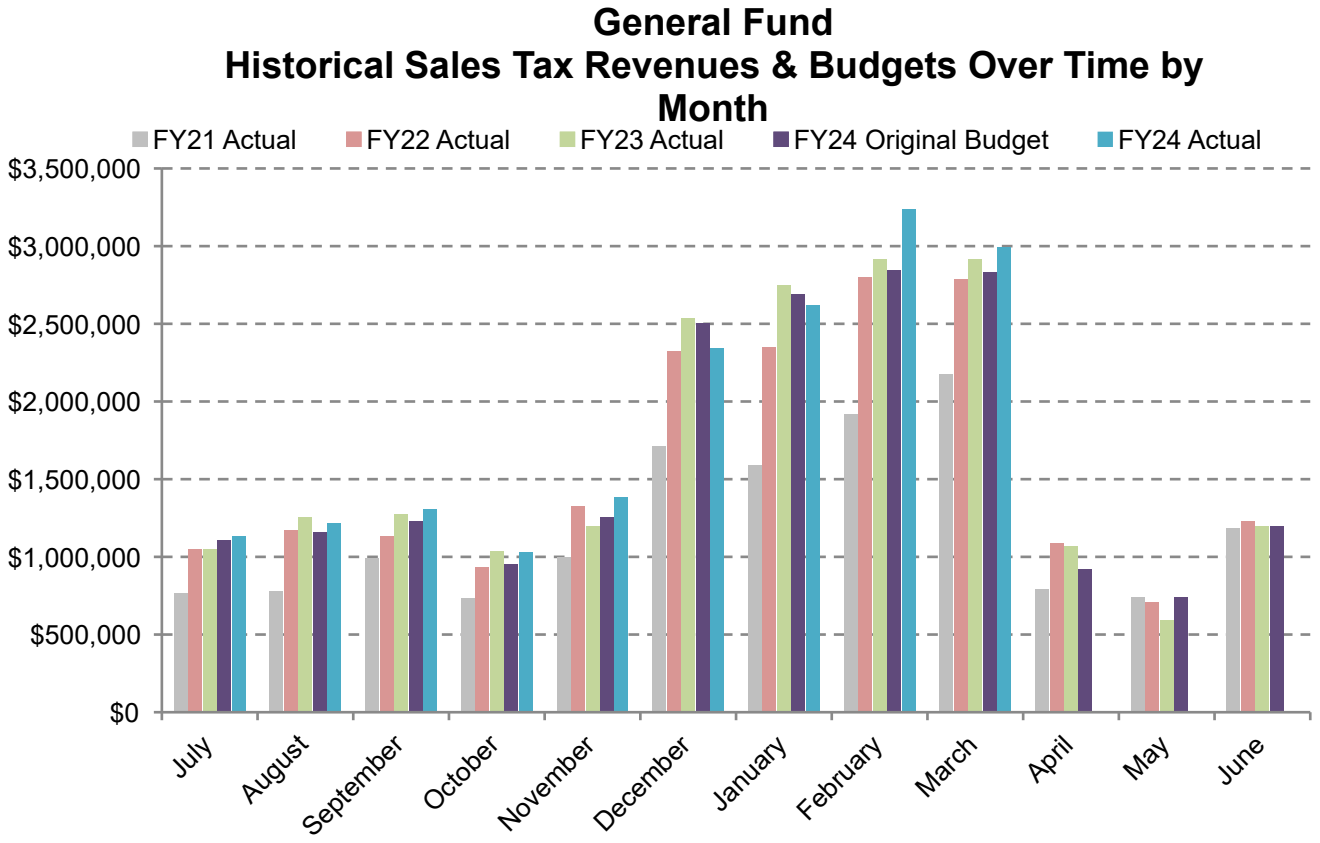
Sales Tax Summary – General Fund

General Fund - Sales Tax Summary - Monthly						
Month	**FY21 Actual**	**FY22 Actual**	**FY23 Actual**	**FY24 Original Budget**	**FY24 Actual**	**FY24 v FY23, % Variance**
July	$767,523	$1,047,907	$1,046,389	$1,104,701	$1,135,532	8.5%
August	$777,490	$1,171,314	$1,251,903	$1,155,754	$1,216,142	-2.9%
September	$991,597	$1,132,565	$1,274,032	$1,229,799	$1,308,072	2.7%
October	$735,086	$933,913	$1,034,057	$954,474	$1,030,019	-0.4%
November	$995,487	$1,327,690	$1,195,346	$1,253,138	$1,385,504	15.9%
December	$1,709,314	$2,326,097	$2,534,848	$2,502,995	$2,345,693	-7.5%
January	$1,587,251	$2,345,867	$2,747,945	$2,690,939	$2,621,477	-4.6%
February	$1,915,684	$2,797,934	$2,918,323	$2,846,745	$3,239,469	11.0%
March	$2,175,133	$2,789,466	$2,914,949	$2,830,360	$2,995,074	2.7%
April	$792,166	$1,086,580	$1,065,205	$917,717	$0	
May	$742,106	$707,914	$594,757	$738,461	$0	
June	$1,186,465	$1,228,604	$1,194,996	$1,198,892	$0	
Total	**$14,375,301**	**$18,895,853**	**$19,772,750**	**$19,423,976**	**$17,276,983**	

General Fund - Sales Tax Summary - Cumulative						
Month	**FY21 Actual**	**FY22 Actual**	**FY23 Actual**	**FY24 Original Budget**	**FY24 Actual**	**FY24 v FY23, % Variance**
July	$767,523	$1,047,907	$1,046,389	$1,104,701	$1,135,532	8.5%
August	$1,545,014	$2,219,221	$2,298,293	$2,260,455	$2,351,675	2.3%
September	$2,536,611	$3,351,787	$3,572,325	$3,490,254	$3,659,747	2.4%
October	$3,271,697	$4,285,700	$4,606,381	$4,444,727	$4,689,766	1.8%
November	$4,267,183	$5,613,390	$5,801,728	$5,697,865	$6,075,271	4.7%
December	$5,976,497	$7,939,487	$8,336,576	$8,200,861	$8,420,963	1.0%
January	$7,563,748	$10,285,355	$11,084,521	$10,891,800	$11,042,441	-0.4%
February	$9,479,432	$13,083,289	$14,002,844	$13,738,545	$14,281,909	2.0%
March	$11,654,565	$15,872,754	$16,917,793	$16,568,906	$17,276,983	2.1%
April	$12,446,731	$16,959,335	$17,982,997	$17,486,623	$0	
May	$13,188,836	$17,667,248	$18,577,754	$18,225,084	$0	
June	**$14,375,301**	**$18,895,853**	**$19,772,750**	**$19,423,976**	**$17,276,983**	

Source: Park City Municipal Corporation. As of May 2024.

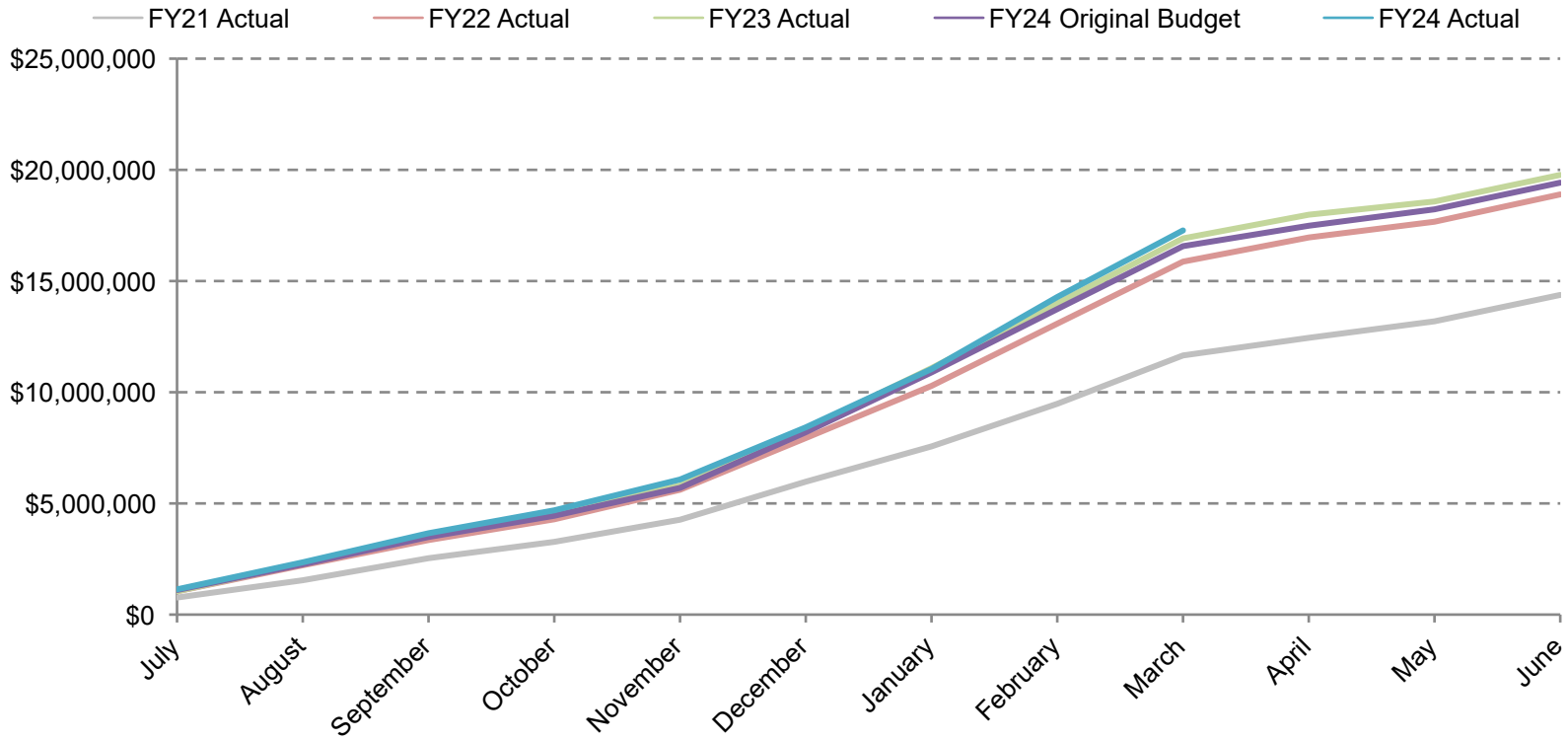
Sales Tax Summary – General Fund



Source: Park City Municipal Corporation. As of May 2024.

Sales Tax Summary – General Fund

General Fund - FY24 Cumulative Annual Sales Tax Revenues Through Different Lenses



Source: Park City Municipal Corporation. As of May 2024.

Capital Fund

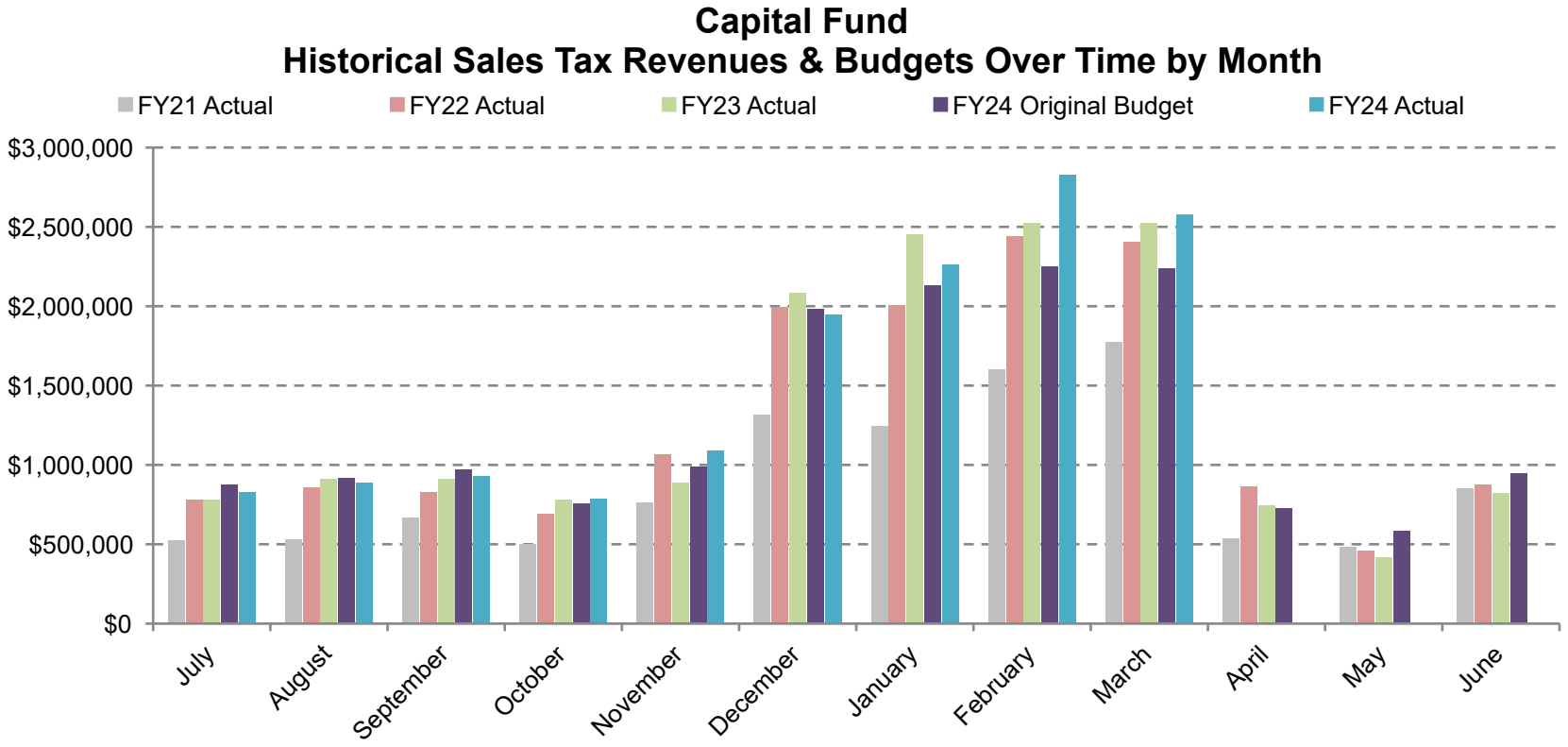
Sales Tax Summary – Capital Fund

Capital Fund - Sales Tax Summary - Monthly						
Month	**FY21 Actual**	**FY22 Actual**	**FY23 Actual**	**FY24 Original Budget**	**FY24 Actual**	**FY23 v FY24 % Variance**
July	$522,650	$780,132	$781,125	$874,360	$829,804	6.2%
August	$529,137	$855,278	$912,695	$914,768	$886,006	-2.9%
September	$666,174	$829,049	$908,812	$973,374	$932,445	2.6%
October	$502,670	$694,081	$783,529	$755,457	$785,353	0.2%
November	$760,386	$1,065,376	$890,056	$991,847	$1,089,951	22.5%
December	$1,313,631	$1,996,471	$2,082,759	$1,981,096	$1,949,295	-6.4%
January	$1,246,723	$2,009,355	$2,452,052	$2,129,852	$2,262,573	-7.7%
February	$1,601,025	$2,443,664	$2,525,462	$2,253,171	$2,827,255	11.9%
March	$1,775,065	$2,403,776	$2,523,645	$2,240,202	$2,579,838	2.2%
April	$535,486	$861,933	$747,250	$726,364	$0	
May	$485,197	$458,895	$419,073	$584,485	$0	
June	$852,122	$874,901	$823,927	$948,912	$0	
Total	**$10,790,265**	**$15,272,911**	**$15,850,386**	**$15,373,887**	**$14,142,520**	

Capital Fund - Sales Tax Summary - Cummulative						
Month	**FY21 Actual**	**FY22 Actual**	**FY23 Actual**	**FY24 Original Budget**	**FY24 Actual**	**FY23 v FY24 % Variance**
July	$522,650	$780,132	$781,125	$874,360	$829,804	6.2%
August	$1,051,787	$1,635,410	$1,693,821	$1,789,128	$1,715,810	1.3%
September	$1,717,961	$2,464,459	$2,602,633	$2,762,502	$2,648,254	1.8%
October	$2,220,631	$3,158,539	$3,386,163	$3,517,958	$3,433,607	1.4%
November	$2,981,017	$4,223,915	$4,276,219	$4,509,805	$4,523,558	5.8%
December	$4,294,649	$6,220,386	$6,358,977	$6,490,901	$6,472,854	1.8%
January	$5,541,371	$8,229,741	$8,811,029	$8,620,753	$8,735,427	-0.9%
February	$7,142,396	$10,673,406	$11,336,491	$10,873,924	$11,562,682	2.0%
March	$8,917,460	$13,077,182	$13,860,136	$13,114,127	$14,142,520	2.0%
April	$9,452,946	$13,939,115	$14,607,386	$13,840,491	$0	
May	$9,938,143	$14,398,010	$15,026,459	$14,424,976	$0	
June	$10,790,265	$15,272,911	$15,850,386	$15,373,887	$0	

Source: Park City Municipal Corporation. As of May 2024.

Sales Tax Summary – Capital Fund



Source: Park City Municipal Corporation. As of May 2024.

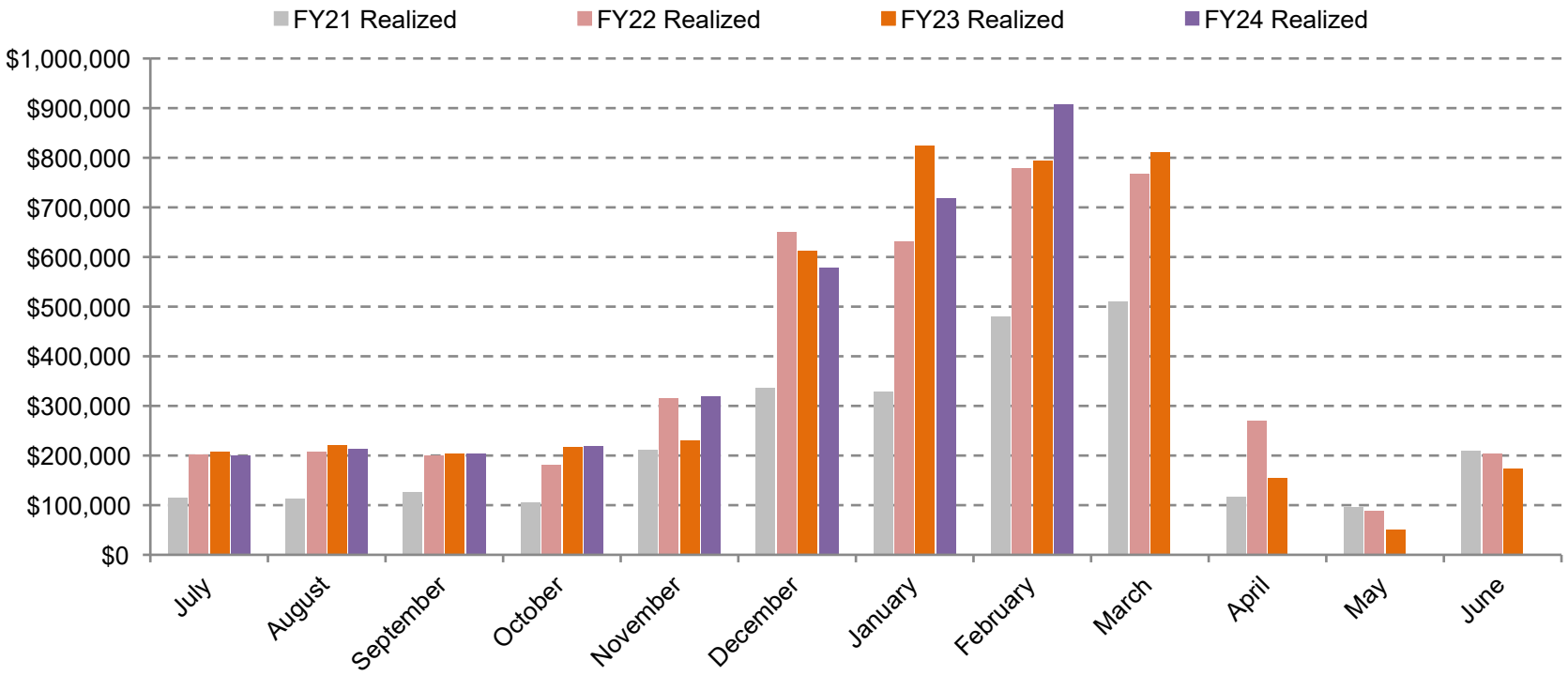
Sales Tax Summary – Transient Room Tax

Transient Room Tax						
Monthly	FY21 Realized	FY22 Realized	FY23 Realized	FY24 Realized	FY24 vs. FY23, $ Variance	FY24 vs. FY23, % Variance
July	$114,918	$201,780	$207,936	$199,624	($8,312)	-4.00%
August	$112,872	$206,192	$219,874	$212,683	($7,191)	-3.27%
September	$125,348	$200,321	$203,178	$203,721	$543	0.27%
October	$104,921	$179,897	$217,406	$217,701	$296	0.14%
November	$210,795	$315,172	$229,493	$319,441	$89,948	39%
December	$336,374	$650,240	$611,583	$577,710	($33,873)	-6%
January	$328,467	$630,062	$823,076	$717,139	($105,938)	-13%
February	$479,315	$778,153	$793,379	$906,424	$113,045	14%
March	$509,063	$767,199	$811,367	$809,258	($2,109)	-0.26%
April	$116,391	$270,230	$154,497	$0	($154,497)	-100%
May	$94,854	$87,896	$50,265	$0	($50,265)	-100%
June	$208,432	$203,021	$172,713	$0	($172,713)	-100%
Total	**$2,741,751**	**$4,490,163**	**$4,494,766**	**$4,163,701**	**($331,065)**	**-7%**

Source: Park City Municipal Corporation. As of May 2024.

Sales Tax Summary – Transient Room Tax

Transient Room Tax
Historical Revenues Over Time by Month



Source: Park City Municipal Corporation. As of May 2024.

Transportation Fund

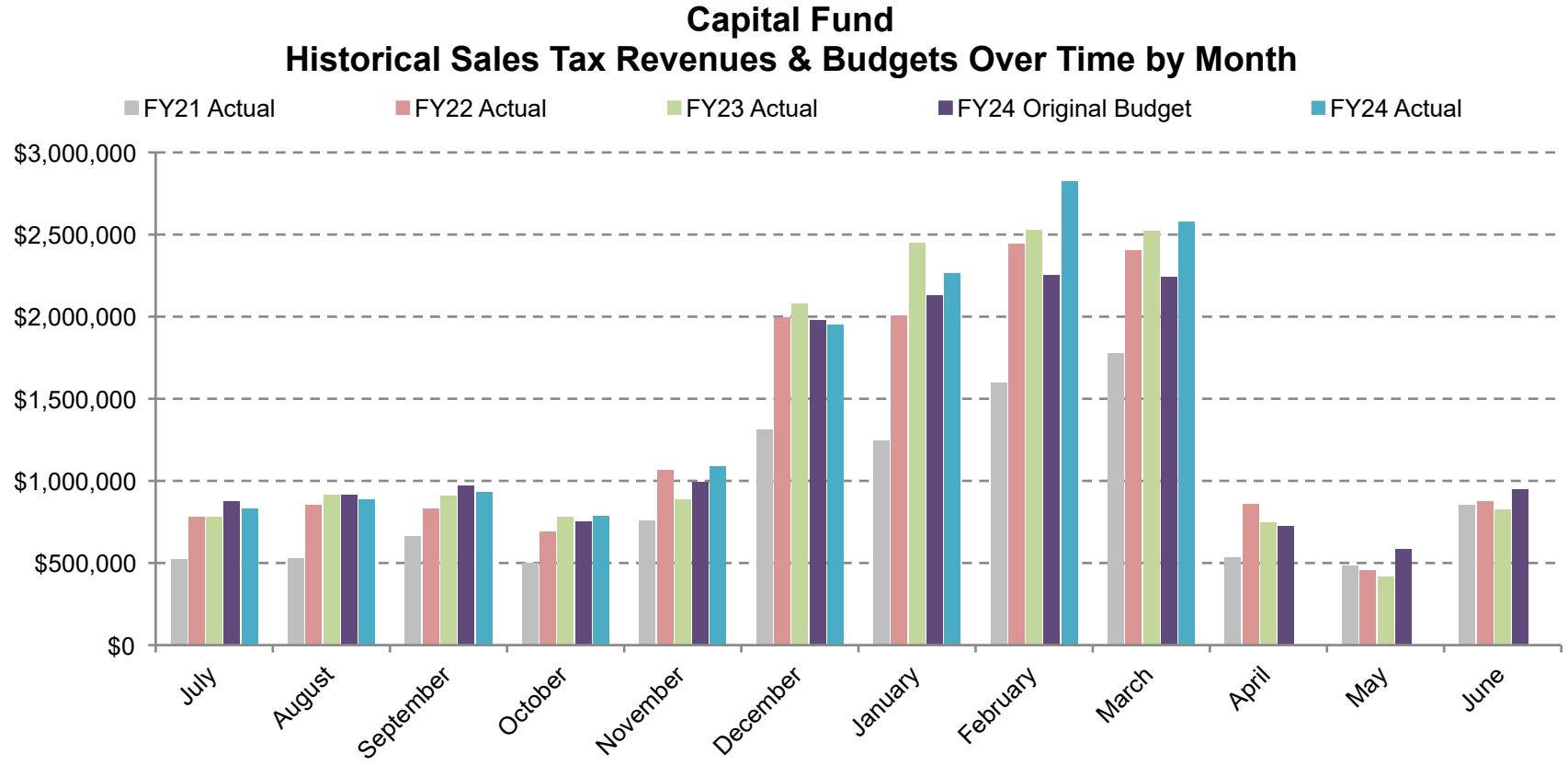
Sales Tax Summary – Transportation Fund

Transportation Fund - Sales Tax Summary - Monthly						
Month	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Original Budget	FY24 Actual	FY23 v FY24 % Variance
July	$431,048	$608,068	$602,675	$652,677	$661,242	9.7%
August	$441,580	$684,973	$725,764	$682,840	$704,641	-2.9%
September	$570,321	$658,907	$745,081	$726,587	$764,144	2.6%
October	$419,670	$543,457	$597,809	$563,920	$598,531	0.1%
November	$583,067	$789,506	$697,635	$740,376	$810,870	16.2%
December	$1,019,746	$1,398,686	$1,534,675	$1,478,814	$1,414,574	-7.8%
January	$955,215	$1,429,096	$1,684,835	$1,589,855	$1,602,769	-4.9%
February	$1,164,026	$1,723,761	$1,789,446	$1,681,908	$1,985,796	11.0%
March	$1,316,569	$1,695,248	$1,773,311	$1,672,227	$1,830,848	3.2%
April	$446,180	$626,520	$623,780	$542,204	$0	
May	$416,661	$398,109	$387,835	$436,296	$0	
June	$684,361	$709,106	$665,815	$708,327	$0	
Total	**$8,448,444**	**$11,265,438**	**$11,828,660**	**$11,476,031**	**$10,373,414**	

Transportation Fund - Sales Tax Summary - Cumulative						
Month	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Original Budget	FY24 Actual	FY23 v FY24 % Variance
July	$431,048	$608,068	$602,675	$652,677	$661,242	9.7%
August	$872,628	$1,293,041	$1,328,439	$1,335,517	$1,365,883	2.8%
September	$1,442,949	$1,951,949	$2,073,520	$2,062,104	$2,130,027	2.7%
October	$1,862,619	$2,495,405	$2,671,329	$2,626,024	$2,728,558	2.1%
November	$2,445,687	$3,284,912	$3,368,963	$3,366,400	$3,539,428	5.1%
December	$3,465,433	$4,683,598	$4,903,638	$4,845,215	$4,954,002	1.0%
January	$4,420,648	$6,112,694	$6,588,472	$6,435,070	$6,556,770	-0.5%
February	$5,584,674	$7,836,455	$8,377,918	$8,116,977	$8,542,566	2.0%
March	$6,901,243	$9,531,703	$10,151,230	$9,789,205	$10,373,414	2.2%
April	$7,347,422	$10,158,223	$10,775,009	$10,331,408	$0	
May	$7,764,084	$10,556,332	$11,162,845	$10,767,704	$0	
June	$8,448,444	$11,265,438	$11,828,660	$11,476,031	$0	

Source: Park City Municipal Corporation. As of May 2024. Note: Transit Sales Taxes exclude sales tax revenues received from Summit County.

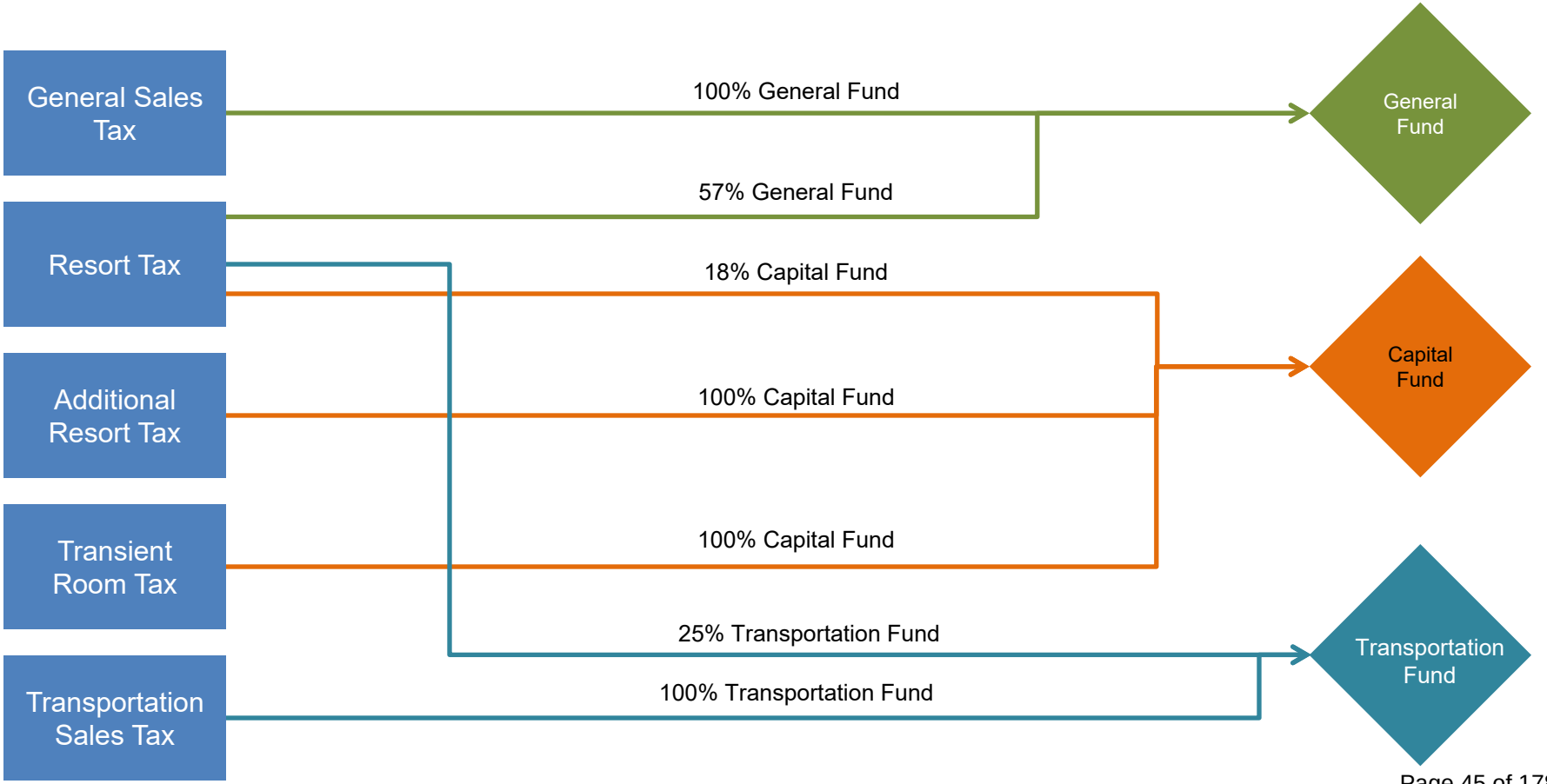
Sales Tax Summary – Transportation Fund



Source: Park City Municipal Corporation. As of May 2024. Note: Transit Sales Taxes exclude sales tax revenues received from Summit County.

Appendix

Where Do Our Sales Taxes Go?



City Council
Staff Communications Report

Subject: Main Street Area Plan Update
Author: Jenny Diersen and Michelle Downard
Department: Special Events and Executive
Date: June 6, 2024

Summary

Since the 1980s, numerous planning studies and capital investment plans have focused on improving Main Street and Historic Park City. Recently, new growth and economic investments around the Wasatch Back, particularly on the City's borders and planned changes at the City's resort bases, present a unique opportunity to potentially create a new plan for Historic Park City's future investment strategy.

In light of this framing and context, a reinvestment planning process is underway to work with local stakeholders and businesses to consider capital investment strategies, land use choices, transportation solutions, and potential partnerships using public property to uphold Main Street and Old Town's place as the community's historical and cultural center.

On January 4, 2024 (report p. 222/ minutes p. 6), we obtained Council direction to launch the accelerated strategic planning process. A small and representative advisory committee was created by the Mayor and Council Liaison Dickey, and we sourced a team of sub-consultants to support the initiative, including:

- Zions Public Finance ($45k) to conduct economic and analytical analysis such as financial feasibility and special financing tools, property appraisals, customer and visitor demographics, and general project management support;
- Happy Cities Studios ($83k) for planning, land use, parking, and transportation analysis and expertise;
- VODA Landscape + Planning ($98k) for visual design, architectural feasibility, and visual renderings and concepts; and
- Kimley Horn ($50k) for traffic and engineering analysis, and parking and transportation planning.

The Main Street Area Plan ("MSAP") Committee, established by the Mayor, held its first meeting with Council Liaison Dickey on May 20, 2024. The Committee represents key local business stakeholders, including Rob Sergent, Maren Mullin, Randy Scott, Ronnie Wedig, Casey Crawford, Jennifer Wesselhoff, Heleena Sideris, Emerson Olivera, Kathy Pederson, Planning Commissioner Rick Shand, and Mayor Worel and Councilor Dickey.

A project website was created to allow the community members and interested stakeholders to follow the accelerated planning process and monitor key goals and

targets, including:

The first meeting indicated a strong appetite for substantial evolution, change, and additional capital and economic investment for the historic district from the Committee. After a brief review of the area's history and economic and visitation trends, a physical walking tour was conducted. Information, observations, and input are being collected and shaped into potential scenarios that drive economic competitiveness, community investment, balance neighborhood impacts, and improve transportation connections.

We anticipate the concept scenarios will be conversation starters that rely on economic insights shared in previous Council meetings and the Committee kick-off meeting. They will also reflect guidance from applicable design principles (consultant team) and Committee members.

There were several themes that persisted throughout the group's economic analysis feedback and discussion. They include Main Street's national and regional competitive economic pressure, visitor journey to and from Main Street, competitive gaps in the Main Street economy, the growth of the Wasatch Front, and placemaking principles to retain and recirculate visitors in the downtown core. Further insights regarding these topics follow below.

National Competitive Landscape

While serving as a significant destination within national outdoor recreation offerings, Park City also competes with similarly sized mountain towns with additional competitive pressure arising from potentially unexpected sources such as Miami, Florida and Las Vegas, Nevada. Examining the visitation behavior of visitors, via placer.ai cellphone data, to key national resort destinations we can distill a correlation metric regarding how similar or dissimilar visitor behavior to these cores is relative to Park City. We note that a correlation metric of 1 means a visitor's behavior is exactly the same in two different locations, while a correlation metric of -1 means a visitor's behavior is exactly opposite.

Viewing the correlation matrix below shows a heat map of similarities and dissimilarities in visitation patterns among key resort destinations that compete for Park City visitors.

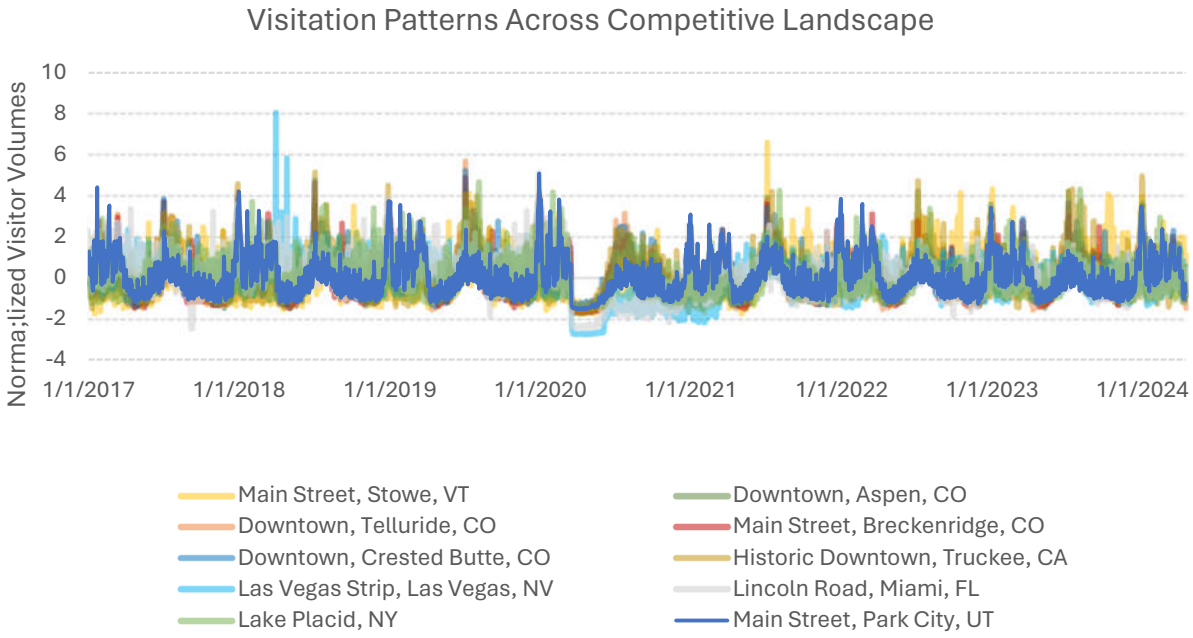
Figure 1: Park City Competitive Landscape Correlation Matrix

	Main Street, Park City, UT	*Church Street, Burlington, VT*	*Main Street, Stowe, VT*	*Assembly Square, Somerville, MA*	*Newbury Street, Boston, MA*	*Downtown, Aspen, CO*	*Downtown, Telluride, CO*	*Main Street, Breckenridge, CO*	*Downtown, Crested Butte, CO*	*16th Street Mall, Denver, CO*	*Old Town, Los Gatos, CA*	*Downtown, Santa Monica, CA*	*Rodeo Drive, Beverly Hills, CA*	*Historic Downtown, Truckee, CA*	*Downtown, Gatlinburg, TN*	*Downtown, Jackson, WY*	*Las Vegas Strip, Las Vegas, NV*	*Lincoln Road, Miami, FL*	*Lake Placid, NY*
Main Street, Park City, UT	1.00	0.29	0.49	0.26	0.28	0.75	0.66	0.83	0.71	0.31	0.36	0.45	0.28	0.56	0.53	0.34	0.50	0.66	0.57
Church Street, Burlington, VT	0.29	1.00	0.62	0.70	0.81	0.32	0.31	0.38	0.37	0.60	0.69	0.73	0.50	0.56	0.55	0.41	0.64	0.53	0.57
Main Street, Stowe, VT	0.49	0.62	1.00	0.52	0.56	0.58	0.55	0.56	0.55	0.33	0.50	0.53	0.38	0.63	0.59	0.50	0.51	0.47	0.63
Assembly Square, Somerville, MA	0.26	0.70	0.52	1.00	0.74	0.23	0.20	0.33	0.25	0.45	0.68	0.67	0.44	0.46	0.49	0.28	0.60	0.52	0.44
Newbury Street, Boston, MA	0.28	0.81	0.56	0.74	1.00	0.26	0.24	0.34	0.29	0.58	0.77	0.77	0.58	0.51	0.48	0.28	0.69	0.58	0.51
Downtown, Aspen, CO	0.75	0.32	0.58	0.23	0.26	1.00	0.87	0.86	0.86	0.29	0.29	0.41	0.36	0.70	0.58	0.69	0.41	0.47	0.58
Downtown, Telluride, CO	0.66	0.31	0.55	0.20	0.24	0.87	1.00	0.81	0.89	0.36	0.27	0.41	0.35	0.66	0.50	0.74	0.38	0.40	0.56
Main Street, Breckenridge, CO	0.83	0.38	0.56	0.33	0.34	0.86	0.81	1.00	0.85	0.38	0.39	0.51	0.34	0.70	0.66	0.56	0.53	0.61	0.61
Downtown, Crested Butte, CO	0.71	0.37	0.55	0.25	0.29	0.86	0.89	0.85	1.00	0.34	0.30	0.44	0.30	0.69	0.55	0.72	0.41	0.45	0.60
16th Street Mall, Denver, CO	0.31	0.60	0.33	0.45	0.58	0.29	0.36	0.38	0.34	1.00	0.59	0.73	0.59	0.40	0.32	0.31	0.68	0.60	0.43
Old Town, Los Gatos, CA	0.36	0.69	0.50	0.68	0.77	0.29	0.27	0.39	0.30	0.59	1.00	0.79	0.68	0.52	0.47	0.27	0.72	0.65	0.48
Downtown, Santa Monica, CA	0.45	0.73	0.53	0.67	0.77	0.41	0.41	0.51	0.44	0.73	0.79	1.00	0.64	0.64	0.51	0.41	0.87	0.77	0.57
Rodeo Drive, Beverly Hills, CA	0.28	0.50	0.38	0.44	0.58	0.36	0.35	0.34	0.30	0.59	0.68	0.64	1.00	0.39	0.28	0.34	0.59	0.52	0.33
Historic Downtown, Truckee, CA	0.56	0.56	0.63	0.46	0.51	0.70	0.66	0.70	0.69	0.40	0.52	0.64	0.39	1.00	0.68	0.66	0.58	0.55	0.64
Downtown, Gatlinburg, TN	0.53	0.55	0.59	0.49	0.48	0.58	0.50	0.66	0.55	0.32	0.47	0.51	0.28	0.68	1.00	0.50	0.54	0.53	0.54
Downtown, Jackson, WY	0.34	0.41	0.50	0.28	0.28	0.69	0.74	0.56	0.72	0.31	0.27	0.41	0.34	0.66	0.50	1.00	0.32	0.22	0.50
Las Vegas Strip, Las Vegas, NV	0.50	0.64	0.51	0.60	0.69	0.41	0.38	0.53	0.41	0.68	0.72	0.87	0.59	0.58	0.54	0.32	1.00	0.80	0.55
Lincoln Road, Miami, FL	0.66	0.53	0.47	0.52	0.58	0.47	0.40	0.61	0.45	0.60	0.65	0.77	0.52	0.55	0.53	0.22	0.80	1.00	0.52
Lake Placid, NY	0.57	0.57	0.63	0.44	0.51	0.58	0.56	0.61	0.60	0.43	0.48	0.57	0.33	0.64	0.54	0.50	0.55	0.52	1.00

Source: ZPFI, placer.ai, PCMC, as of May 2024.

Next, normalizing for visitation levels reveals the similarity in behavior for visitors within key competitors to Park City.

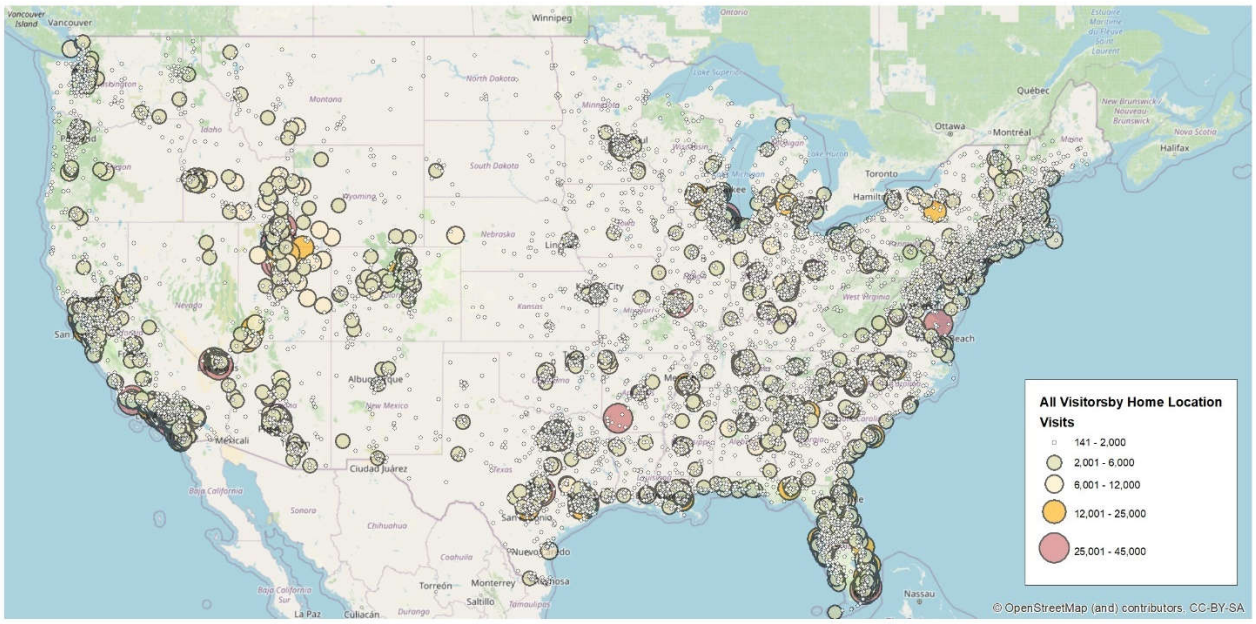
Figure 2: Visitation Patterns Across Competitive Landscape



Source: ZPFI, placer.ai, PCMC, as of May 2024.

Additionally, the committee highlighted the source and target markets of all national visitation to Main Street over the last seven years, a visualization of which is depicted below.

Figure 3: Source Location of All Visitors to Main Street, 2017 – 2024



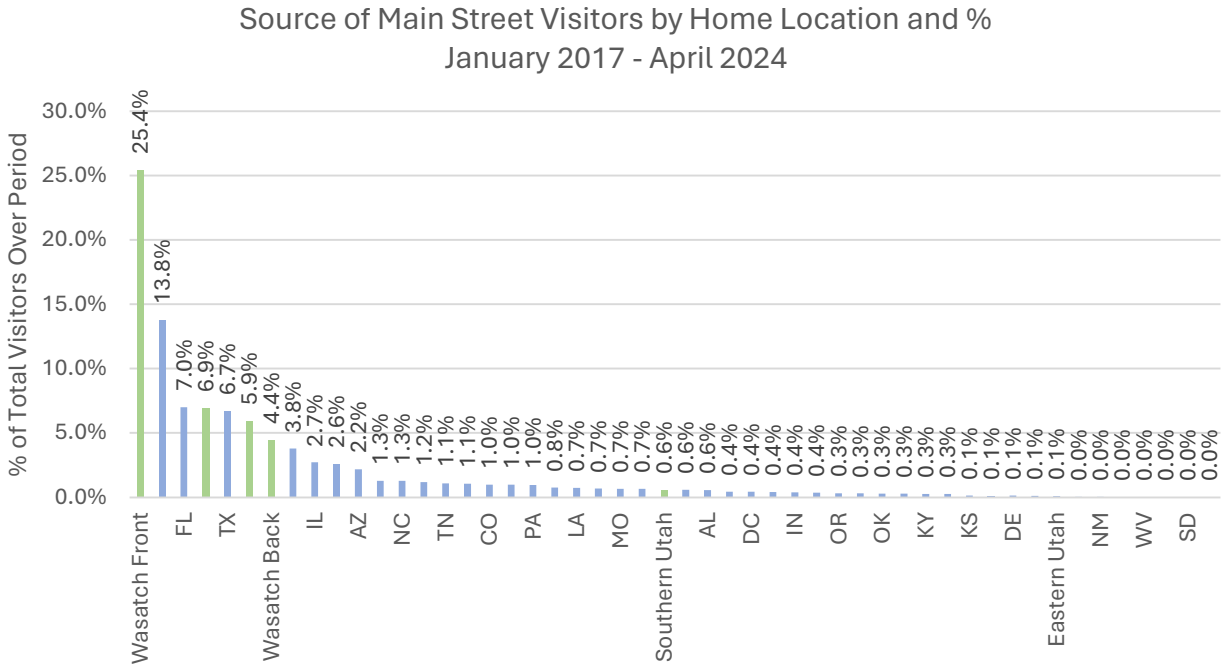
Source: ZPFI, placer.ai, PCMC, as of May 2024.

As Historic Park City faces competitive pressure from both mountain town resorts and warm weather resort destinations, creating experiences and appealing to these constituent groups will remain key to Main Street's success and was highlighted by the Committee. The Committee also stressed a desire for a bigger and more strategic vision with respect to land uses and the day-to-day experience of Main Street and Swede Alley.

Regional Competitive Landscape

Next, and looking ahead, the group touched on regional high-scale development that may draw both workers and visitors away from the core of Park City. On this front, the committee discussed that the Wasatch Front is a key contributor to visits to Main Street over a seven-year snapshot of data presented. Further, in order to maintain competitiveness, access for visitors and employees in these markets must be made more efficient via an activated strategic regional park and ride and/or other types of elevated service transportation facilities.

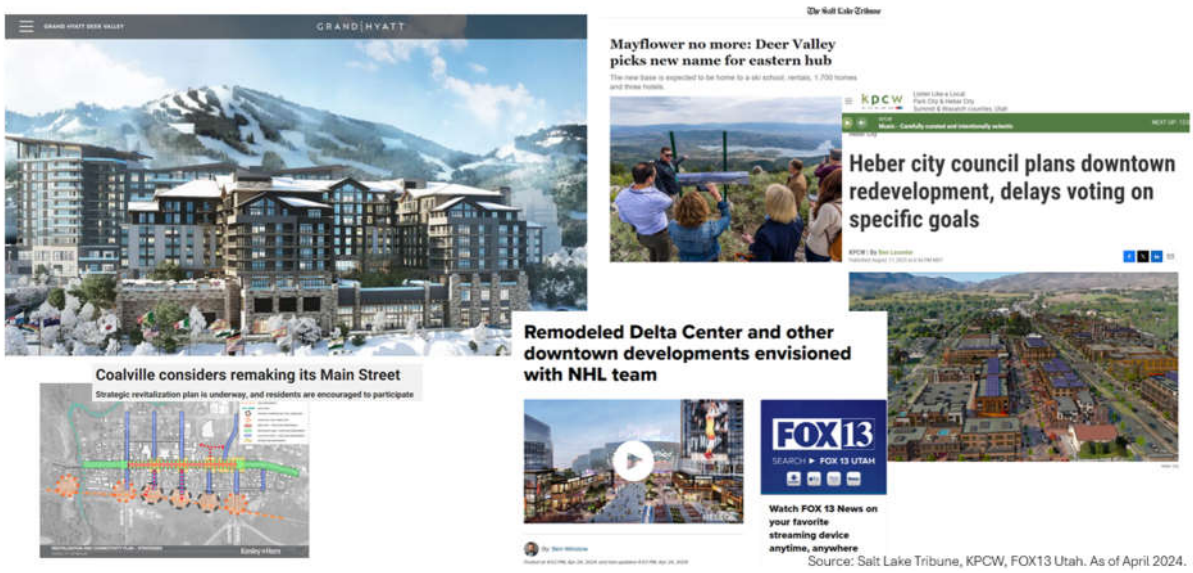
Figure 4: Source of Main Street Visitors by Home Location and %, January 2017 – April 2024



Source: ZPFI, placer.ai, PCMC, as of May 2024.

Yet, while the Wasatch Front visitor is a key, in-state, market, the group discussed the fact that multiple developments on the Wasatch Front and Wasatch Back are designed to grow and pull many of these visitors away from Park City.

Figure 5: Selection of Large-Scale Regional Developments and Redevelopments



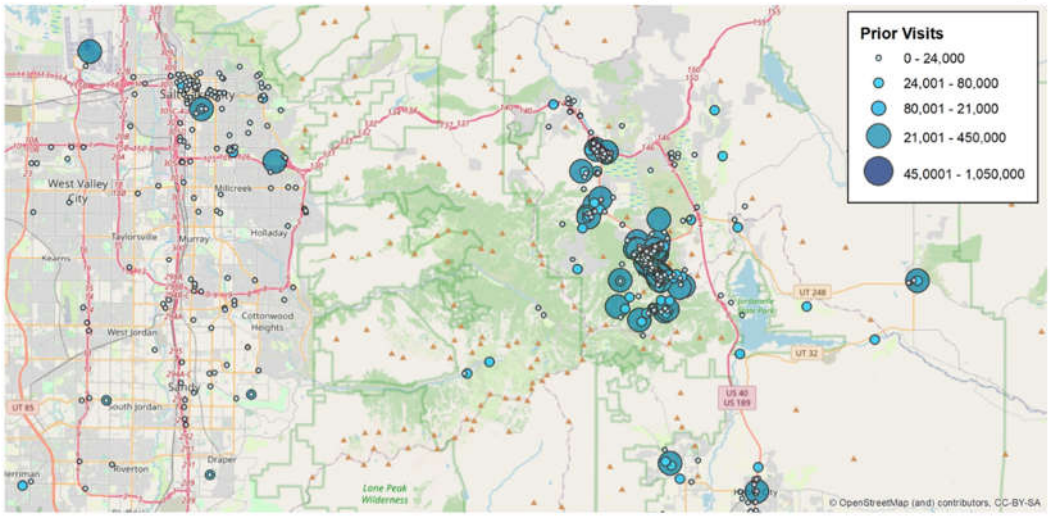
Source: Salt Lake Tribune, KPCW, FOX13 Utah. As of April 2024.

In light of regional change, the Committee saw opportunities for re-investment and further high-value buildout on City-owned property in the study area and other improvements in public rights-of-way with the Committee citing the potential for a “Deer Valley level hotel or greater” to retain bed base and year-round visitation.

Visitor Journey

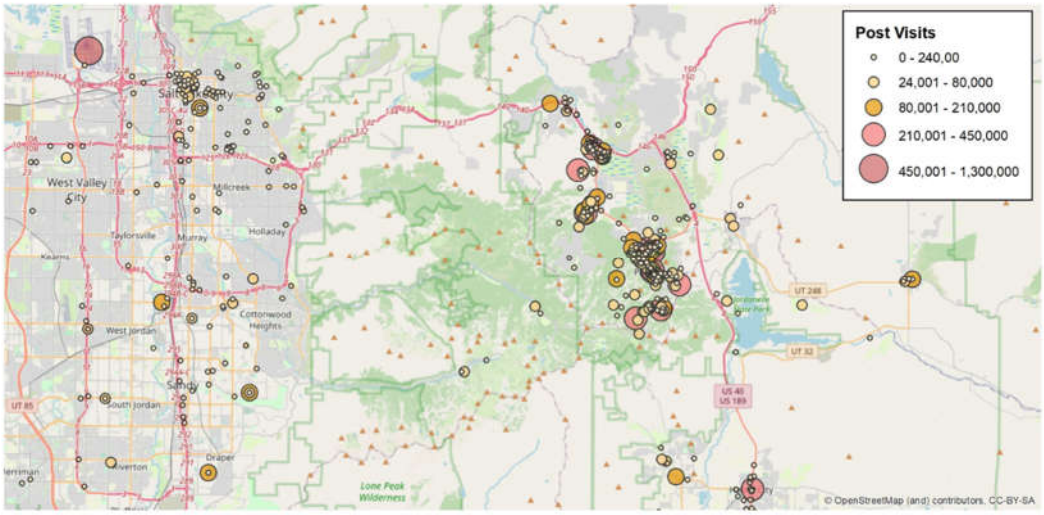
Next, the Committee turned its attention to details regarding the visitor journey and narrowed its focus to key locations within Park City, the Wasatch Front, and the Wasatch Back where visitors appear prior to entering and after leaving Main Street. This data allows transparency into what locations create a positive symbiosis with Main Street, and which locations may lead people away from Main Street.

Figure 6: Major Visitor Locations Prior to Entering Main St., Jan. 2017 – Apr. 2024



Source: ZPFI, placer.ai, PCMC, as of May 2024.

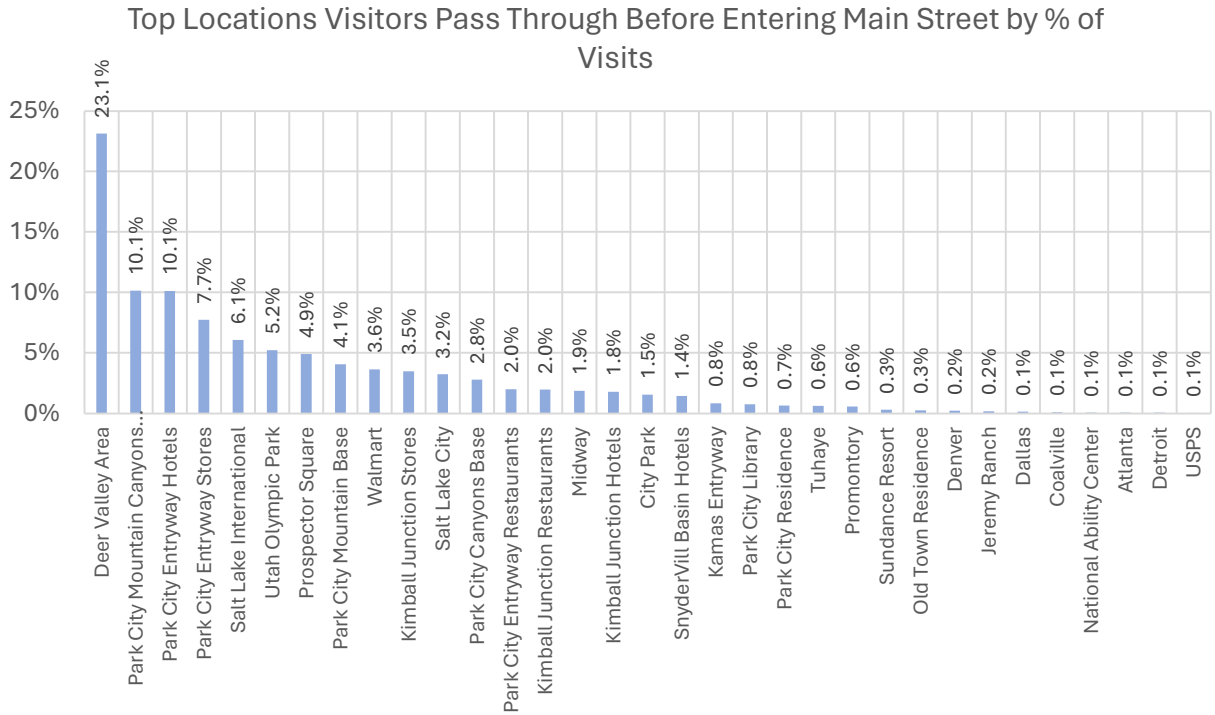
Figure 7: Major Visitor Locations Post to Leaving Main Street, January 2017 – April 2024



Source: ZPFI, placer.ai, PCMC, as of May 2024.

Immediately, the prominence and importance of the Deer Valley region is visible, and the Deer Valley area remains the top contributor of visitors to Main Street, followed by the Park City Mountain Canyons Base, and Park City entryway locations.

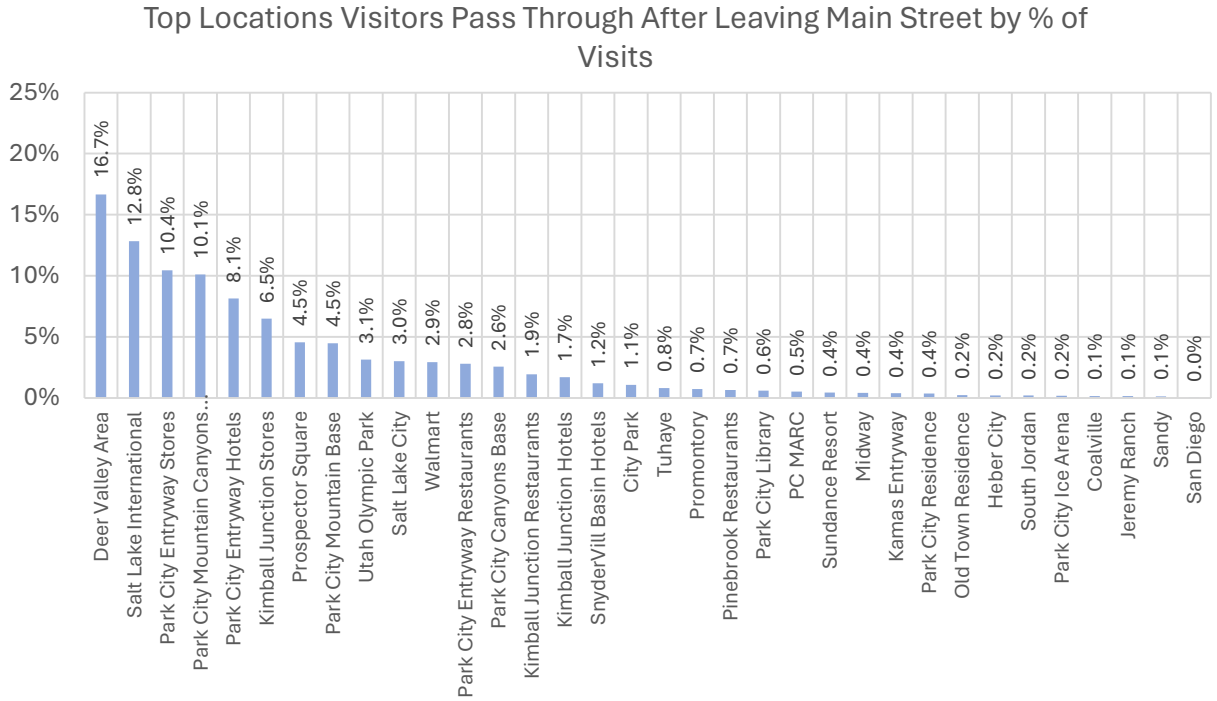
Figure 8: Top Locations Visitors Pass Through Before Entering Main Street by % of Visits, January 2017 – April 2024



Source: ZPFI, placer.ai, PCMC, as of May 2024.

In terms of net outflows, Deer Valley, Salt Lake International, and Park City Entryway Stores are the main destinations visitors flow out of Main Street. Among these, the Deer Valley area clearly creates the most recirculation of visitors to Main Street with less directional outflows when compared to other departure destinations. These insights show the virtuous cycle that the Deer Valley and Main Street economies create for each other.

Figure 9: Top Locations Visitors Pass Through After Leaving Main Street by % of Visits, January 2017 – April 2024



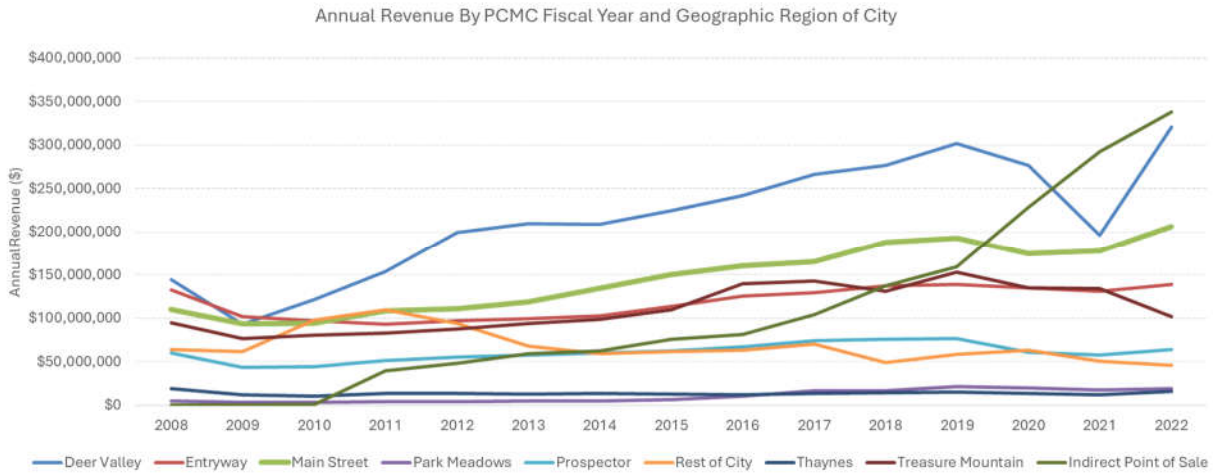
Source: ZPFI, placer.ai, PCMC, as of May 2024.

Competitive Gaps in the Main Street Economy

While Main Street has continuously remained one of the top sales-producing geographies in Park City, it has also lost market share (DV and online since 2009). This incremental loss is driven by the relative lack of lodging in the Main Street area, a potential opportunity already discussed above and throughout the Committee's deliberations. Additionally, the rise of online retailers has pressured Main Street retail as the City seeks to retain vibrancy within the Main Street corridor.

The chart below highlights sales trends over the previous 13 years across Park City geographies.

Figure 10: Annual Revenue by PCMC Fiscal Year and Geographic Region of City



The Committee saw this as an opportunity to reinvest in the activation of public spaces, invest in infrastructure upgrades to create a greater and unique visitor experience, potentially add grocer, and expanded liquor store capabilities, and add more convenient transit and parking options to facilitate ease of access for visitors, residents, and workers alike, as mentioned above.

Placemaking and Infrastructure Uplift

While Park City is already embarking on a multi-million-dollar uplift of Main Street water infrastructure, the Committee also saw an opportunity to reactivate and improve underutilized City-owned parcels in the corridor.

The Committee discussed recent regional precedents for activating public spaces, retaining visitors through sound design principles, and rights of way improvements. A selection of the below examples were discussed in the kickoff meeting.

- Salt Lake City Main Street Pedestrian Promenade
- Envision Central Heber Walkable Main Street, Tourism Zone
- S.B. 272 Capital City Revitalization Zone
- Millcreek Common and Millcreek City Reinvestment Agency
- The Point (Point of the Mountain State Land Authority)
- Military Installation Development Authority ("MIDA") Sundance Project Area Plan
- MIDA Deer Valley East

In light of these principles, the Committee again expressed interest in reconsidering improvements in public rights-of-way and adding features and amenities to support the engagement of families and children.

Timeline

While using a Committee and a Lead Consultant (Zions Public Finance "ZPFI" / Daenitz) to manage the meetings, additional community involvement and meetings will

be hosted, and project updates and feedback regularly presented to the City Council after every Committee meeting.

Given the Council's desire to move this initiative forward, our timeline is relatively aggressive and straightforward; we plan to return this Fall with draft design and land use concepts, and by year-end, with detailed future Main Street Area scenario(s) for public and City Council consideration. For example, the project website has already been updated and we are providing the first of several Staff Communication Reports herein.

Overall, our projected timeline (Exhibit A) is as follows:

- May – Kick Off Committee Meeting
- July – Second Committee Meeting
- September – Community Outreach Meeting
- October – City Council Work Session
- November – Third Committee Meeting
- December – City Council Meeting

The Committee process approach and limited use of sub-consultants is designed to favor a representative sample of local merchants, stakeholders, and property owners, balanced with reasonable community involvement and engagement thresholds. Yet they are also coupled with professional economic, land use, and statistical analysis using a team of coordinated professionals. The strategy also requires more elected official support and leadership, and staff is working to support the endeavor by utilizing the Resident Advocate, Special Events Director, Transportation Director, and the Departments of Engineering, Parking, Building, Public Works and Utilities, and Public Safety, when applicable.

Ongoing updates will be provided through the project website and regular Staff Communication Reports, as well as regular updates from the Mayor and Council Liaison at City Council meetings.

Exhibits

A Main Street Area Plan Discussion Topics & Timeline

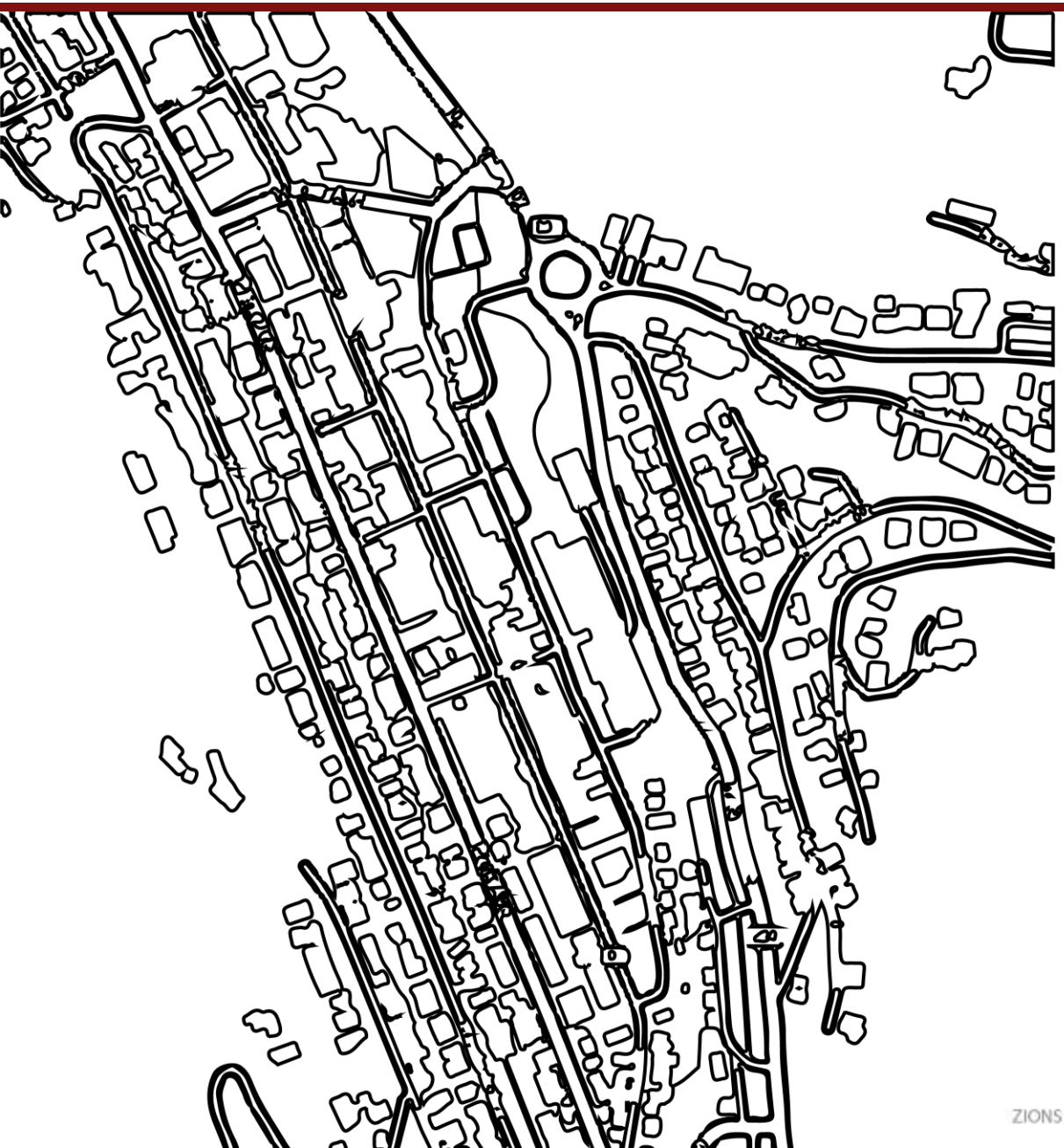
EXHIBIT A- Main Street Area Plan Discussion Topics & Timeline

Main Street Area Plan

May 2024

Zions Public Finance, Inc.

The Opportunity



Preserving what we love.

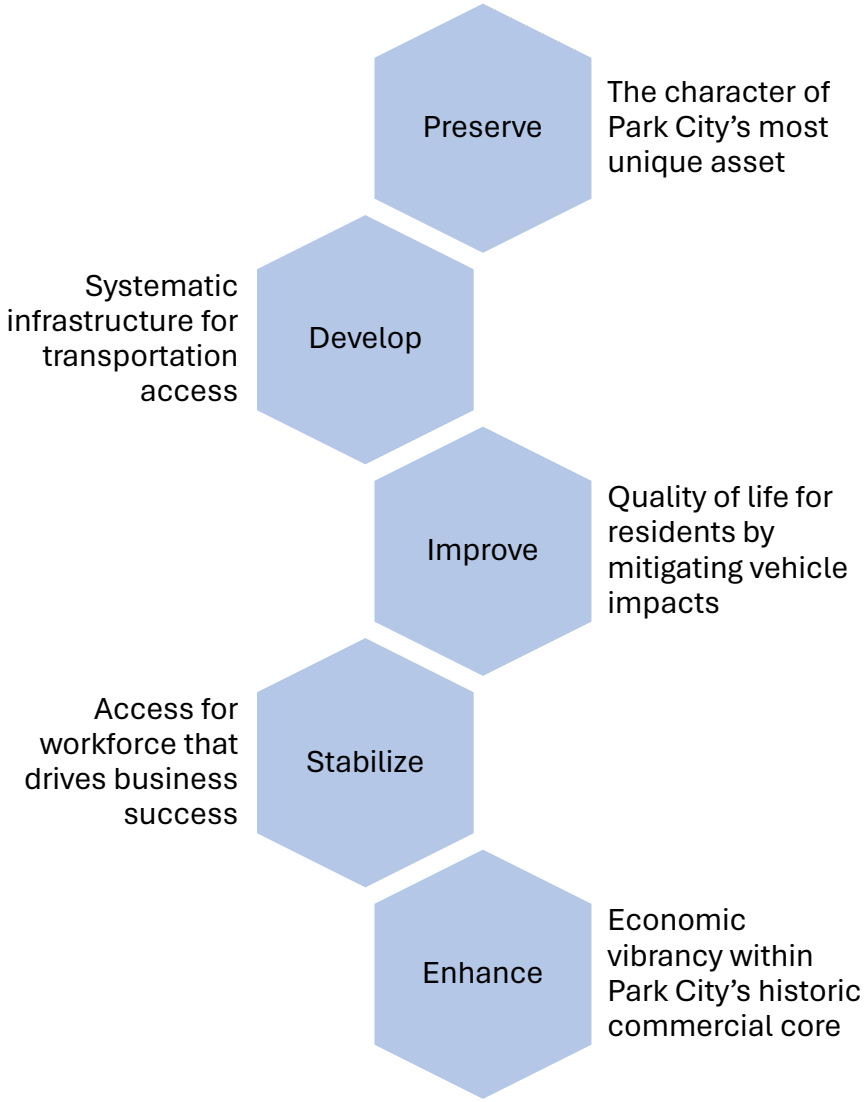
Making the most of the assets and opportunities we have.

Preparing for the future.

ZIONS PUBLIC FINANCE, INC.

Source: Zions Public Finance. As of April 2024.

Key Targets



What do we need to produce?

- Vision for the future
- Tangible and feasible project list
- Potential proposed code revisions regarding zoning, business licenses, vibrancy, etc. if needed
- RFP parameters should vision seek engagement of private sector
- Transportation and traffic proposals and revisions

Source: Zions Public Finance, Park City Municipal Corporation. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

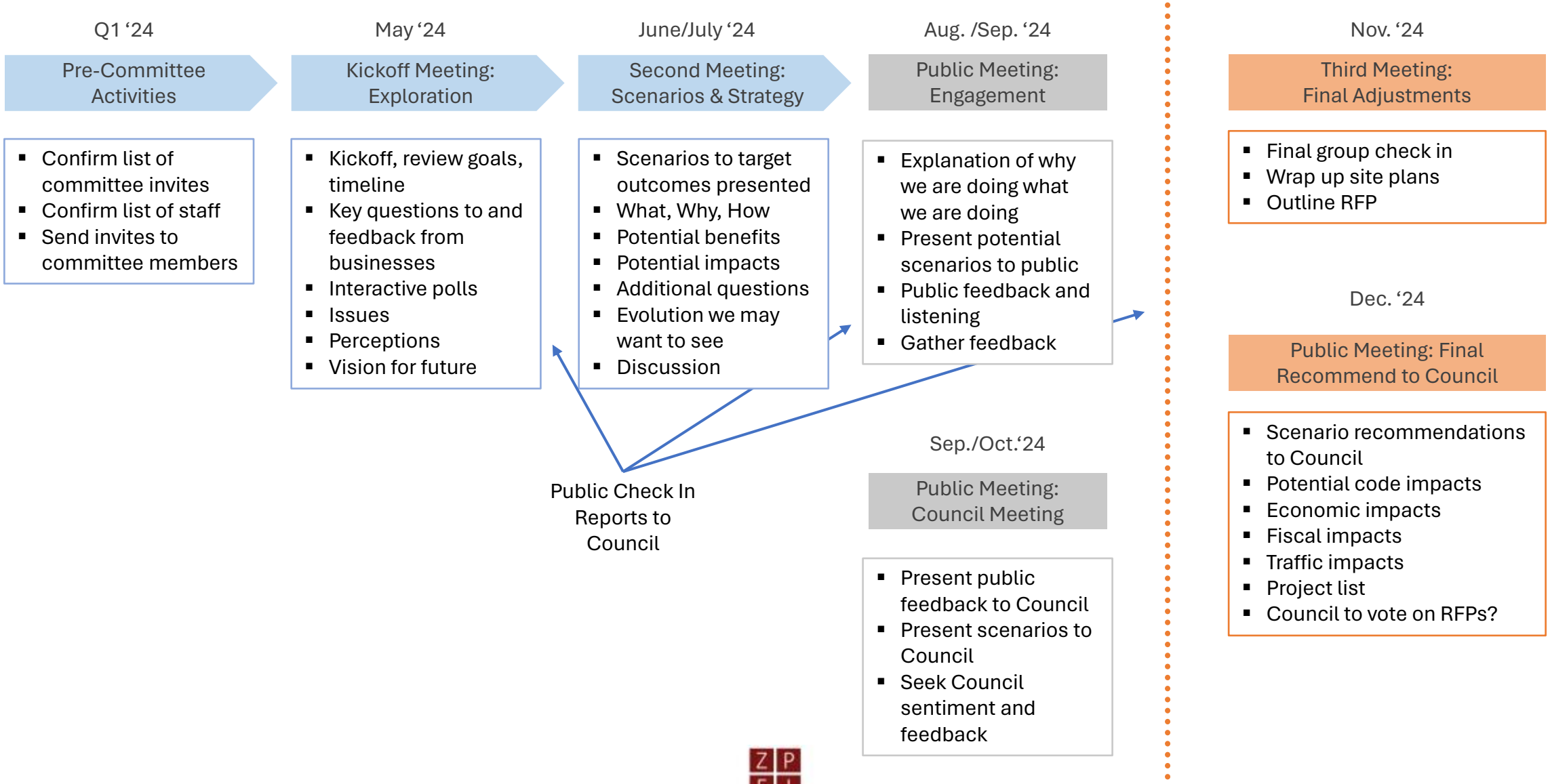
Role of Committee Members

Advisory Group Responsibilities	
Provide Knowledge	Of current industry/geography conditions and needs.
Support the Target Outcomes	That Council has specified.
Represent Their Organization	Serve as liaison between industry group, advisory group and Council and represent the public interest.
Provide Project Recommendations	That seek to deliver on targeted outcomes.
Support Implementation	Provide information to the public.

Source: Zions Public Finance, Park City Municipal Corporation. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Committee Timeline

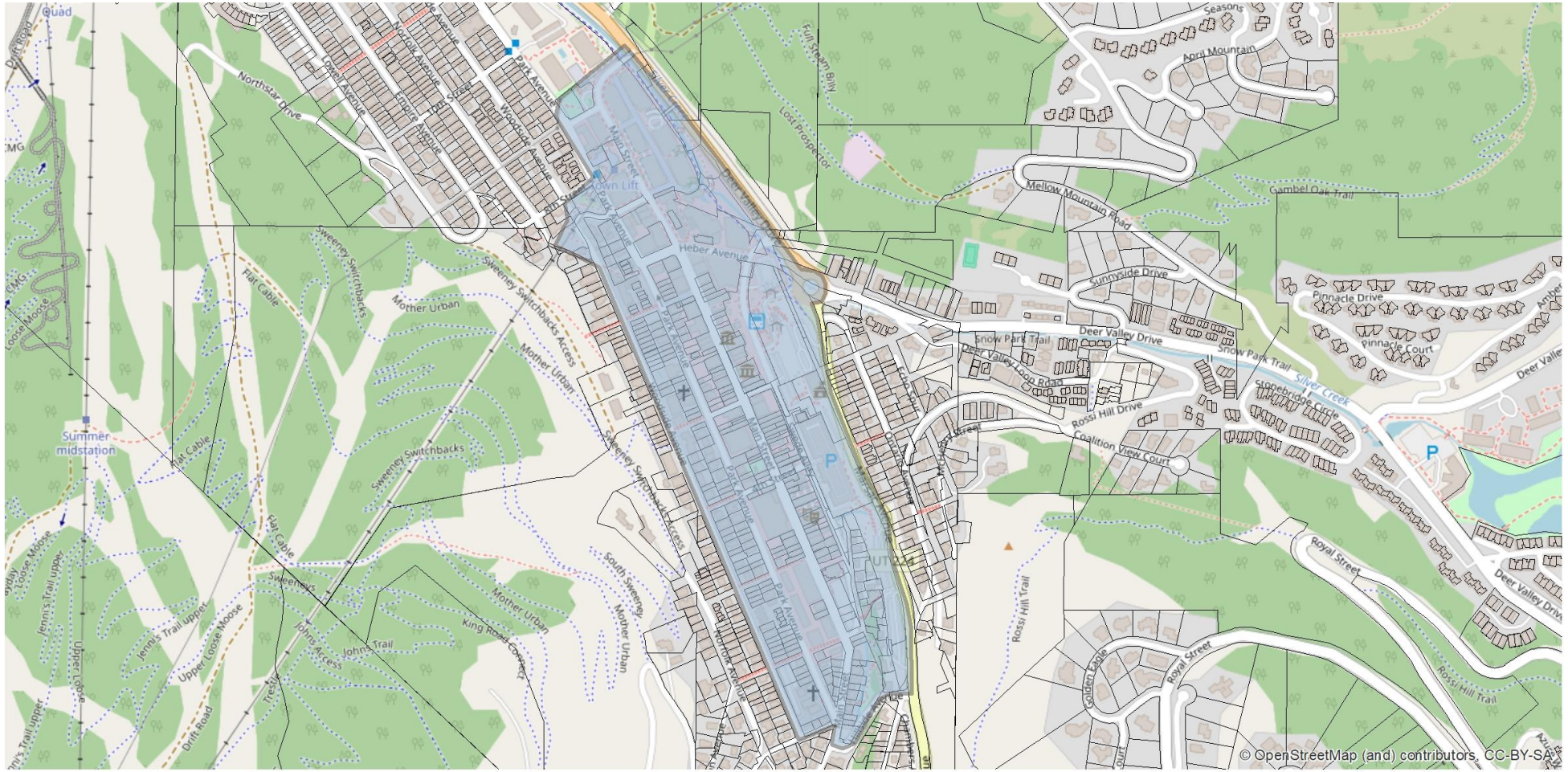


Source: Zions Public Finance, Park City Municipal Corporation. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Study Area

The study area defined by City Council in November 2023.



Source: Zions Public Finance, Park City Municipal Corporation. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Study Area - Highlights

Total Assessed Market Value
~$350-400M.

Average Age of Buildings in District
77-Years-Old

Oldest Building in District
164-Years-Old

Average Assessed Market Value per Acre
$20M. / Acre

Parcel with Greatest Market Value per Acre
$87M. / Acre

Annual Gross Point of Sale Revenue
$200M.+ / Y

Largest Single Landowner in District
Park City Municipal Corporation

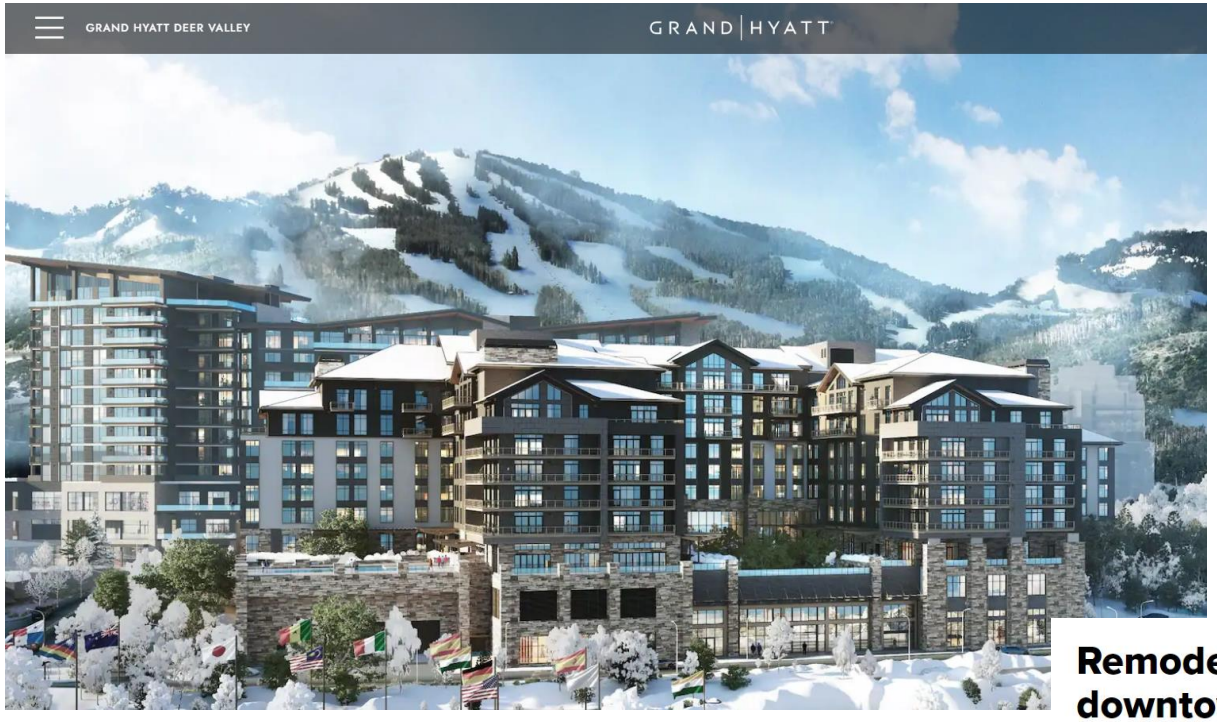
Average Annual Visitors
4M.+ / Y.

Source: Zions Public Finance, Park City Municipal Corporation, Summit County Assessor. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Competitive Landscape

Regional evolution is coming.



The Salt Lake Tribune

Mayflower no more: Deer Valley picks new name for eastern hub

The new base is expected to be home to a ski school, rentals, 1,700 homes and three hotels.

kpcw Listen Like a Local
Park City & Heber City
Summit & Wasatch counties, Utah

KPCW
Music - Carefully curated and intentionally eclectic
NEXT UP: 12:0

Heber City

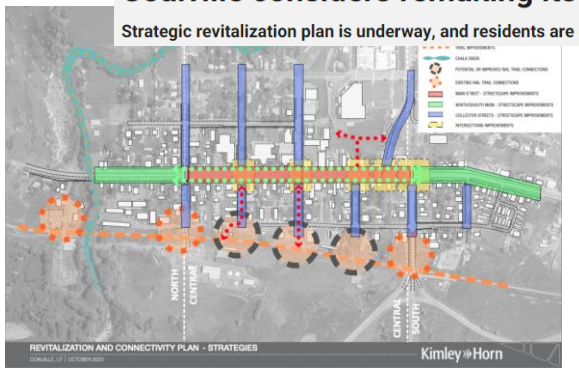
Heber city council plans downtown redevelopment, delays voting on specific goals

KPCW | By Ben Lasseter
Published August 17, 2023 at 6:54 PM MDT

Heber City

Coalville considers remaking its Main Street

Strategic revitalization plan is underway, and residents are encouraged to participate



Remodeled Delta Center and other downtown developments envisioned with NHL team

By: Ben Winslow

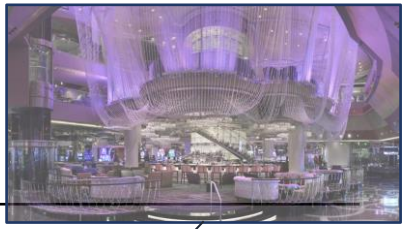
Posted at 4:02 PM, Apr 24, 2024 and last updated 4:53 PM, Apr 24, 2024

FOX13
SEARCH ▶ FOX 13 UTAH
Watch FOX 13 News on your favorite streaming device anytime, anywhere

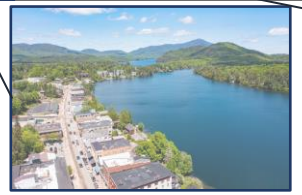
Source: Salt Lake Tribune, KPCW, FOX13 Utah. As of April 2024.

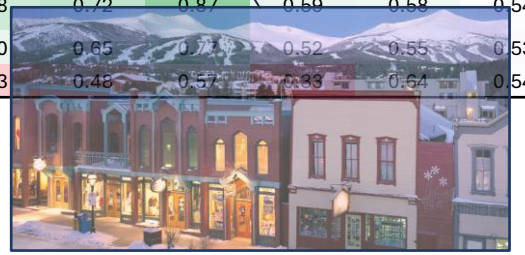
Competitive Landscape

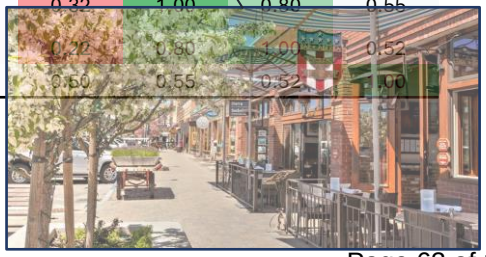
Which cities and towns compete for Park City's Visitors?



	Main Street, Park City, UT	*Church Street, Burlington, VT*	*Main Street, Stowe, VT*	*Assembly Square, Somerville, MA*	*Newbury Street, Boston, MA*	*Downtown, Aspen, CO*	*Downtown, Telluride, CO*	*Main Street, Breckenridge, CO*	*Downtown, Crested Butte, CO*	*16th Street Mall, Denver, CO*	*Old Town, Los Gatos, CA*	*Downtown, Santa Monica, CA*	*Rodeo Drive, Beverly Hills, CA*	*Historic Downtown, Truckee, CA*	*Downtown, Gatlinburg, TN*	*Downtown, Jackson, WY*	*Las Vegas Strip, Las Vegas, NV*	*Lincoln Road, Miami, FL*	*Lake Placid, NY*
Main Street, Park City, UT	1.00	0.29	0.49	0.26	0.28	0.75	0.66	0.83	0.71	0.31	0.36	0.45	0.28	0.56	0.53	0.34	0.50	0.66	0.57
Church Street, Burlington, VT	0.29	1.00	0.62	0.70	0.81	0.32	0.31	0.38	0.37	0.60	0.69	0.73	0.50	0.56	0.55	0.41	0.64	0.53	0.57
Main Street, Stowe, VT	0.49	0.62	1.00	0.52	0.56	0.58	0.55	0.56	0.55	0.33	0.50	0.53	0.38	0.63	0.59	0.50	0.51	0.47	0.63
Assembly Square, Somerville, MA	0.26	0.70	0.52	1.00	0.74	0.23	0.20	0.33	0.25	0.45	0.68	0.67	0.44	0.46	0.49	0.28	0.60	0.52	0.44
Newbury Street, Boston, MA	0.28	0.81	0.56	0.74	1.00	0.26	0.24	0.34	0.29	0.58	0.77	0.77	0.58	0.51	0.48	0.28	0.69	0.58	0.51
Downtown, Aspen, CO	0.75	0.32	0.58	0.23	0.26	1.00	0.87	0.86	0.86	0.29	0.29	0.41	0.36	0.70	0.58	0.69	0.41	0.47	0.58
Downtown, Telluride, CO	0.66	0.31	0.55	0.20	0.24	0.87	1.00	0.81	0.89	0.36	0.27	0.41	0.35	0.66	0.50	0.74	0.38	0.40	0.56
Main Street, Breckenridge, CO	0.83	0.38	0.56	0.33	0.34	0.86	0.81	1.00	0.85	0.38	0.39	0.51	0.34	0.70	0.66	0.56	0.53	0.61	0.61
Downtown, Crested Butte, CO	0.71	0.37	0.55	0.25	0.29	0.86	0.89	0.85	1.00	0.34	0.30	0.44	0.30	0.69	0.55	0.72	0.41	0.45	0.60
16th Street Mall, Denver, CO	0.31	0.60	0.33	0.45	0.58	0.29	0.36	0.38	0.34	1.00	0.59	0.73	0.59	0.40	0.32	0.31	0.68	0.60	0.43
Old Town, Los Gatos, CA	0.36	0.69	0.50	0.68	0.77	0.29	0.27	0.39	0.30	0.59	1.00	0.79	0.68	0.52	0.47	0.27	0.72	0.65	0.48
Downtown, Santa Monica, CA	0.45	0.73	0.53	0.67	0.77	0.41	0.41	0.51	0.44	0.73	0.79	1.00	0.64	0.64	0.51	0.41	0.87	0.77	0.57
Rodeo Drive, Beverly Hills, CA	0.28	0.50	0.38	0.44	0.58	0.36	0.35	0.34	0.30	0.59	0.68	0.64	1.00	0.39	0.28	0.34	0.59	0.52	0.33
Historic Downtown, Truckee, CA	0.56	0.56	0.63	0.46	0.51	0.70	0.66	0.70	0.69	0.40	0.52	0.64	0.39	1.00	0.68	0.66	0.58	0.55	0.64
Downtown, Gatlinburg, TN	0.53	0.55	0.59	0.49	0.48	0.58	0.50	0.66	0.55	0.32	0.47	0.51	0.28	0.68	1.00	0.50	0.54	0.53	0.54
Downtown, Jackson, WY	0.34	0.41	0.50	0.28	0.28	0.69	0.74	0.56	0.72	0.31	0.27	0.41	0.34	0.66	0.50	1.00	0.32	0.22	0.50
Las Vegas Strip, Las Vegas, NV	0.50	0.64	0.51	0.60	0.69	0.41	0.38	0.53	0.41	0.68	0.72	0.87	0.59	0.58	0.54	0.32	1.00	0.80	0.55
Lincoln Road, Miami, FL	0.66	0.53	0.47	0.52	0.58	0.47	0.40	0.61	0.45	0.60	0.65	0.77	0.52	0.55	0.53	0.22	0.80	1.00	0.52
Lake Placid, NY	0.57	0.57	0.63	0.44	0.51	0.58	0.56	0.61	0.60	0.43	0.48	0.57	0.33	0.64	0.54	0.50	0.55	0.52	1.00





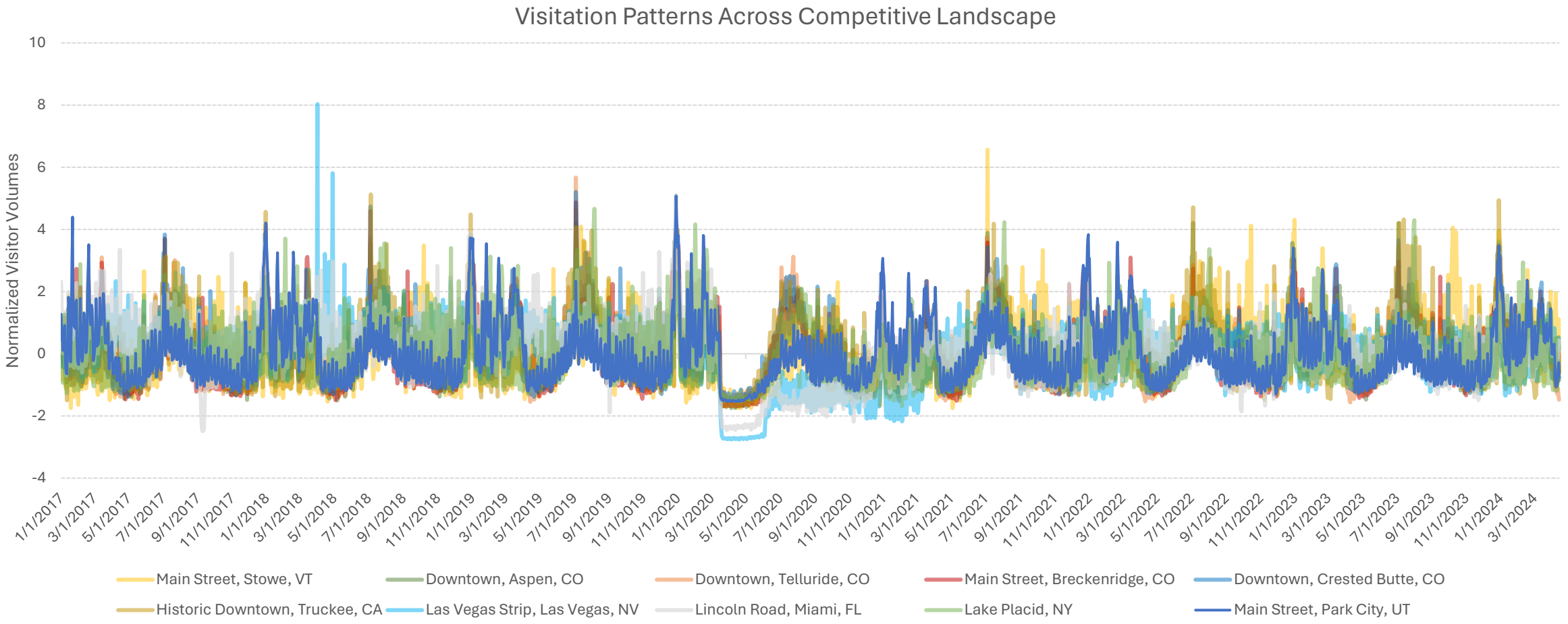


ZIONS PUBLIC FINANCE, INC.

Source: Zions Public Finance, Placer.ai. As of April 2024.

Competitive Landscape

Why? When it comes to deciding on destination, their visitors behave similarly to ours.



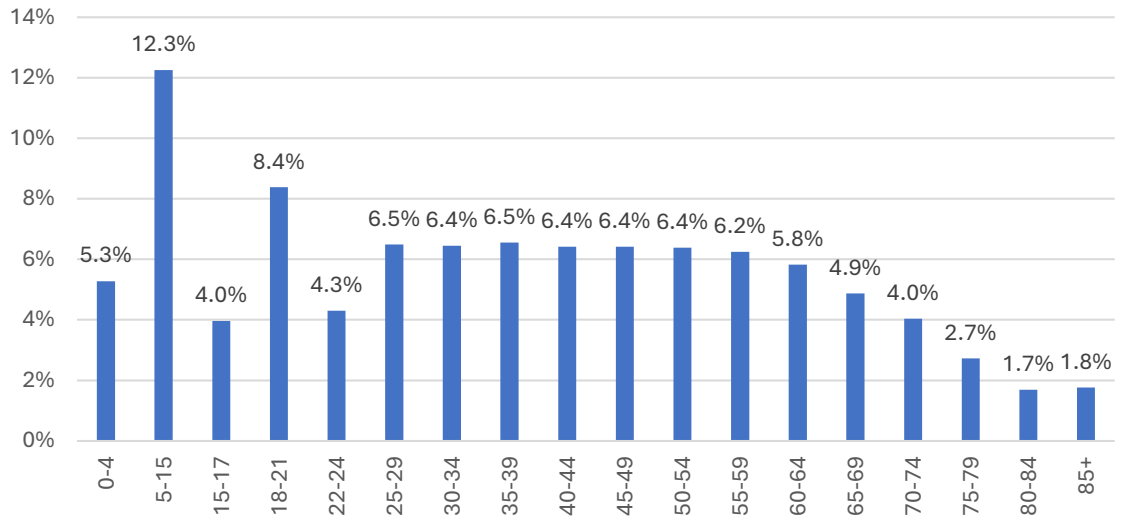
Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

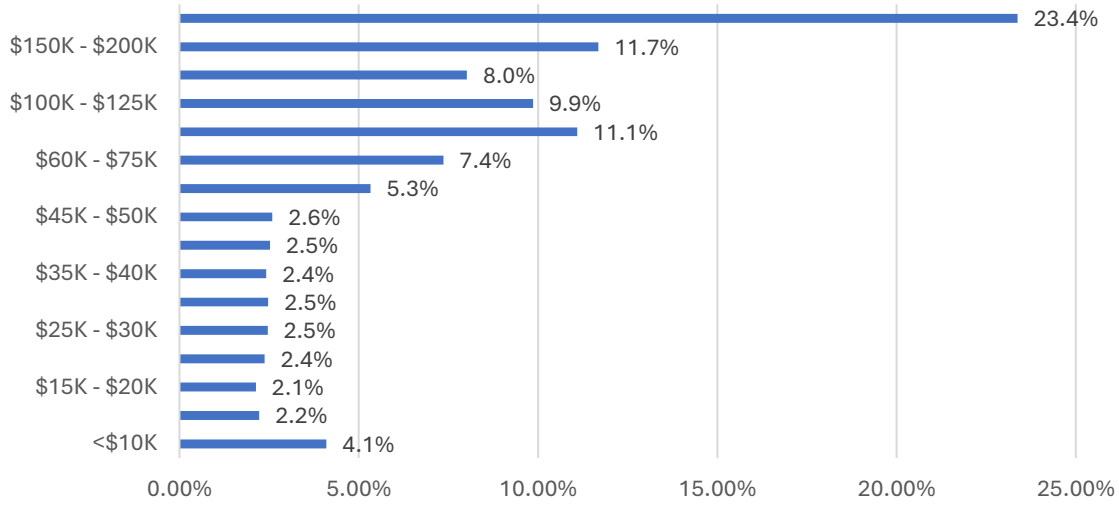
Visitor Demographics

Who is our visitor?

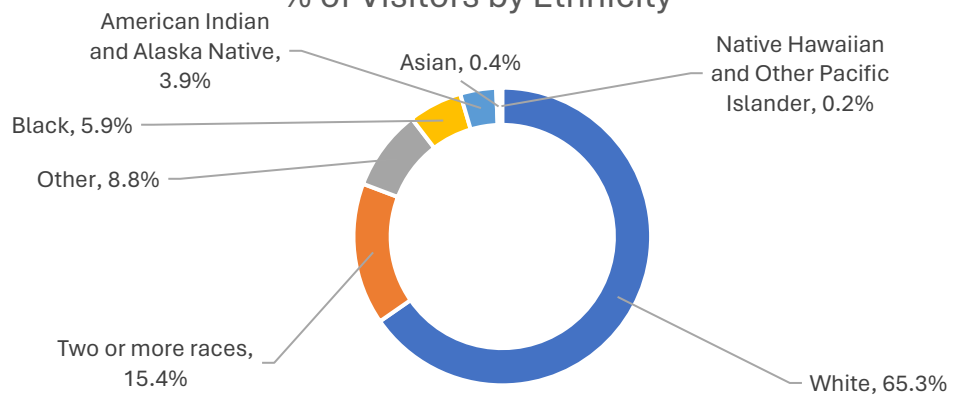
% Main Street Visitors by Age



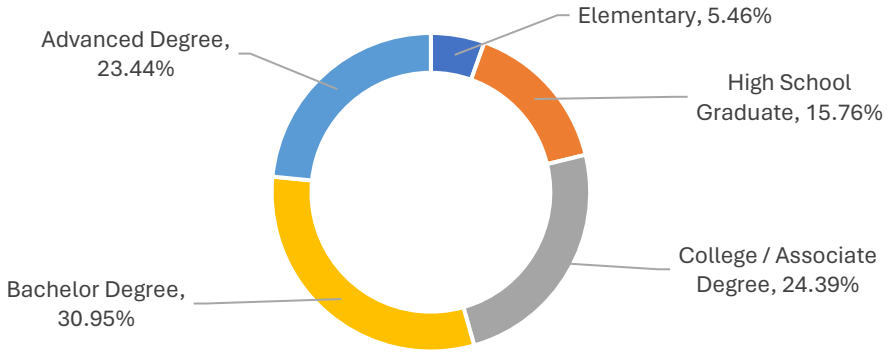
% of Main Street Visitors by Household Income



% of Visitors by Ethnicity



% of Visitors by Educational Attainment

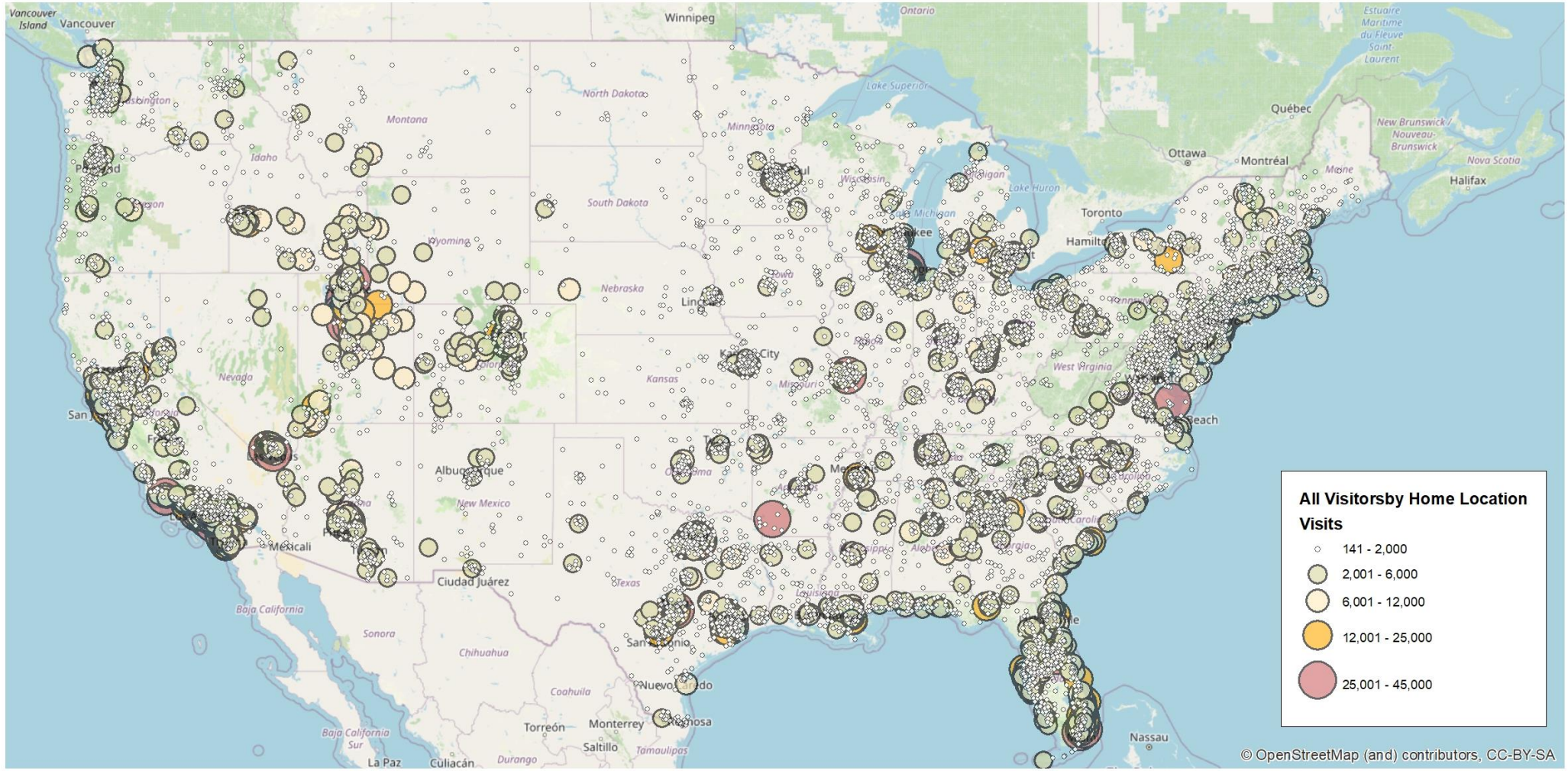


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Source of Our Visitors

Monitoring visitation by home location shows importance of major metropolitans and Wasatch Front.



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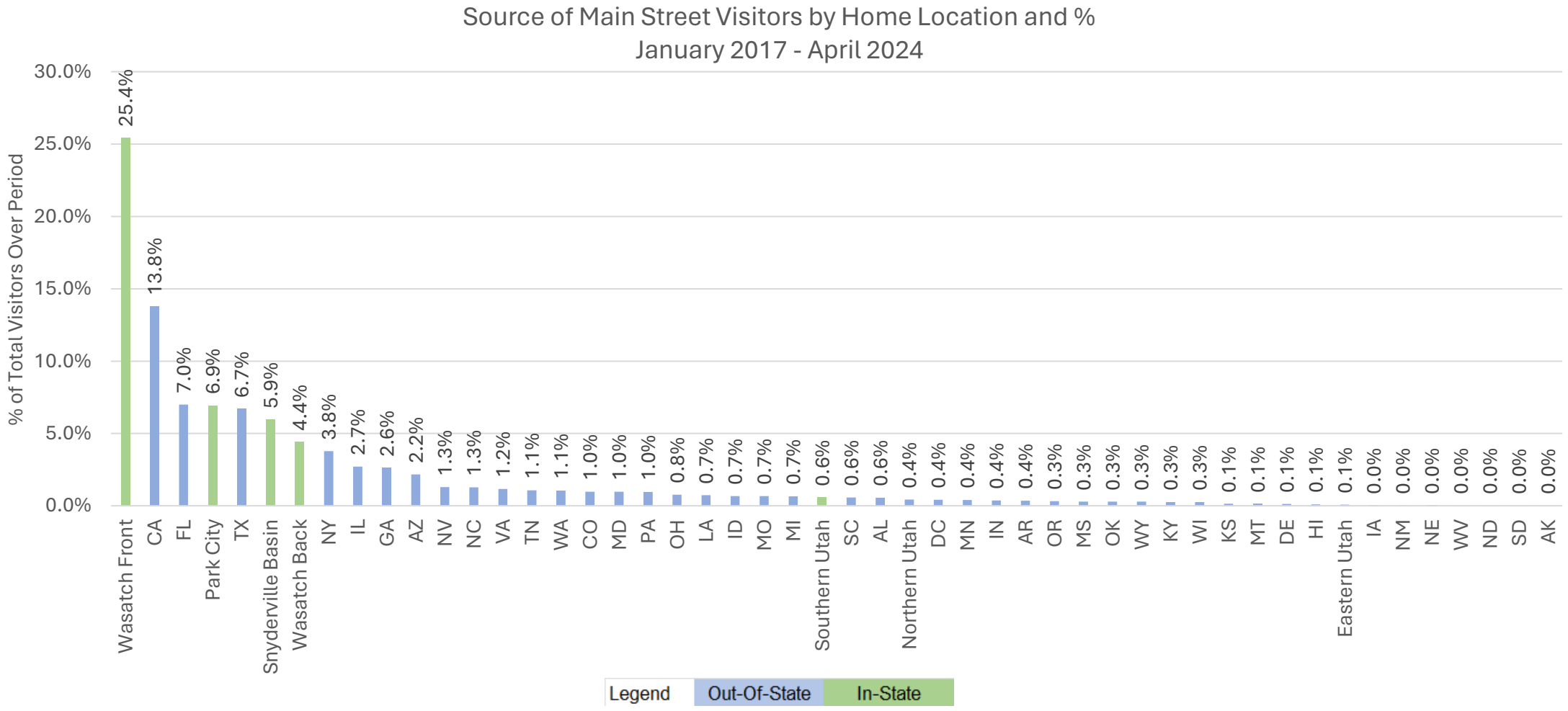
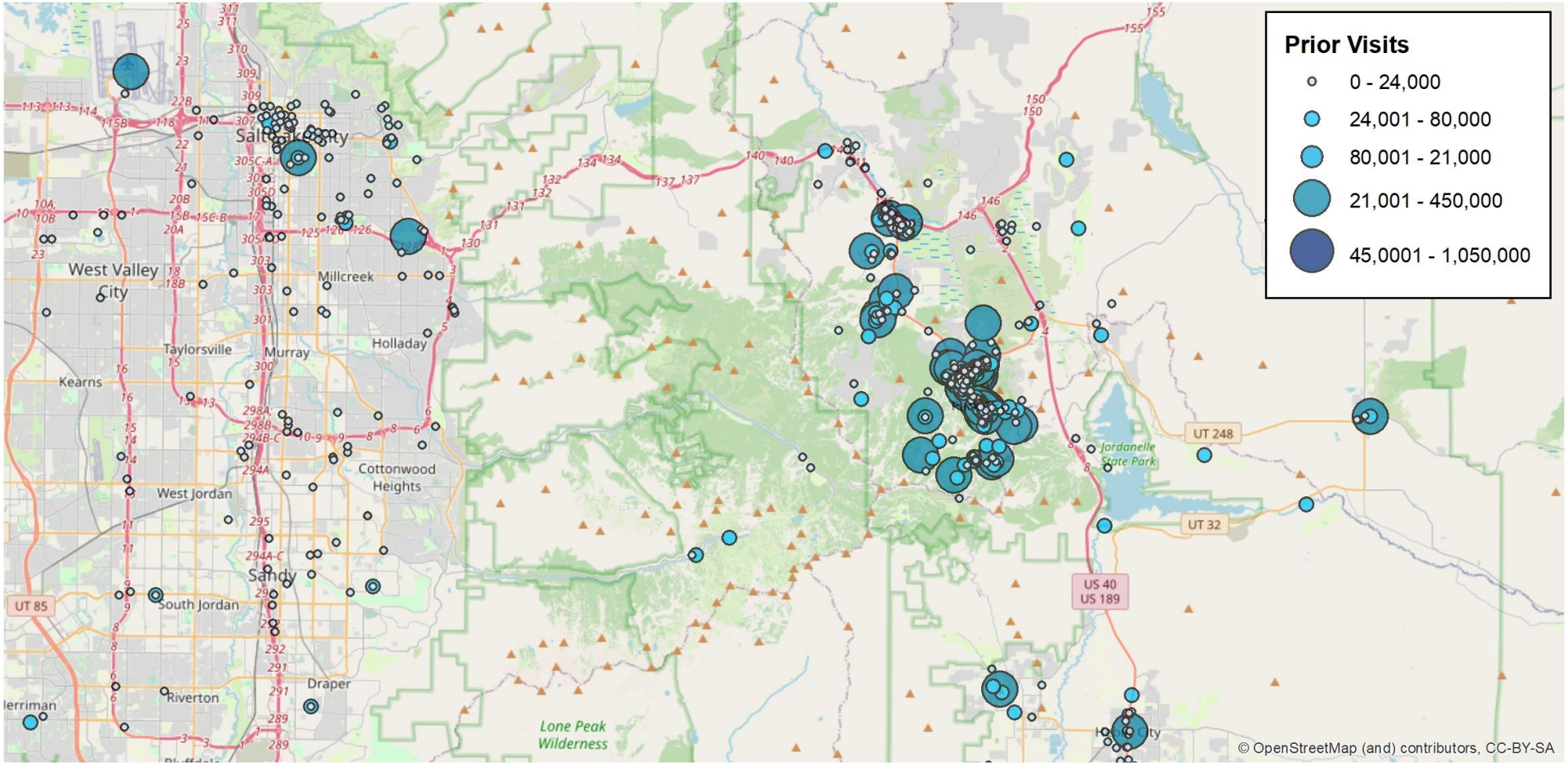


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Visitor Journey

Prior to entering Main Street, significant visitor volumes pass through SLC International, ski areas, and Deer Valley.

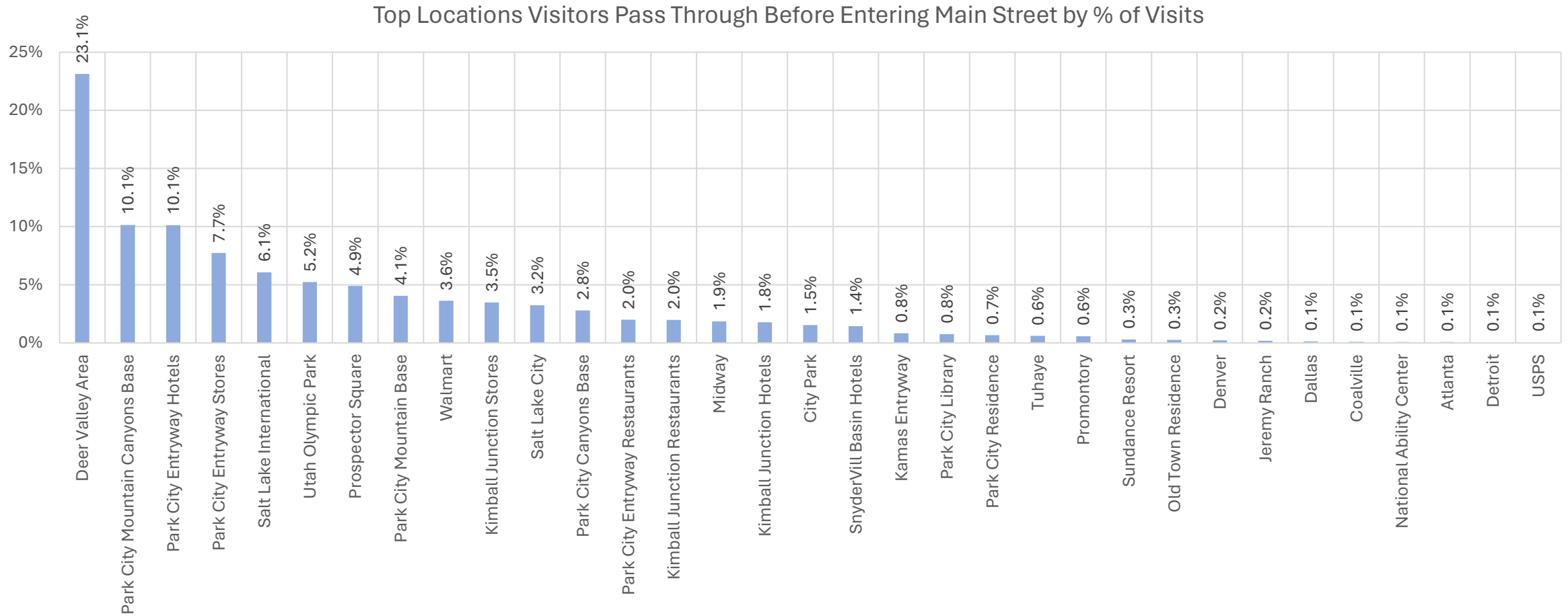


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Visitor Journey

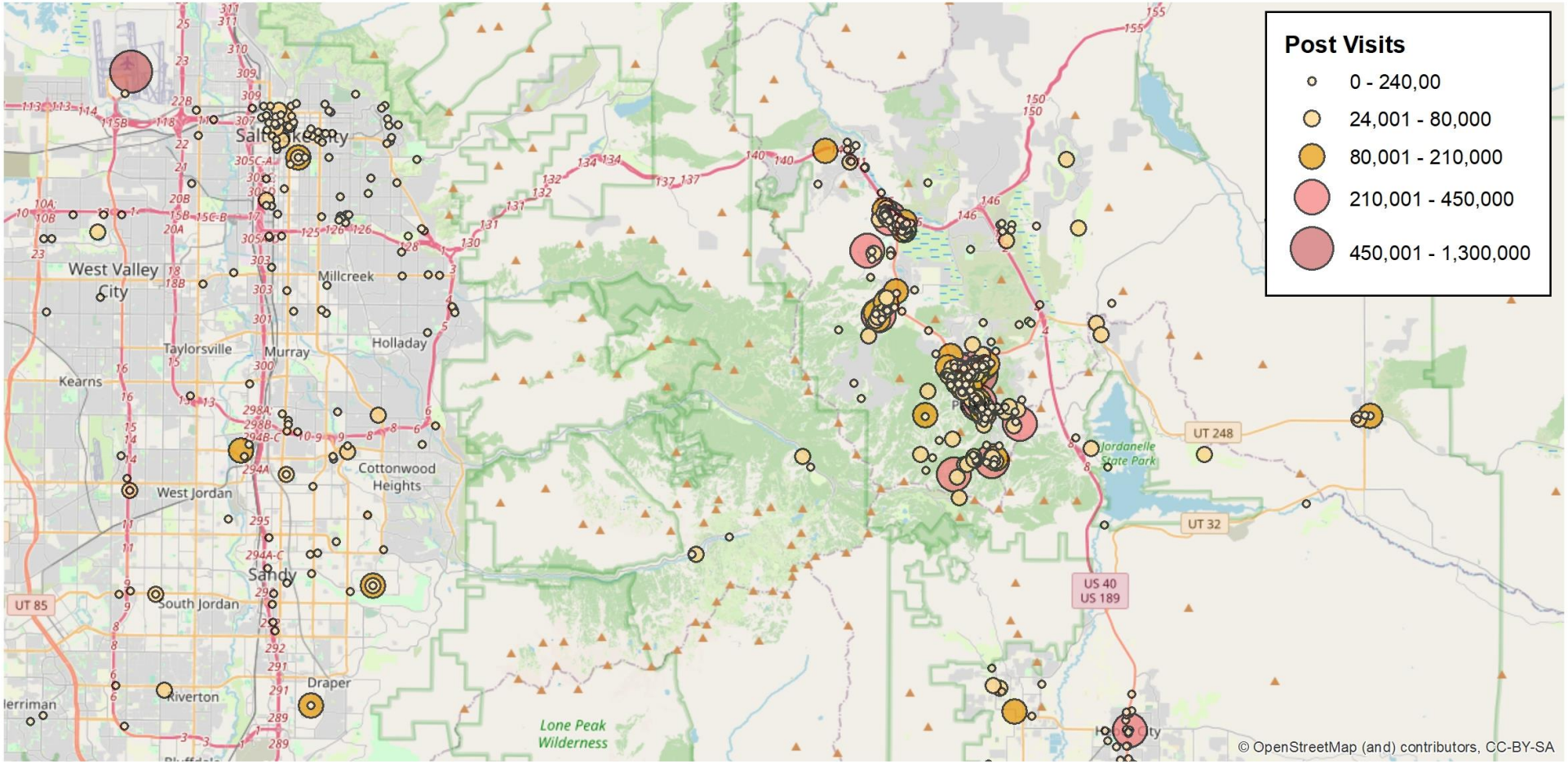
Prior to entering Main Street, significant visitor volumes pass through Deer Valley, Park City Mountain, entryway stores, and SLC International.



ZIONS PUBLIC FINANCE, INC.

Visitor Journey

After leaving Main Street, visitors frequently go to Deer Valley, PC grocers, and SLC International.

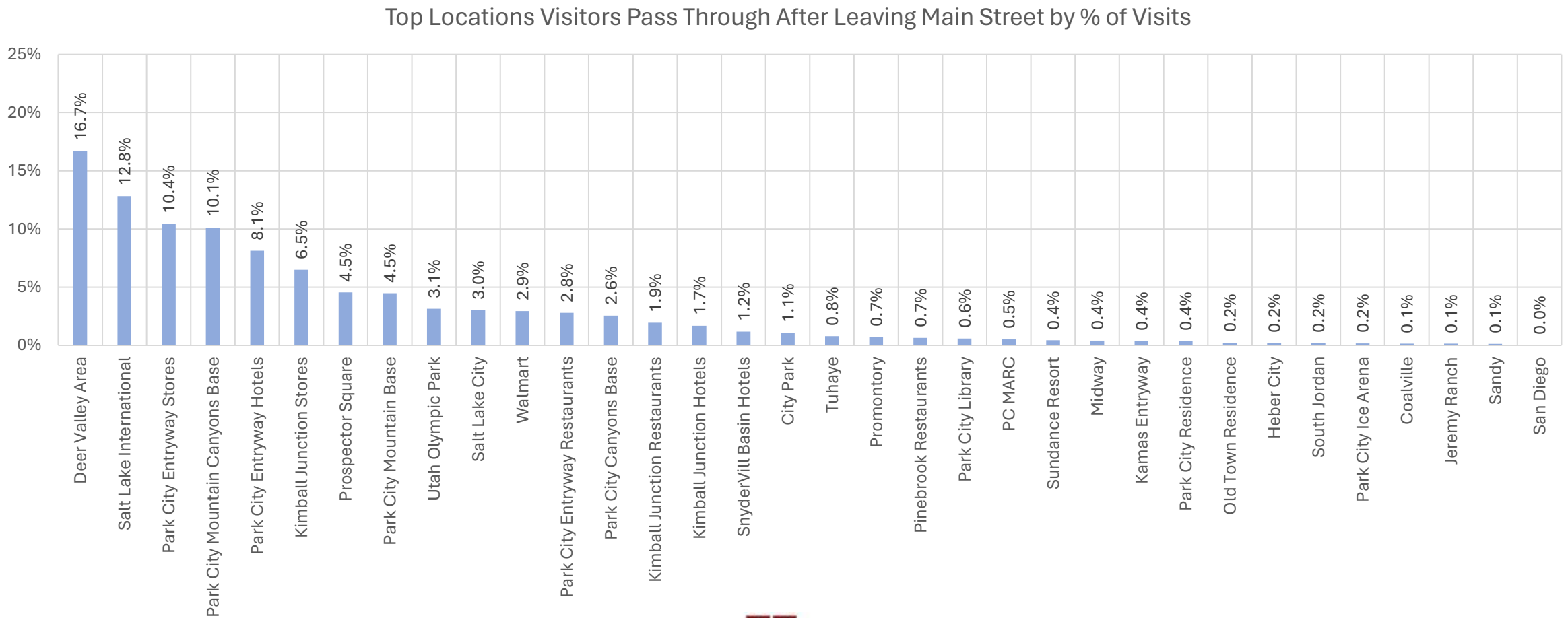


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Visitor Journey

After leaving Main Street, visitors frequently go to Deer Valley, SLC International, and Park City entryway stores and grocers.

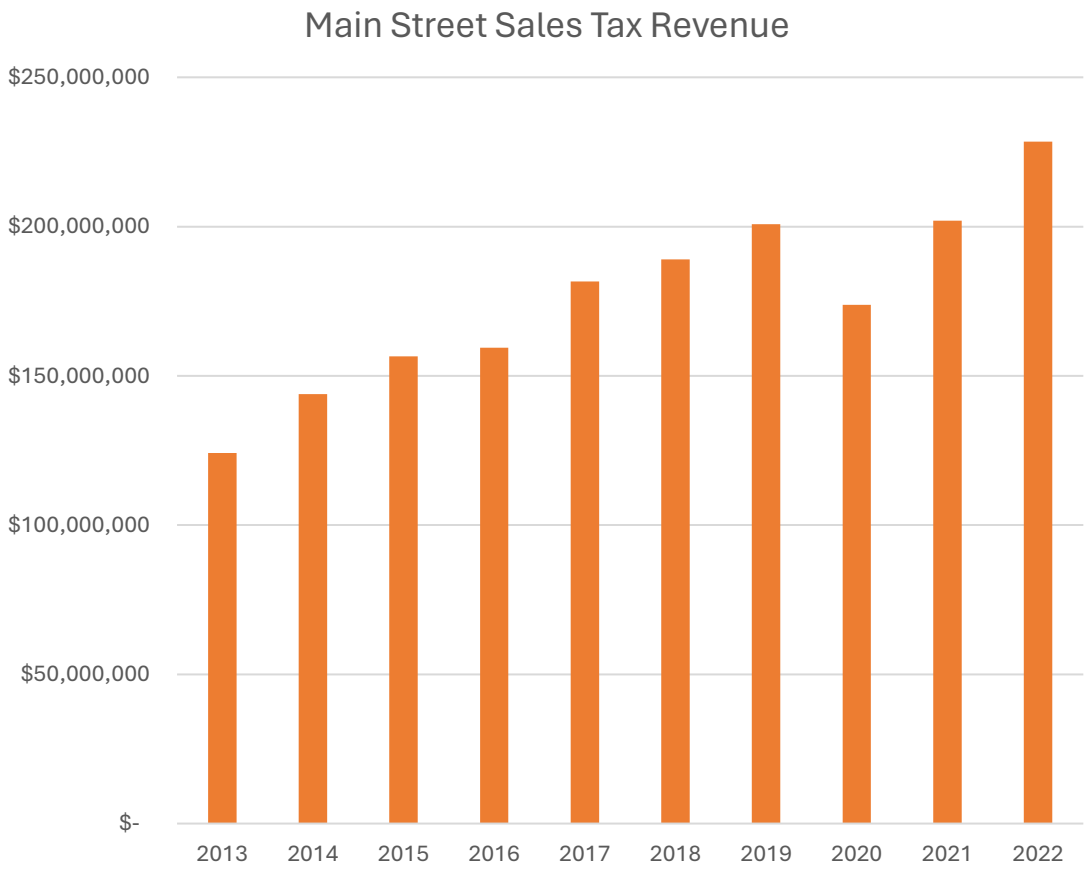


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Recent Revenue Trends

Value of a visitor to Main Street has remained stable in recent history, but is changing.

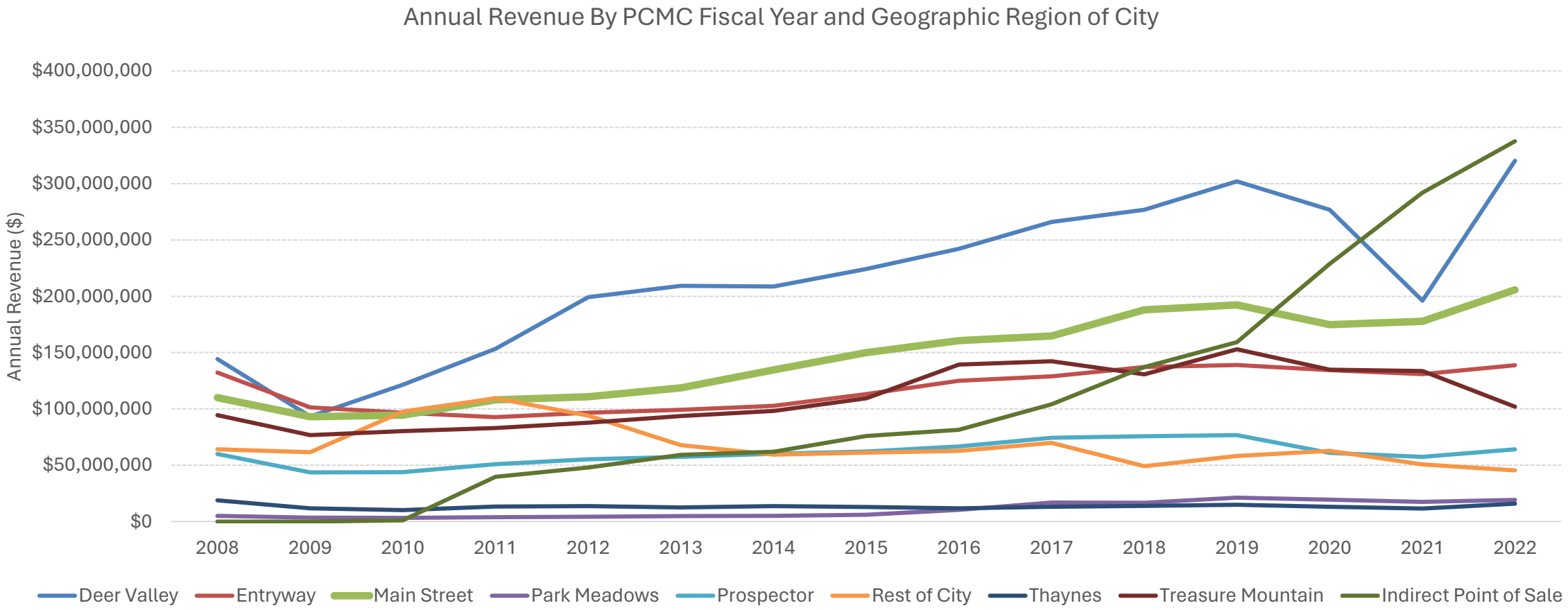


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Recent Revenue Trends

Additionally, Main Street is losing market share to Deer Valley and Online Retail.

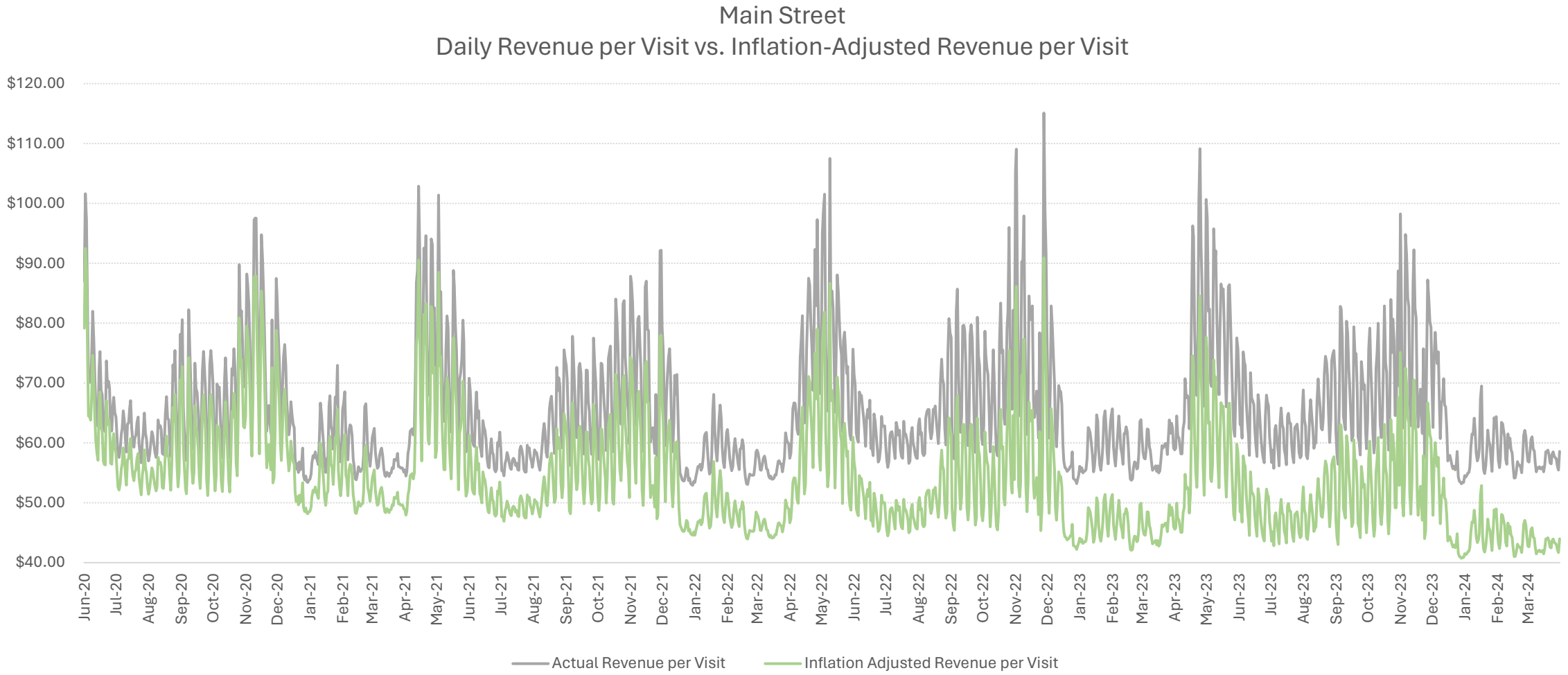


Source: Zions Public Finance, Park City Municipal Corporation. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Recent Revenue Trends

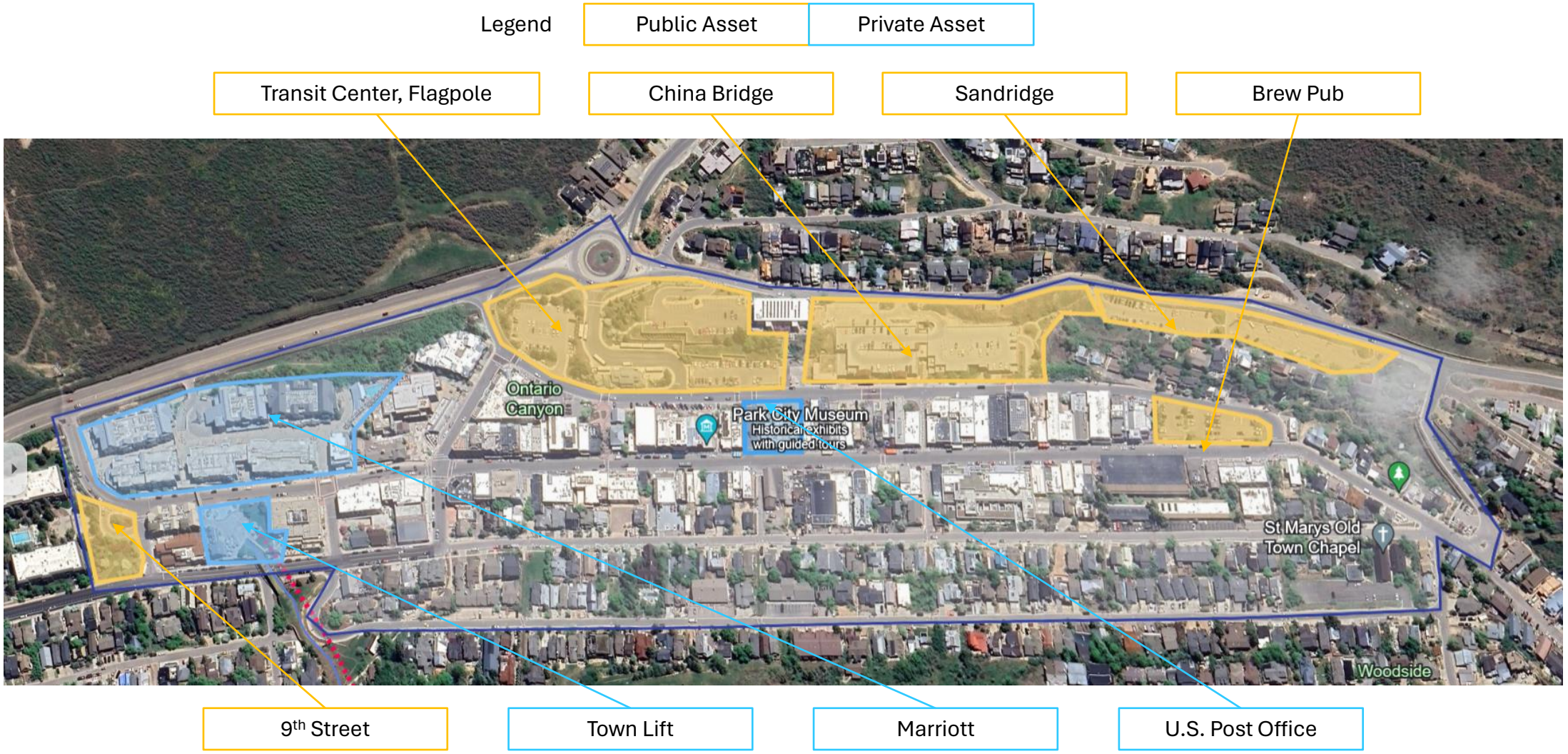
The recent era of inflation is eroding visitor's real buying power.



Source: Zions Public Finance, Park City Municipal Corporation. As of May 2024.

ZIONS PUBLIC FINANCE, INC.

Up Next – Walking Tour



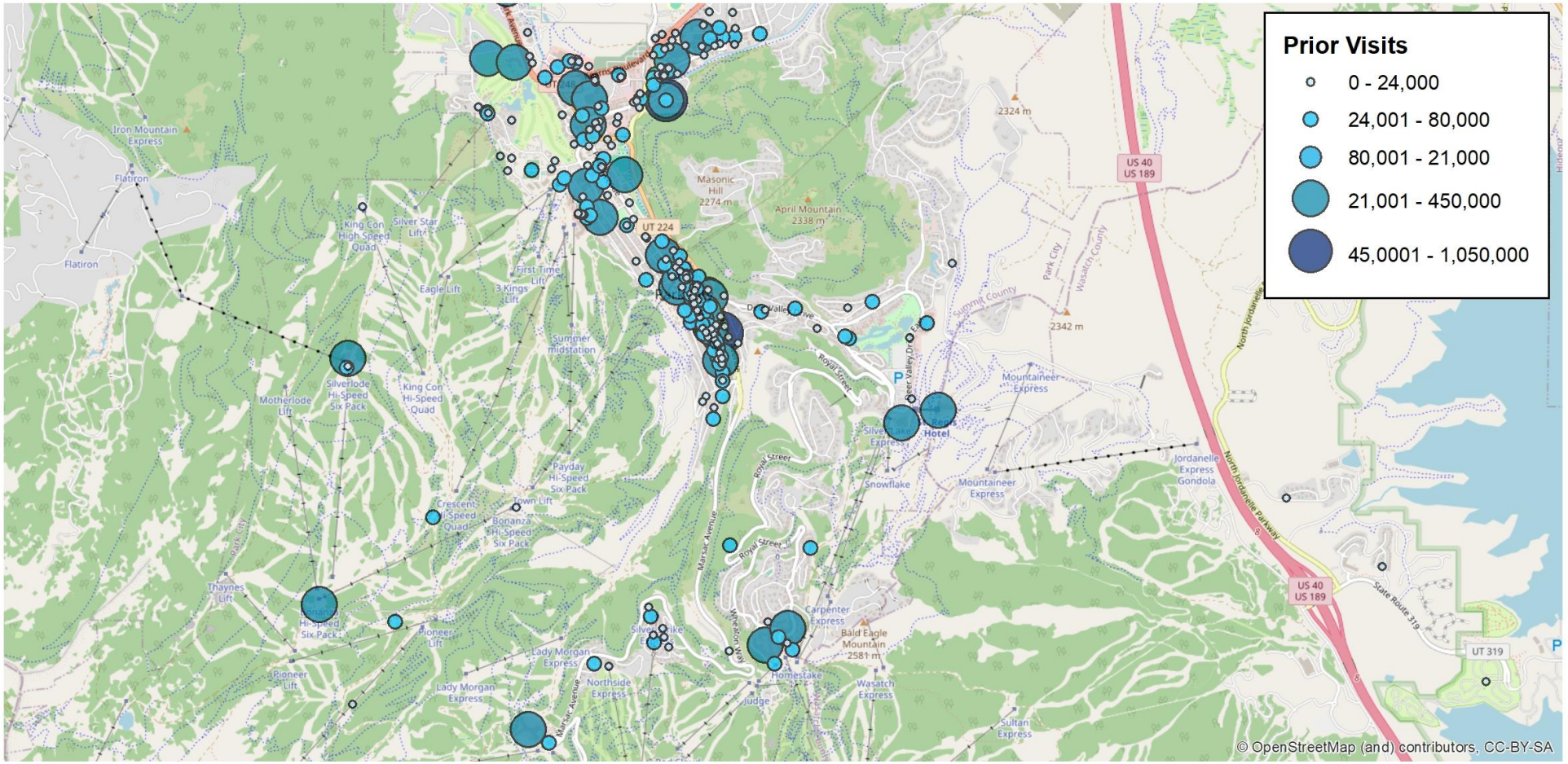
Source: Zions Public Finance, Park City Municipal Corporation. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Appendix

Visitor Journey

Prior to entering Main Street, significant visitor volumes pass through SLC International, ski areas, and Deer Valley.

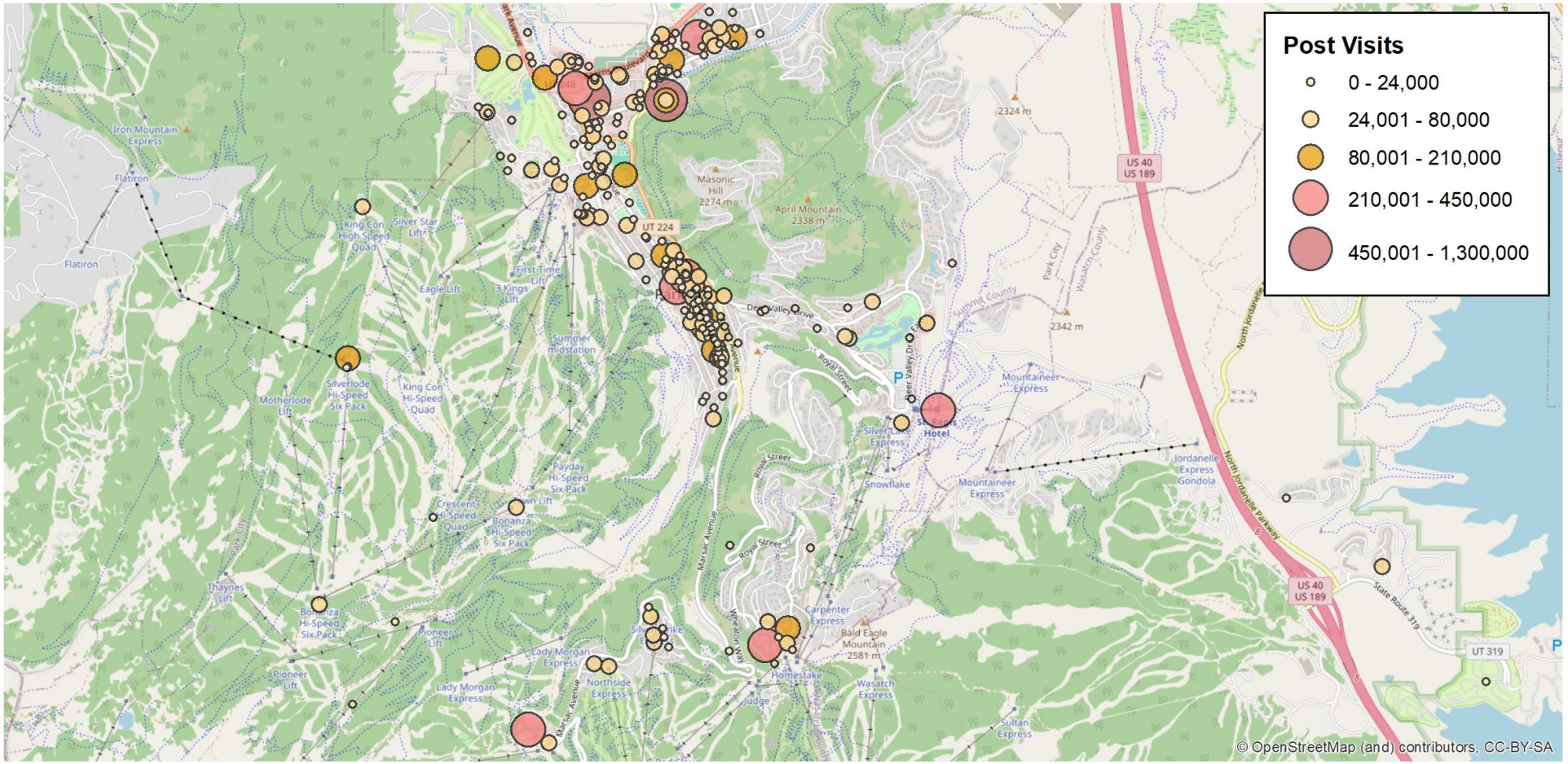


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Visitor Journey

After leaving Main Street, visitors frequently go to Deer Valley, PC grocers, and SLC International.

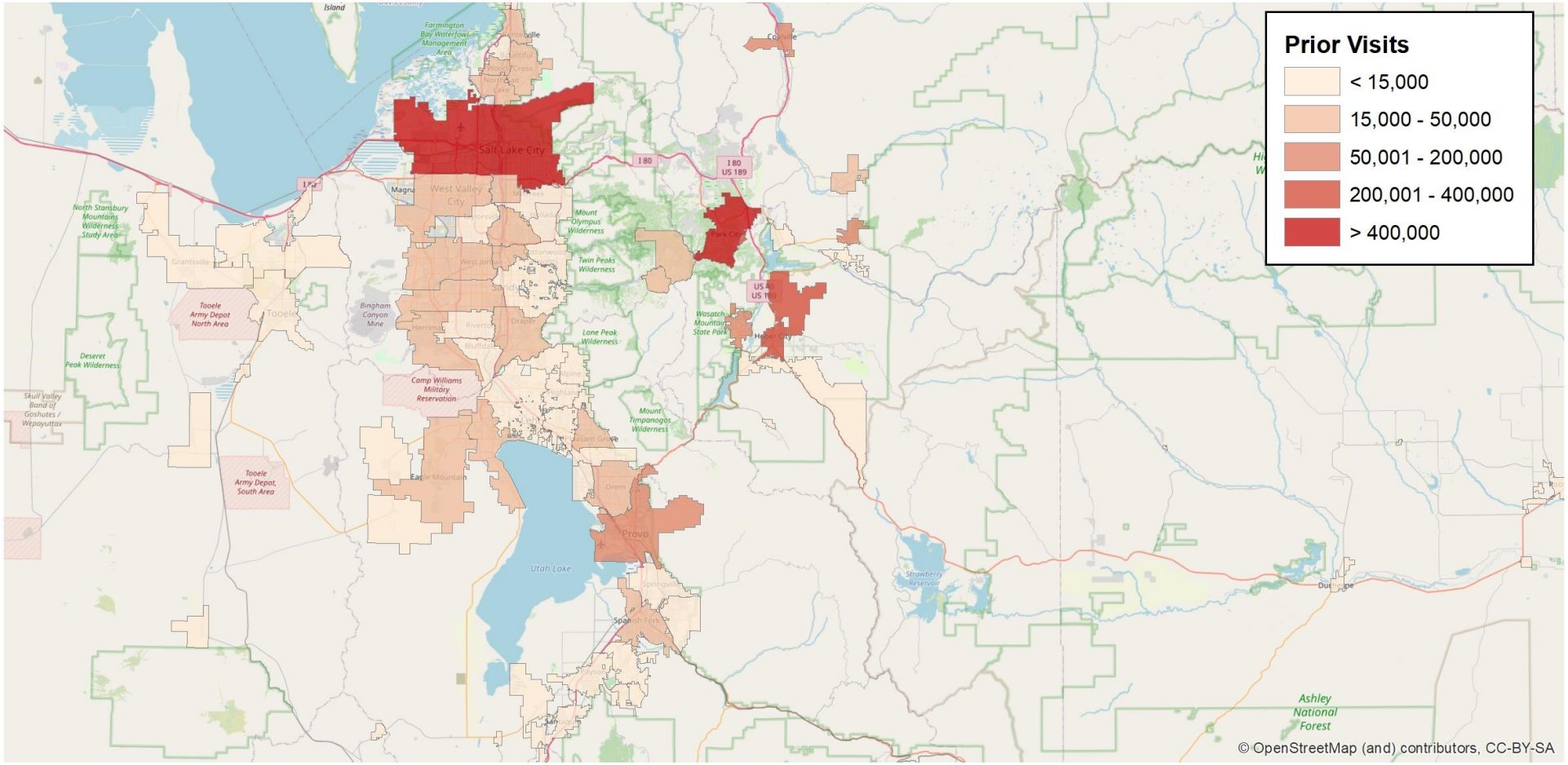


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Visitor Journey

Prior visits by regional municipality.

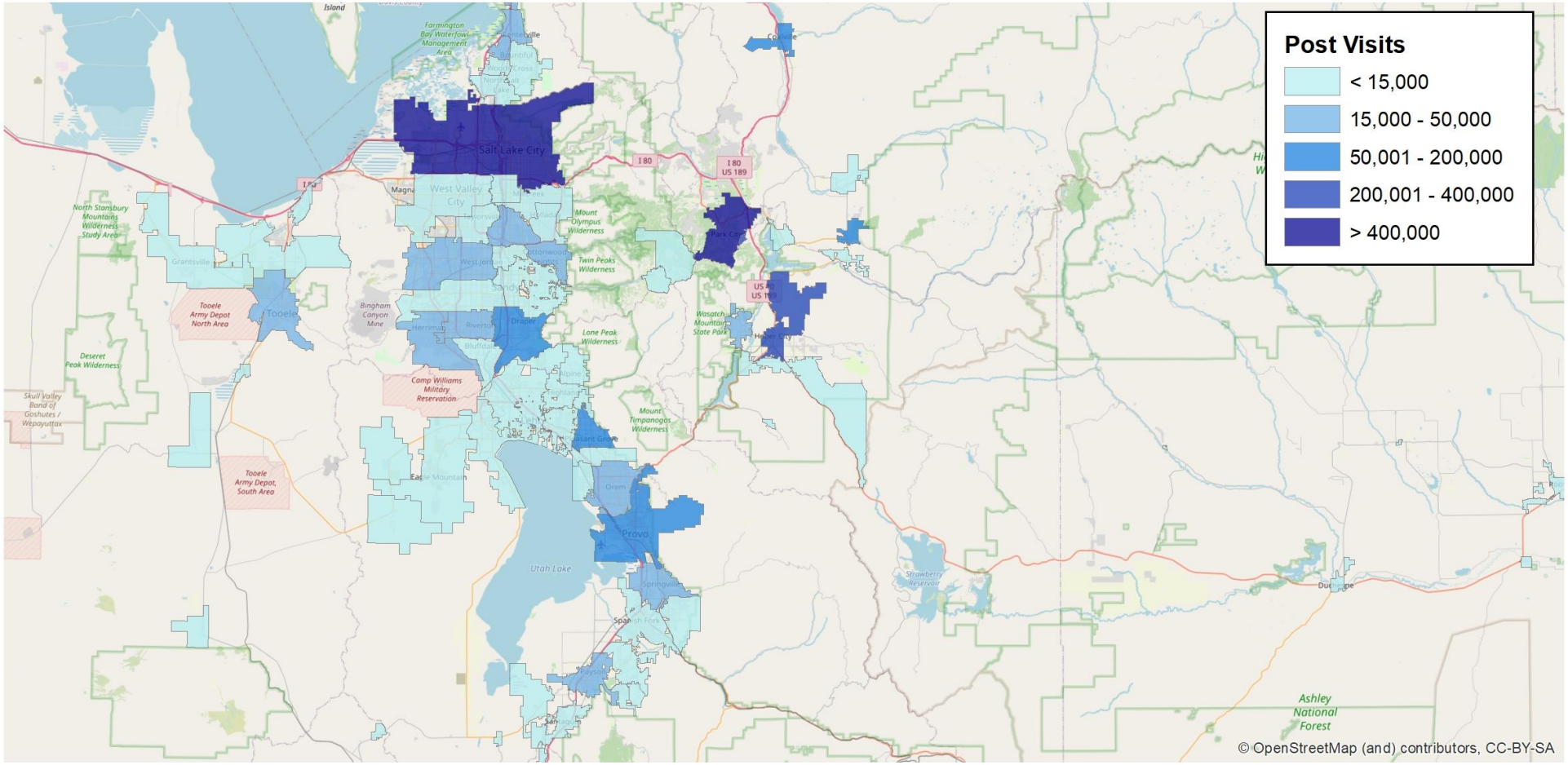


Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

Visitor Journey

Post visits by regional municipality.



Source: Zions Public Finance, Placer.ai. As of April 2024.

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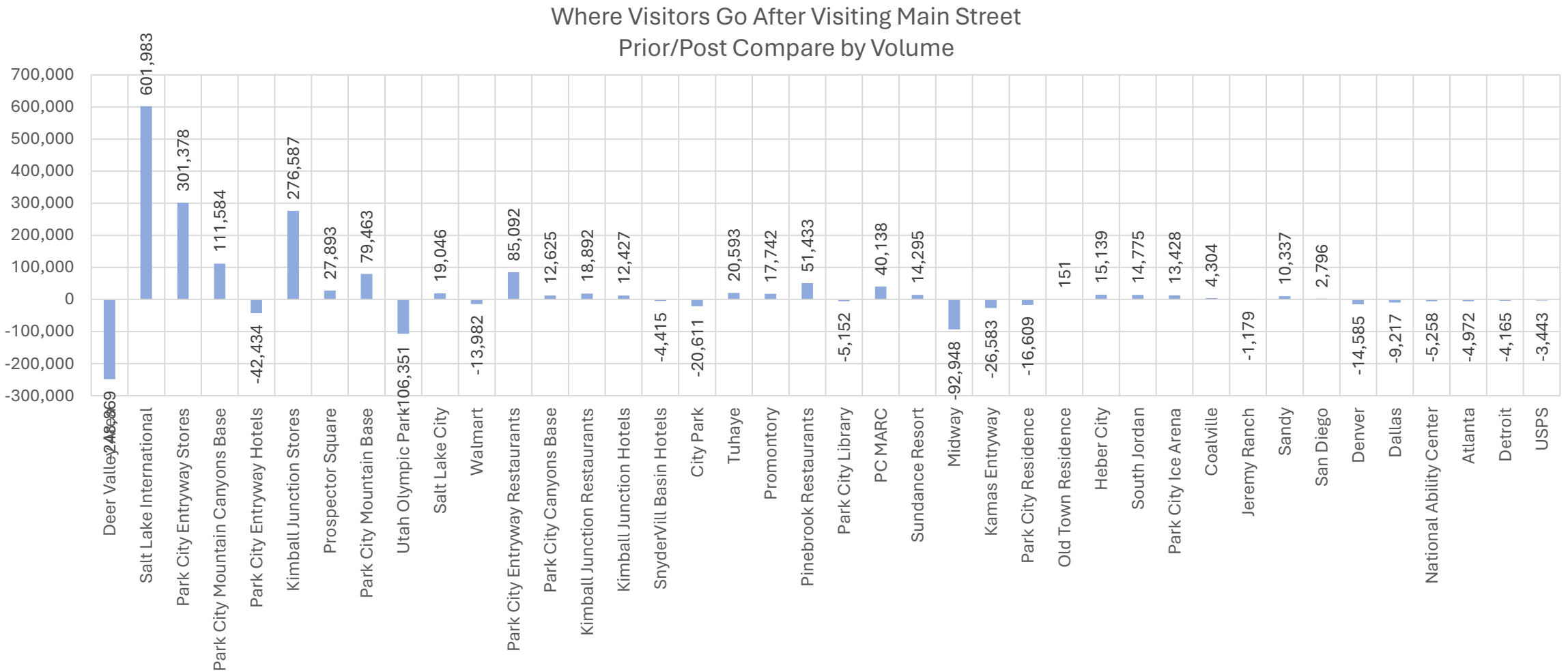
Visitor Journey

Prior/Post Comparison.



Source: Zions Public Finance, Placer.ai. As of April 2024.

ZIONS PUBLIC FINANCE, INC.

City Council Staff Report

Subject: Bonanza Park Brownfield Grant Update
Author: Ryan Blair
Department: Environmental Regulatory
Date: June 6, 2024

Executive Summary

Definitions

Phase II ESA- Phase II Environmental Site Assessment
DEQ- Utah Department of Environmental Quality
Utah DERR- Department of Environmental Response and Remediation
EPA- Environmental Protection Agency
VOC- Volatile Organic Compound
RCRA 8 Metals- Resource Conservation and Recovery Act, metals used to determine waste characteristics.
RSL- EPA Regional Screening Levels
ISL- DERR Initial Screening Levels
VISL- Vapor Intrusion Screening Levels

After Park City received a Community-Wide Assessment grant from the EPA and DEQ for services valued at approximately $50,000, City environmental staff worked with DEQ to determine the appropriate environmental site testing parameters. A Phase II Environmental Site assessment was conducted pursuant to all applicable regulatory standards, which included 18 boreholes sampling groundwater and soils for a variety of contaminants, including heavy metals and VOC/Petroleum products.

The data from this report is used to determine the next steps with respect to remediation on the property. The City could choose to enter a Voluntary Clean Up Program which would provide the City with long term liability protections but takes time or remediate under the City's soil cover ordinance which may be completed quicker but provides zero liability protections.

Analysis

The City's 5-acre parcel is located within Park City's Landscaping and Maintenance of Soil Cover Ordinance boundary and likely has historical impacts from mining and other aspects of Park City's industrial past. For example, there is a former gas station on the northeastern portion, a former automotive repair shop on the eastern portion, and a former dentist business on the northern portion of the site. This sampling plan investigated potential contamination from these uses, among several others.

Various parcels within the overall 5 acres were investigated and sampled; for example, previous sampling studies had identified potential groundwater impacts at the former gas station parcel. This new assessment sought to understand the site holistically, using 18 soil sample boreholes, including groundwater sampling. The sampling locations were

strategically placed throughout the site to leverage previous studies and provide a clear picture of potential total contamination on the property. Soil samples were analyzed for Petroleum Hydrocarbons, Volatile Organic Compounds (VOC), and RCRA 8 Metals. Groundwater samples were analyzed for Petroleum Hydrocarbons and VOCs.

Soil Sample Results

No surprisingly, arsenic, cadmium, lead, and mercury were identified in some of the fill materials at concentrations exceeding Industrial or Residential RSL thresholds. These types of screening levels are commonly used to identify areas with potential contamination that may require further investigation. In some cases, screening levels can be used as starting points for setting clear and concise cleanup goals and plans for contaminated properties.

Mercury exceedances were identified in two boring locations, while the arsenic, cadmium, and lead exceedances were more widely distributed. Fortunately, no VOCs were detected at concentrations above reporting limits and Petroleum hydrocarbons were detected but at concentrations below screening levels. Finally, the volume of metals-contaminated fill soils we estimate at approximately 28,178 cubic yards. For comparison, the Gordo property has approximately 31,200 cubic yards of material slated for removal this year.

Groundwater Sample Results

Petroleum hydrocarbons were also present in groundwater samples; however, all concentrations were below screening levels. One sample contained VOCs above Residential VISL but below the regulatory screening levels.

Conclusion

In conclusion, two VOCs were identified in groundwater at the former automobile service shop at concentrations above Residential VISL but well below drinking water standards regulation. However, future investigation as a part of a cleanup program or additional soil gas sampling is recommended before we move into an actual redevelopment.

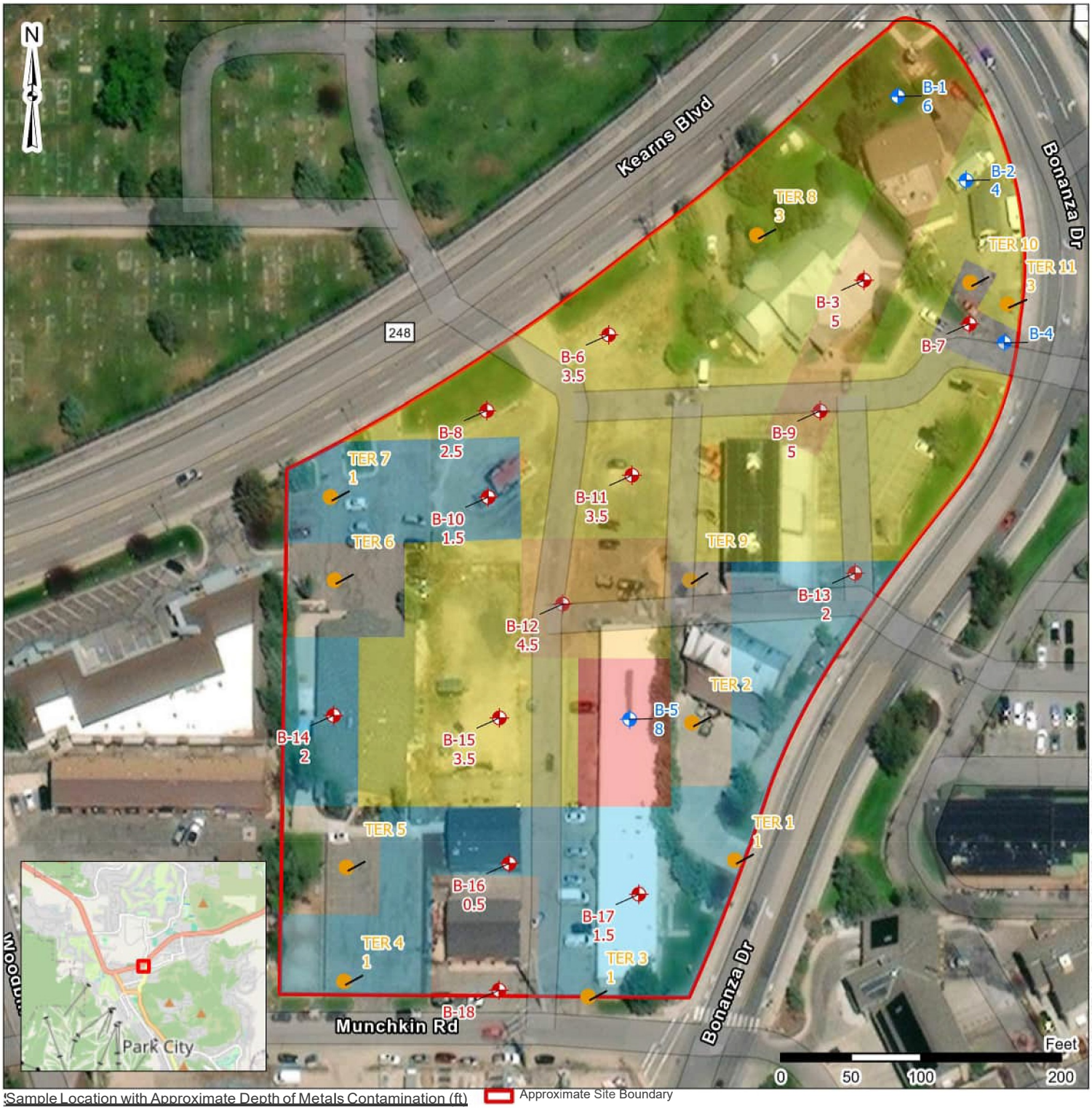
Metal-impacted fill soil are present throughout the site, with one sample borehole containing maximum concentrations. Fortunately, the impacts are generally considerably lower and confined to the subsurface fill material without significant impacts to the underlying native soils. Significant effects of petroleum hydrocarbons and VOCs on soil were not identified at either the former gas station or the former automobile service shop.

The Utah DEQ recommends, and the Environmental Regulatory Program concurs, that a Voluntary Cleanup Program (VCP) is a responsible and effective methodology to address environmental contamination to maximize the community's future redevelopment planning. This may require the removal of some or all the estimated 28,178 cubic yards of contaminated fill soil. Entry into the VCP program begins with an application to Utah DEQ and requires several regulatory documents to be developed, including a risk assessment and a corrective action plan. Once a corrective action plan

has been approved by DEQ, the City is able to redevelop the site in accordance with Risk Based closure requirements. Certain types of development, IE Commercial or Residential, have different standards needed to achieve regulatory compliance. However, any removal of contaminated material will be driven by the risk assessment, site sampling data, and planned property use.

As discussed, the City asked Terracon to produce the Brownfield Cleanup Alternatives (ABCA) report to determine the best scenario to achieve the regulatory site closure, and the document is necessary if the City decides to apply for federal Brownfield Cleanup funds.

Attachments
Exhibit A Bonanza Park Approximate Contaminated Fill Depth Map



Sample Location with Approximate Depth of Metals Contamination (ft)

Approximate Site Boundary

- Soil and Groundwater
- Soil
- Previous

Approximate Depth of Contaminated Fill/Soil

- 0-2 ft
- 2-4 ft
- 4-6 ft
- 6-8 ft

DATA SOURCES:
ESRI-Basemaps

Project No.:	61237186
Dale:	Feb 2024
Drawn By:	AST
Reviewed By:	DD

terracon
6952 S High Tech Dr, Ste B
Midvale, UT
PH. 801-545-8500 terracon.com

Approximate Contaminated Fill Depth

Bonanza Park
16605 Bonanza Drive
Park City, Utah

Exhibit

5

PARK CITY COUNCIL MEETING MINUTES - DRAFT
445 MARSAC AVENUE
PARK CITY, UTAH 84060

May 16, 2024

The Council of Park City, Summit County, Utah, met in open meeting on May 16, 2024, at 3:15 p.m. in the City Council Chambers.

Council Member Ciraco moved to close the meeting to discuss litigation at 3:00 p.m. Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

CLOSED SESSION

Council Member Ciraco moved to adjourn from Closed Meeting at 3:50 p.m. Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

STUDY SESSION

Discuss Pickleball Public-Private Partnership (P3):
Ken Fisher, Recreation Manager, presented this item and stated his team was considering three sites for a potential pickleball facility: the Park City Sports Complex which consisted of 16 acres, the IHC parcel which consisted of 15 acres, and the Park City Heights parcel which consisted of 24 acres. Each parcel had challenges that would have to be addressed prior to development. He reviewed the pros for P3 were cost sharing and financing, expertise, risk sharing, community engagement, and flexibility.

Council Member Parigian asked what the challenge was for the IHC parcel. Fisher stated the access road location was a problem. It was a City-owned road but there were restrictions. Council Member Parigian asked what the Park City Heights parcel was zoned, to which Fisher stated Community Transition and a lot of it was used as open space. Council Member Dickey indicated the first two options were located around other recreation facilities, and asked what other facilities were being considered for the future in these locations. Fisher stated he preferred the sports complex as a pickleball site. The IHC parcel had to be used for recreational or educational purposes. It wasn't clear

what would be allowed there. Council Member Dickey stated it had been considered for ice rink expansion and he felt it would make sense to pursue the sports complex for pickleball.

Council Member Ciraco was interested in pursuing options for the sports complex and the IHC parcel. He wanted to be sensitive to the concerns of the National Ability Center (NAC). He wanted to get a sense of a pickleball building size. Fisher stated four pickleball courts could fit on one tennis court. A 16 pickleball court facility would be the same as the tennis facility at the MARC. Council Member Dickey noted there needed to be a building and parking for pickleball and asked if the parcel could be subdivided. Fisher stated that would be negotiated because it could not be subdivided. He thought there could be a land lease in the proposal.

Fisher reviewed the Steamboat Springs case study for P3. This city leased out their recreation facilities to a concessionaire. When pickleball became popular, the concessionaire formed a nonprofit organization to raise money to build a pickleball facility. Fisher indicated this was a good example of the funding potential. Mayor Pro Tem Toly noted that she, Matt Dias, City Manager, and former Council Member Doilney visited the site in 2023 and they were impressed with the facility. There would be 24 outdoor pickleball courts and tennis inside. They found a way to divide the indoor courts to allow both sports and noise would not be an issue.

Council Member Dickey asked if there was a cost recovery for the Steamboat Springs project. Fisher responded he didn't have the financials or lease agreement. Council Member Ciraco suggested issuing an RFP to see how the market would respond. If it didn't respond well, then they could look at a nonprofit. Council Member Dickey agreed and stated he wanted to see that the proposal was equitable for all users. If the City went with a private partner, he would want contracts in place to ensure equity and he didn't know if that would be profitable for the provider. He noted he supported the recreation bond but the voters said no, so the City should pursue this path.

Council Member Rubell stated this was one of the most equitable sports that the City could support. He supported doing something and thought the City should continue supporting recreation. He indicated the IHC parcel made the most sense because the City needed to be respectful of NAC. He asserted the NAC should be consulted with to ensure there were no negative impacts. Council Member Parigian agreed the IHC parcel was the best option and supported issuing an RFP. Mayor Pro Tem Toly supported the sports complex and the IHC parcel as potential sites for a P3. Grant Herdrich, Procurement Manager, indicated the RFP could start by listing both sites but then they would have to be narrowed down. After further discussion, Mayor Pro Tem Toly summarized that the Council supported issuing the RFP for the IHC parcel.

Fisher reviewed the scope of the project: the City would issue a no-cost lease of the land, the respondent could ask the City to do other work on the parcel and that could be negotiated, the respondent would be responsible for building, maintaining, and

operating the facility for the length of the lease, the operation should include public access during all operable hours, and the respondent would be required to keep the fees similar to the MARC fees.

Council Member Dickey suggested verbiage that stated services must be broadly available to the Park City resident community, and non-resident rates could be at the discretion of the operator. He also suggested residents should be prioritized for court reservations. There should be a statement on who the facility would be designed to serve, and suggested it could be a certain geography or that it was a private facility but it was affordable to Park City residents. Council Member Ciraco thought those were great points. He asserted there should be broad strokes on what the City wanted to achieve and let the private sector come back with their proposals, including a subsidy for City residents. He suggested not putting a lease price in the RFP but asking what the applicant would want to pay. Herdrich stated he would word it objectively so the RFP would not be invalid.

Fisher asked if the Council supported the proposed technical criteria and scoring for the proposed RFP. Council Member Ciraco felt Operating the Facility was important and he wanted that to be separate from the Construction Management category. He also had concerns about the Value Add category and thought it should be eliminated. He wanted to just focus on a pickleball facility. The Council agreed to remove the Value Add category, to move Construction Management to the Project Plan and make Operating the Facility its own category.

WORK SESSION

Park City Public Art Advisory Board (PAAB) Annual Update:

Jenny Diersen, PAAB Staff Liaison, Pam Bingham, Board Chair, and other board members were in attendance for this item. Diersen reviewed the Council had authority over all public art in the City and noted the accomplishments of the board in the past year. The top priority was community outreach, so they mailed a postcard to all residents in the City with information on how to view the art, and how to access a location map. They also wrapped 43 utility boxes with art and were working on sealing all the murals in the City to prevent vandalism.

Diersen stated the board was drafting RFPs for six projects that would total $375,000. This would include wrapping additional utility boxes, bus stop artwork, artwork on pathways, and artwork in the library study rooms. They wanted to implement a neighborhood art program where the residents could create art. They also hoped to create a shade structure at the dirt jump park. She noted there were also plans to create art at the new pool at the MARC.

Diersen reviewed the policy amendments for the board. She requested clarification on the policy of budgeting one percent of new construction or renovation projects by the City for public art. Council Member Dickey asked what the difference was from the

current policy. Diersen stated the policy was unclear and project managers were unsure if they were to include the one percent in their budgets during renovations.

Diersen noted the Park City Summit County Arts Council was proceeding with the arts and culture master plan. Bingham thanked the Council for allowing the PAAB to serve the community. She stated public art was vital to the community and had many benefits for residents and visitors. She indicated there were 117 works of art throughout the City.

Council Member Ciraco asked if IT improvements would be considered a renovation, to which Diersen stated maintenance would not qualify for the one percent allowance but renovating a facility would qualify. Council Member Ciraco noted several City projects in process and thought that amount would be a challenge for the board to spend.

Council Member Rubell thought the funding could be simplified. Diersen asserted it was important to understand the Council's policy for funding public art. She noted that the capital projects funds allowed the board to do diverse art projects that the one percent policy would not have allowed them to do. Jess Griffiths, Board Member, thought if funds for art were requested up front, then it had a greater chance of happening than if it was an afterthought because the space might not be adequate for art. Council Member Rubell suggested clarifying the policy to say that the one percent would be for projects where the art was being incorporated into the project being delivered versus something separate. Griffiths replied they could say it would go to the site, but if the funds were not all used, they would go into a fund for other projects.

Council Member Ciraco stated there were large projects in the works and asked where the extra funds would go if all the money wasn't spent on art for those sites. Council Member Rubell wanted to strengthen the policy to include language that the allocated money had to go for art on the project site. Diersen stated PAAB would come to Council for approval of all public art and the Council could suggest what could be done with certain projects. They had authority to agree, deny, or make changes to the proposals. Council Member Parigian agreed the art should benefit the project that funded the one percent.

Council Member Ciraco stated he enjoyed seeing the public art around town. He thought it was important to have a well-defined policy. He thought the proposed policy on the one percent was good. Council Member Dickey stated the policy was discretionary and he wanted it clarified. Diersen summarized the Council supported the PAAB strategic plan. The Council requested clarification on how the policy was implemented in terms of where the project would be located, especially with regard to the one percent policy. Mayor Pro Tem Toly stated the board should answer the renovation question as well. Council Member Dickey loved the utility boxes and asked how those were maintained. Diersen stated there was a sticker with art on it that was wrapped around the boxes. There was a five-year life for the stickers, but most stickers lasted longer than that. Staff was watching the boxes and was mindful of the lifespan.

Council Member Parigian suggested getting artists from the community to create art on bus stops.

REGULAR MEETING

I. ROLL CALL

Attendee Name	Status
Mayor Pro Tem Tana Toly Council Member Bill Ciraco Council Member Ryan Dickey Council Member Ed Parigian Council Member Jeremy Rubell (via Zoom) Matt Dias, City Manager Margaret Plane, City Attorney Michelle Kellogg, City Recorder	**Present**
Mayor Nann Worel	**Excused**

II. APPOINTMENTS

1. Reappointment of Emma Zevallos to a Three-Year Term on the Police Complaint Review Committee:

Michelle Downard, Resident Advocate, stated Zevallos had served a one-year term and the recommendation was to reappoint her to a three-year term to maintain staggered terms within the committee. Captain Darwin Little stated he was pleased to have Zevallos on the committee.

Council Member Dickey moved to reappoint Emma Zevallos to a three-year term on the Police Complaint Review Committee. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

III. RESOLUTION

1. Consideration to Approve Resolution 06-2024, a Resolution Proclaiming May as Wildfire Awareness Month:

Mike McComb, Emergency Manager, and Heinrich Deters, Trails and Open Space Manager, presented this item. McComb reviewed humans caused 90% of wildfires in the U.S.

Mayor Pro Tem Toly opened public input.

Sean Parker 84060 stated wildfire and wildfire mitigation awareness should be recognized. He stated the pile burnings were happening in May against the recommendations. This affected birds. He encouraged the City to apply for grants to perform wildfire mitigation further up the canyon.

Mayor Pro Tem Toly closed public input.

Council Member Ciraco moved to approve Resolution 06-2024, a resolution proclaiming May as Wildfire Awareness Month. Council Member Dickey seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

IV. COMMUNICATIONS AND DISCLOSURES FROM COUNCIL AND STAFF

Council Questions and Comments:

Council Member Parigian stated the Sagers and Seekers program at the library just ended their first 8-week session and it went great. Council Member Ciraco was grateful for the great snowpack this past winter and encouraged residents to be mindful of the water they used. Mayor Pro Tem Toly stated she was on a panel at the Wasatch Back Economic Summit.

Staff Communications Reports:

1. Childcare Needs-Based Scholarship Program:

Council Member Rubell supported this public employee benefit and agreed with the recommendations. He asked about the Division of Workforce Services (DWS) eligibility and asked if the subsidy would start during the application process. Downard affirmed and explained the application process took several months before approval. If the applicant was approved by the City's application, the City's scholarship would be available until the state approved them. If they were denied by the state, the City scholarship would continue to pay according to the eligibility criteria. Council Member Rubell asked what the differences were between the state and the City programs. Council Member Ciraco stated there were substantial differences between the City and state and asked if the biggest difference was income based. Downard explained the state eligibility was more restrictive regarding the household income maximum. The other difference was the state required confirmation of citizenship and the City program did not.

Council Member Dickey indicated the $1 million was budgeted for one year and he thought the amendment was fair. He didn't want to add tracking requirements or administrative hurdles. He didn't know how this would affect participation and looked forward to seeing if this would help. Council Member Ciraco asked if citizen status was left out of the City's criteria, to which Downard affirmed. Mayor Pro Tem Toly asked that this could come back as a work session in the next quarter so the Council could

address some of the concerns brought up by Council Members Rubell and Dickey. It was indicated the program would run until the funds were expended. Council Member Dickey stated the best feedback would be in the fall. Downard indicated they didn't want to overstep and so the proposed changes would not result in substantial changes to the bottom line. She reviewed when Council discussed the program initially, the AMI was tightened. She looked forward to a work session to discuss expanding the program.

Council Member Rubell stated citizenship was discussed previously and that was a reason why the City relied on the DWS for qualification. He wanted to know how many applicants would fall into this category. He asked what the intent of the program was and stated it wasn't just to hand out $1 million. He wanted to help those in need. Council Member Dickey stated part of the intent was to increase capacity for childcare and he hoped to see numbers on that. Council Member Rubell wanted to hear about the City reserving 10 spaces but less than one space was used.

Council Member Rubell asked for an update on Bonanza Park. Jen McGrath, Deputy City Manager, stated a staff communications report would be in the packet for next week's meeting.

2. March Budget Monitoring & February Sales Tax Report:

Mayor Pro Tem Toly noted February was the highest tax revenue month in the City's history.

V. PUBLIC INPUT (ANY MATTER OF CITY BUSINESS NOT SCHEDULED ON THE AGENDA)

Mayor Pro Tem Toly opened the meeting for any who wished to speak or submit comments on items not on the agenda.

Kathy Kahn 84060 stated she used to serve on the PAAB and it was nice to see the Council's support for the board's policy. She was impressed with the amount of work the board was accomplishing. She suggested using the art money from the pool project to put in art-based play features in the pool. She liked the neighborhood art project idea, and she supported that proposal. She also thanked those on the Recreation Advisory Board (RAB) for their work.

Kristen Shulz, Park City Community Foundation Early Childhood Alliance Director, thanked the Council for investing in young children in the area. She complimented Michelle Downard for her work with the new program. She looked forward to the work session and asked the Council to send their questions to Downard prior to that discussion.

Sean Parker 84060 discussed microtransit and stated the City shouldn't give free rides to guests at the Montage. He hoped the Council could do an analysis to see where the

budget and the process could be tightened up so the residents could feel like the City was doing a good job.

Council Member Rubell clarified his comment was that the City didn't need to spend money just because it was available.

VI. CONSENT AGENDA

1. Request to Approve the 2024 Pavement Management Bids and Authorize the City Manager to Enter into Agreements in a Form Approved by the City Attorney's Office with Morgan Industries, Inc. for Type II Slurry Seals, in the Amount of $153,065.01; Kilgore Companies LLC for Sealcoat of Trails in the Amount of $29,651.40; Black Forest Paving for Rotomilling, Pavement Overlays, and Utility Adjustments in the Amount of $1,232,034.35; and Advanced Paving and Construction for Crack Sealing in the Amount of $66,690.00:

2. Request to Authorize the City Manager to Execute Contracts for Excavation and Water System Repair Services, in Forms Approved by the City Attorney, with Daley Excavators LLC, JWW Excavating Inc., Latham Excavation Services LLC, and Reaper Excavating & Landscaping LLC., in an Amount Not to Exceed $1,560,000; $240,000; $150,000; and $150,000 Respectively and Totaling $2,100,000:

3. Request to Approve Ordinance 2024-08, an Ordinance Amending Title 4a - Special Events, Chapter 1 Definitions and Chapter 2 Special Event Permitting of the Municipal Code of Park City, Utah:

Council Member Parigian moved to approve the Consent Agenda. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

VII. NEW BUSINESS

1. Consideration to Approve Resolution 07-2024, a Resolution Replacing the Existing Trails Master Plan with an Updated 2024 Version:

Heinrich Deters, Trails and Open Space Manager, stated the master plan was put together with input from stakeholders, the community, and the Planning Commission. They went through the sensitive lands overlay process during this study. Since the last master plan, the City's trails had evolved as well as the community's desires regarding trails.

Deters reviewed the goals of the plan, including enhancing the trail design and diversity, maintaining and managing trails effectively, enhancing the trail experience and

accessibility, and effectively implementing and budgeting partnerships. He explained program strategies for trails and open space which included ranger programs and the Transit to Trails program. He also indicated administrative policies were created for trail use.

Deters stated the trail map was important for obtaining grants. The Planning Commission recommended dividing the map into sections by geographic areas. He noted the next iteration would include a winter map of trails. He also indicated commercial use on trails was for special events of 30 or more people that used a trail and charged participants a fee.

Council Member Dickey asked if the trails master plan map was part of the master plan, to which Deters stated the blank map was part of the plan that would be adopted tonight. Council Member Dickey indicated there was an amenities section of the plan and he asked what direction was being sought. Deters stated it was a visioning document. He thought these topics should be discussed in a work session and then they could go through the capital budget process. He noted an adopted document that dictated staff could explore specific amenities would make the City more eligible for a grant.

Council Member Rubell asked why they were adopting a blank document. Deters stated the current trails were on there but proposed trails were not displayed yet. Council Member Rubell asked if this should be adopted when it was completed instead of adopting it now and then adopting the updated version later. Deters stated this way would be more transparent and would show people how the City was planning trails. This plan would adopt new standards, recommendations for phasing and management, and easement parameters. This was more than just adopting new trails. Council Member Rubell requested a discussion on how close trails should be to property lines as well as easements. He indicated the community was asked what they wanted to spend their money on and they said no to some of these recreation things. Deters stated the requests would go through the Council for funding and could be denied. He worked with the stakeholder group and they felt these projects were a good guideline that should be included in the plan. Council Member Rubell clarified there were many items in the plan that were voted down in the GO Bond, such as the trails facilities and warming hut. He noted the City would not do the projects until they came back to the Council for a more in-depth discussion.

Council Member Ciraco indicated the process to fund and build new trails was more streamlined now than in the past. He wanted to think strategically about segregated trails and directional trails as the Trails Department moved forward in the next 10 years.

Mayor Pro Tem opened public input.

Sean Parker indicated Park City had a lot of space and he hoped some areas would be kept more primitive and others more populated. He hoped for more strategy as it pertained to trails.

Mayor Pro Tem closed public input.

Council Member Dickey felt the master plan was great. It laid out the goals and objectives. He thought the amenities should return to Council for discussion and stated it was all about timing where projects were concerned. He asked if the donation policy would be coming to Council. Deters stated the donation policy was approved administratively. Margaret Plane indicated they wanted a donation policy for everything across the board and so an ordinance governing donations would come to Council for approval. Council Member Dickey asked about the space limitations for the Trails Department. Deters stated they went from a staff of one to a staff of five. They also had machinery and vehicles that needed to be parked and stored. He needed more space and noted Trails wasn't the only department that was short on space.

Council Member Rubell clarified the policy would be useful for seeing the historic evolution of approaches. Some elements were historically left in a gray area. Now those policies were evolving. He wanted to see a plan that was outcomes focused. He looked forward to another discussion on this. Deters stated this was a framework and a visioning document. If the Council wanted to discuss something further, they could request that. Council Member Rubell indicated this could come back at some point but it didn't need to be soon.

Council Member Parigian felt this was a living document and he supported it. He supported having a work session on commercial use policy. Council Member Ciraco agreed to a future discussion on commercial uses as well. He asked about the donations policy. Plane stated the goal was to provide a uniform policy for how the City accepted donations. Sometimes the donations required an agreement. Council Member Ciraco suggested a QR code by the mutt mitt stations for trail users to donate $5 or $10. He wondered if there was a way to work that into the donation policy. He wanted to be careful regarding trail usage hours since some trails were by private neighborhoods. Deters stated the language was drafted as one hour before sunrise and one hour after sunset.

Council Member Dickey moved to approve Resolution 07-2024, a resolution replacing the existing Trails Master Plan with an updated 2024 version. Council Member Parigian seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

2. Consideration to Approve a Fee Waiver Request from Mountainlands Community Housing Trust for Phase 1 of the Holiday Village/Park Avenue (HOPA)

Affordable Housing Project in an Amount Not to Exceed $800,000 for all Community Development Fees and Impact Fees:

JJ Trussell, Deputy Building Official, Browne Sebright, Housing Program Manager, and Amy Roland, Community Development Finance Alliance, were present for this item. Roland stated HOPA was an exciting project with many phases. This was the first phase and she felt the waiver request would be a good way to show the City's support of the project. Bob Richer, President of the Mountainlands Board of Trustees, noted the Planning Commission gave unanimous support of the project. The project was 100% affordable and the AMI would be 25%-50%. This project was centrally located and on Transit lines.

Council Member Parigian asked how many phases were planned for the project. Roland stated there were seven different parcels, but she didn't know how many phases would be needed. It depended on the tax credit program. Council Member Ciraco asked how many phases could be executed similar to the current model of 50 units. Roland stated 50 units was defined as a small rural project so it made sense to apply to the maximum. Next year they would figure out if they would apply for funding for 72 units or split it. At that time, they would come back to the Council for a bigger subsidy request. Council Member Ciraco was happy to see the project would have a fundraising component.

Council Member Rubell stated the total project would be 300 units. He asked what the forecasted public subsidy would be. Roland indicated this would be done over seven years. There would be inflation in construction costs and other moving factors, and she would like to count on a 100% fee waiver from the City. If they tried to do more than the cap for tax credits, they would ask the City for more. She felt the City would need to contribute $3 million to $6 million to close the gap. Richer stated this was the simplest way to have the City's support. If the tax credits were awarded, they would be back to discuss future phases. Roland indicated the first two phases were necessary to get the current tenants relocated. Then they would have land to build additional housing. If the tax credit allocation was not awarded, they would have to rethink the application process.

Council Member Rubell indicated the Planning Commission supported the project, but they did not know the City's funding obligation. In the future, he wanted to see what the City would get for the money contributed.

Mayor Pro Tem Toly opened the public hearing.

Sean Parker 84060 stated the City gave EngineHouse $1.7 million and they had a higher AMI range. He thought this was a great project. He asked the Council to consider the project globally and address the actual impacts, such as water, traffic, etc.

Peter Tomai 84098 stated he helped with the public private partnership with EngineHouse. Now he was a board member of Mountainlands. He was impressed with

the professionalism of this group. Roland's knowledge of the tax credits was extensive. He knew this request had to do with the community's support of the project.

Mayor Pro Tem Toly closed the public hearing.

Council Member Parigian clarified this request was money the City would not receive so it was significant. He asked what the rent would be in the project. Roland stated some units would be priced at 25% AMI, some at 39%, some at 45%, and some at 50%. Tenant income levels could be up to 60% AMI. The tenants would also have rent subsidies, and they would all pay 30% of their income in rent, whatever that amount worked out to. Council Member Rubell agreed this was a subsidy, but it was worth it. Council Member Dickey indicated this was a great project, especially because it was deeply affordable.

Council Member Dickey moved to approve a fee waiver request from Mountainlands Community Housing Trust for Phase 1 of the Holiday Village/Park Avenue Affordable Housing Project in an amount not to exceed $800,000 for all community development fees and impact fees. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

3. Consideration to Approve Resolution 08-2024, A Resolution Setting Per Diem Rates for Park City Public Bodies:

Michelle Downard, Resident Advocate, stated there were 10 boards and commissions in the City. The City tried to recognize these members for their service by giving them some City benefits. The Planning Commission, Board of Adjustment, and Historic Preservation Board received a per diem for their time in and out of meetings. She indicated the state recently increased the maximum per diem. The proposal was to increase the per diem and add the Appeal Panel members to the boards that received this per diem. She noted the resolution had an incorrect per diem for the Appeal Panel and she requested that the Council amend a motion to approve so that the Appeal Panel Board members would receive $200, which was equal to the other Planning boards and commission.

Council Member Parigian asked if the boards would receive more if the meeting duration was longer than four hours. Margaret Plane indicated an amendment could be made to the motion to reflect longer meeting hours. The amendment would be to reflect the meeting duration in the Utah Administrative Rules and to increase the Appeal Panel maximum to $200. Council Member Ciraco pointed out several Planning Commission meetings often went for six hours. Council Member Dickey asked how many times the Appeal Panel had met, to which Downard indicated they had met twice and had another meeting next week. Council Member Dickey thought the Planning Commission and Appeal Panel both had heavy loads and they should get the same per diem.

Mayor Pro Tem Toly opened public input. No comments were given. Mayor Pro Tem Toly closed public input.

Council Member Ciraco moved to approve Resolution 08-2024, a resolution setting per diem rates for Park City public bodies with the amendment to raise the Appeal Panel maximum rate to $200 per meeting and to track the meeting duration in the Utah Administrative Rules. Council Member Parigian seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

4. Consideration to Approve Ordinance No. 2024-09, an Ordinance Amending Land Management Code Chapters 15-2.4, 15-2.5, 15-2.6, 15-2.18, 15-2.19, 15-2.20, Sections 15-2.20-5, 15-15-1, and Enacting Section 15-4-24 to Allow Public Transit Amenities to be Constructed and Maintained in Setbacks:

Rebecca Ward, Planning Director, presented this item and indicated these amendments would address transit amenities, specifically for electric buses and charging stations. Currently, some transit facilities straddled private properties. The amendment would create a Transit Amenity Area and it would allow infrastructure and equipment in the area, requirements would be established for the construction and maintenance of the areas, Public Transit Amenities would be an allowed use subject to an administrative permit approval, and the amenities would be exempt from zoning district setback restrictions.

Council Member Rubell asked why the amenities needed to be 20 feet high. Ward stated the maximum height of 20 feet was based on the specifications of the overhead electric vehicle (EV) charging station infrastructure. The Planning Commission made a modification and removed the allowance of overhead electric charging infrastructure in the Frontage Protection Zone in the Entry Corridor Protection Overlay so the view corridors would continue to be protected without charging structure installations. Council Member Rubell asked if there was a way to make it more prescriptive by giving a maximum height excluding charging. Ward indicated the maximum height of 20 feet was for anything associated with the Transit facility. Council Member Rubell asked if that could be amended to which Ward affirmed.

Council Member Ciraco thought more work should be done on the amendments. Some places were appropriate for the infrastructure, but some places were not appropriate. Ward clarified the overhang in the City right-of-way was actually in the bus pull-out. The current code allowed 18 feet in height for accessory buildings so this was a minimal change. Council Member Ciraco asked how many miles the buses went before needing a charge. Tim Sanderson, Transit Director, stated 150 miles. He stated the intention wasn't to put chargers everywhere, but only at the end-of-the-line places. The problem was that if more buses needed to be charged, additional locations were needed. He didn't think overhead chargers would be needed in 10 years, so this was a short-term solution. Council Member Ciraco wanted to keep this out of the public view.

Council Member Parigian asked where a charging station would go if these amendments were approved. Sanderson stated one would go on Shortline Road. Ward added that was the only stop proposed for the overhead charging; however, there were many improvements planned, such as bus stations, benches, or other facilities, that the code currently didn't allow because they were in setbacks. Council Member Parigian asked if the allowances in the code could be voted on separately. Margaret Plane indicated the ordinance couldn't be split up but amendments could be made to a motion.

Mayor Pro Tem Toly opened the public hearing. No comments were given. Mayor Pro Tem Toly closed the public hearing.

Council Member Ciraco asked how long charging time would be, to which Sanderson stated one to 10 minutes. Council Member Ciraco asked what would happen if this was approved by the Council. Ward stated administrative approval would be given.

Council Member Parigian moved to continue Ordinance No. 2024-09, an ordinance amending Land Management Code Chapters 15-2.4, 15-2.5, 15-2.6, 15-2.18, 15-2.19, 15-2.20, Sections 15-2.20-5, 15-15-1, and enacting Section 15-4-24 to allow public transit amenities to be constructed and maintained in setbacks to a date uncertain. Council Member Rubell seconded the motion.

RESULT: CONTINUED TO A DATE UNCERTAIN
AYES: Council Members Ciraco, Parigian, and Rubell
NAYS: Council Members Dickey and Toly

Council Member Parigian wanted to know what would happen administratively. Council Member Ciraco wanted to understand this better, and he wanted something that didn't turn off the community to Transit infrastructure. Ward stated she thought there was support for the charging structure on Shortline Road, and noted the Transit team had grant funds for that project and it was scheduled to be constructed in June. The Council could amend the ordinance for the General Commercial Zoning District, keeping in the restrictions that the Planning Commission put in to make the Frontage Protection Zone and Entry Corridor Protection Overlay more restrictive. That would limit the overhead EV charging stations to the General Commercial interior roads only. Sanderson noted they received a grant and it would expire at some point so the timeline was important.

Sara Rush-Mabry, Transit Business Intelligence, stated the grant had been extended and would lapse soon. Eighty percent of the equipment was already onsite, and the RFP was drafted, and it was ready to go to UDOT as well. She clarified that the overhead charging structure was 18.1 feet high. Council Member Parigian supported only approving that part of the ordinance. Ward stated they could amend the ordinance for the General Commercial Zoning District, keeping in the restrictions that the Planning Commission put in to make the Frontage Protection Zone and Entry Corridor Protection Overlay. That would mean the ordinance was amended as discussed today to allow for these facilities in the General Commercial Zoning District and to include the proposed

amendments to the Frontage Protection Overlays as well as Section 15.15.1 which defined the Public Transit Amenity Area.

Council Member Dickey stated the Council was the legislative body and they appropriated funds. Someone couldn't come in and install Transit infrastructure. The risk was low. Transit conveyed what they needed. It was straightforward to pass this as written.

Council Member Ciraco moved to reconsider the previously adopted motion. Council Member Dickey seconded the motion to reconsider.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Rubell, and Toly
NAY: Council Member Parigian

Council Member Dickey noted there was a unanimous Planning Commission recommendation.

Council Member Dickey moved to approve Ordinance No. 2024-09, an ordinance amending Land Management Code Chapters 15-2.4, 15-2.5, 15-2.6, 15-2.18, 15-2.19, 15-2.20, Sections 15-2.20-5, 15-15-1, and enacting Section 15-4-24 to allow public transit amenities to be constructed and maintained in setbacks. Council Member Toly seconded the motion.

Council Member Ciraco stated the Shortline Road stop was the one needed and there was a pending grant. He supported the LMC amendment with Shortline which would restrict it to that area for now. Council Member Dickey didn't want to amend the code project by project. He felt Council would have the power to control it. Sanderson stated they only wanted to install the overhead EV charger at Shortline and he couldn't think of anywhere else where they would need to install one. Council Member Parigian didn't like the administrative approval process for that. Council Member Dickey stated the Council was over Transit and appropriated funds. Sanderson affirmed the project would have to be approved by the Council. Ward noted this was only allowed in major corridors. Council Member Rubell supported it if Shortline was the only planned stop for charging.

RESULT: FAILED
AYES: Council Members Dickey and Toly
NAYS: Council Members Ciraco, Parigian and Rubell

Council Member Dickey moved to approve Ordinance No. 2024-09, an ordinance amending Land Management Code Chapters 15-2.4, 15-2.5, 15-2.6, 15-2.18, 15-2.19, 15-2.20, Sections 15-2.20-5, 15-15-1, and enacting Section 15-4-24 to allow public transit amenities to be constructed and maintained in setbacks with amendment 15.2.18

and 15.2.0 with amendments as discussed to Sections 15-2.18, 15-2.20, 15-2.20-5, 15-15-1, and enacting 15-4-24. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Rubell, and Toly
NAY: Council Member Parigian

5. Consideration to Authorize the City Manager to Execute the First Amendment to the Design Professional Service Agreement, in a Form Approved by the City Attorney, with Valentine Crane Brunjes Onyon (VCBO) Architects for the Development of Construction Documents for the Replacement of the PC MARC Pools, Not to Exceed $426,500:

Ken Fisher, Recreation Manager, presented this item and reviewed the history of the pool project. The Planning Commission approved a 15-foot setback for this renovation. They did public outreach on the project. This amendment would develop the construction documents. Council Member Rubell asked if Fisher thought a pool season would not be lost, to which Fisher affirmed. Council Member Rubell asked if public art could be included in a functional pool feature, to which Fisher affirmed. Fisher noted if a feature was installed, he would want to verify it could be maintained. Council Member Parigian noted the art could be in the tile at the bottom of the pool or in the deck area as well.

Council Member Parigian asked what the additional funds would go for. Fisher stated the first $87,000 went to work that included the GO bond elements. This next phase was to bring on water design, landscape architects, and developing construction documents.

Council Member Dickey asked if the pool could be covered. Fisher stated if a building was constructed over the pool, a 25-foot setback would be required. Tate Shaw, Assistant Recreation Manager, stated indoor facilities would be a significant cost. They felt there would be extensive use and the lap pool could be used nearly year-round with sufficient staffing. Mayor Pro Tem Toly noted they could go to the Planning Commission and request a variance of the 25-foot setback and lots of other steps to get a covered pool. She asked if there were plans for changing the restrooms and changing rooms, to which Fisher stated no.

Mayor Pro Tem Toly opened public input. No comments were given. Mayor Pro Tem Toly closed public input.

Council Member Dickey moved to authorize the City Manager to execute the first amendment to the design professional service agreement, in a form approved by the City Attorney, with Valentine Crane Brunjes Onyon (VCBO) Architects for the development of construction documents for the replacement of the PC MARC Pools, not to exceed $426,500. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

6. Consideration to Authorize the City Manager to Execute Contracts for the Following: Environmental Remediation Oversight with Terracon Consultants, LLC, in an Amount Not to Exceed $124,700; and with MC Contractors, Inc, in an Amount Not to Exceed $564,975, for Soil Excavation and Hauling Services in Forms Approved by the City Attorney:

Ryan Blair, Environmental Regulatory Program Manager, stated this contract would do the actual soil remediation. He reviewed the history of the soil remediation at the Gordo property and explained the scope of work.

Council Member Rubell asked if this would remove the dirt that had been there for years, to which Blair affirmed. Council Member Rubell stated it had been indicated in previous discussions that the City might not have to incur the costs to mediate the soil depending on what was done on the site. Blair stated they sampled the soil to get the acceptable risk determination. The assessment data showed the soil was not suitable for residential or commercial uses. Since there was not a set plan for the site, remediation would give the property the most flexibility in the future. Council Member Rubell asked what could be done on the site with no remediation. Blair stated the soil violated state rules for solid waste disposal. It might be okay for complete open space. There could be some kind of use, but he wouldn't recommend leaving it and stated the DEQ could come in and force the City to move the soil.

Council Member Dickey stated during the last discussion on this property, it was asked if a surface parking lot could be put on that soil, but it was indicated an employee would have to work there and it would be unacceptable. Council Member Parigian asked if the soil was in a pile or in a hole, to which Blair stated it was in a pile. Council Member Parigian asked about dust. Blair stated it would be addressed with water trucks and/or sprinklers to mitigate the soil while it was being excavated. Council Member Parigian asked if this had to be done now. Blair stated they had taken the steps necessary to mitigate this area and this was the next step. The soil violated the state's rules so the state could require the City to dispose of it. Matt Dias explained the City got a demand letter to remediate the soils. If we decided not to do it now, we'd have to have an explanation as to why.

Council Member Ciraco asked if there was another way to show the tipping fees on the agenda. Dias stated there was an appropriation in the budget and the actual cost was less, so there was transparency. Council Member Ciraco wanted to message this appropriately. His reservation was that there was no clear direction for the property at this time, but otherwise he felt comfortable with this contract. Dias added they could give a report when the project was completed for additional transparency.

Mayor Pro Tem Toly opened public input. No comments were given. Mayor Pro Tem Toly closed public input.

Council Member Dickey moved to authorize the City Manager to execute contracts for the following: environmental remediation oversight with Terracon Consultants, LLC, in an amount not to exceed $124,700; and with MC Contractors, Inc, in an Amount Not to Exceed $564,975, for soil excavation and hauling services in forms approved by the City Attorney. Council Member Ciraco seconded the motion.

RESULT: APPROVED
AYES: Council Members Ciraco, Dickey, Parigian, Rubell, and Toly

VIII. ADJOURNMENT

With no further business, the meeting was adjourned.

_____
Michelle Kellogg, City Recorder

City Council Staff Report

Subject: Re-Award Contract to Construct Two Rail Trail Pedestrian Bridges
Author: Logan Jones
Department: Trails & Open Space
Date: June 6, 2024

Recommendation
Review and consider a request to authorize the City Manager to execute a Construction Agreement with Big Horn Contractors LLC, as approved by the City Attorney's Office, for the placement and construction of two pedestrian bridges to be installed on the Rail Trail, in the amount of $580,000.

Executive Summary
In order to further the implementation of the Rail Trail Master Plan, City Council approved a contract on April 11, 2024, for the Rail Trail Bridge construction project. This involves removal and replacement of two bridges, the construction of new bridge abutments, grading, and seamlessly integrating trail construction to link the new bridges with the existing trail. Regrettably, the vendor previously selected was found to not be "responsible." Consequently, we are now presenting the next lowest bid for Council approval.

Analysis
On April 11, 2024, the City Council approved a Construction Agreement for the installation of the two pedestrian bridges in the amount of $488,051.87 for Trapp Construction LLC, the lowest bidder. However, it became clear as we met with Trapp Construction LLC in pre-construction meetings and on site that they were not a "responsible bidder" as defined by the City's procurement rules, meaning they were not capable of

> (a) meeting all the requirements of a solicitation; and (b) fully performing all the requirements of the contract resulting from the solicitation, including demonstrated financial ability to perform the contract; and (c) has the integrity, capacity and reliability which will assure good faith performance.

Big Horn Contractors LLC was the next lowest responsible bidder. Input from the Legal and Procurement departments informed the decision to proceed with the next lowest bidder. The construction and subsequent installation of the new bridges are tentatively scheduled to begin in August. As part of the construction mitigation plan, trail traffic will be rerouted to the 'Wag-on Trail.'

Funding
Two Summit County Rap Tax Grants totaling $864,911 were secured for Rail Trail Projects in 2021 and 2023. While the grant funding covered most fees associated with permitting, design, manufacturing, and subsequent construction, a short fall of $263,550 will be made up utilizing impact fees. The allocated impact fees are designated specifically for enhancing trails and open spaces to accommodate the increased demands resulting from new development.

City Council Staff Report

Subject:	**Contract with InterScripts to Develop Affordable Housing Software Platform**
Author:	**Rhoda Stauffer, Housing Program Administrator**
Department:	**Housing**
Date:	**June 6, 2024**

Recommendation

Review and consider authorizing the City Manager to execute an End-User Agreement under a State Cooperative Contract in a form approved by the City Attorney for software development services with InterScripts, Inc. for a three-year contract with the option to renew for two additional one-year extensions for affordable housing software design and support services not to exceed $148,700.

Executive Summary

On September 24, 2021, the City contracted with Rock Solid Technology, Inc. (Rock Solid) for $15,000 per year for three years with the option to extend for two additional one-year extensions. Rock Solid built an electronic platform to:

- Manage a two-step process of in-coming applications for the for-sale housing program (pre-applications and full applications);
- Maintain waitlist standings and records for two lists: attainable and affordable;
- Process re-sales for existing units;
- Manage the annual compliance review process for over 280 deed-restricted properties; and
- Maintain inventory and status of affordable and attainable properties.

The platform facilitated increased efficiency and transparency, saved many staff hours, and reduced logistical or paper errors when managing a significant and often “moving” data set.

In August of 2023, Granicus purchased Rock Solid and became the primary vendor for software they were unqualified to support. Despite retaining support staff from the original Rock Solid team, Granicus considered the compliance module corrections to be new development work and quoted a cost of $27,000 to make necessary changes and adjustment, an amount close to double the original cost to build the entire system.

With advice and assistance from the IT Team, the Housing Team began looking for an alternative. We proposed to Granicus that we buy the code from them so the City would own it. Granicus did not respond. IT developed a product map to help discuss the product with alternative vendors. With advice from the City's Procurement Manager, the IT Team looked into software developers approved on the State Cooperative Contracts list. The IT Team sent the product map (EXHIBIT A) to two State-approved software

developers, and after initial discussion with both of them, one sent in a final proposal (EXHIBIT B). A fundamental change from the Rock Solid/Granicus contract is that the City will own the finished product/code.

Analysis

Staff looked at three options:

- Continue with a contract with Granicus, knowing the required corrections will cost $27,000. However, there could be substantial future costs, with additional corrections likely. We are also concerned about ongoing struggles with technical gaps and lackluster customer support responses. In addition, the City will not own the finished product.
- Return to manual record keeping. Staff evaluated this idea yet the work is increasingly complex, with hundreds of units in the pipeline (EngineHouse, Studio Crossing, and Clark Ranch). Manual record keeping would require hiring a full-time data processing analyst, double the proposed $148,700 for the software platform over five years.
- Enter into a contract for software development services with InterScripts, Inc., for a three-year contract with the option to renew for two additional one-year extensions for affordable housing software design and support services not to exceed $148,700. The form of End User Agreement under the State Cooperative Contract is attached as EXHIBIT C.

Funding

The Housing Team has sufficient resources to cover the costs starting in the current fiscal year and through FY 2025. Payment will come from the Contract Services line of the operating budget.

Attachments

EXHIBIT A: Housing Electronic Platform Product Map
EXHIBIT B: InterScripts, Inc. Proposal
EXHIBIT C: Drafted End-User Agreement to State Cooperative Contract with InterScripts, Inc.

Affordable Housing Software

Entities

- Pre-Applications
- Full Applications
- Waitlist
- People
- Properties
- Compliance Reviews

Primary Process

Types of users to authenticate

Applicant

- Completes pre-application, submits and Creates account (as few steps as possible)
- Return Login to view place on waitlist

3rd party review

- Account login
- View to evaluate
- Approve/Return/Deny

Property owner

- Login/verify
- complete compliance form

PCMC Staff

- Account Login
- All access Administration
- Run/export reports lists etc
- Send notifications/forms

Dashboards

Applicant

- View Waitlist Current standing
  - Attainable Waitlist
  - Affordable Waitlist

3rd Party Review

- View Application
- Approve/Return/deny

Property Owner

- Complete Compliance review

Administration

- Set-up/Update
- Send Manual Notifications
- All Access

Pre-Application

Form Process

Applicant submits

3rd Party Review

Deny

- Automated Deny Notification with editable narrative blocks to inform why denied

Return

- Automated notification with editable narrative blocks to inform what is needed - then applicant can re-submit

Approve

- Auto notification to Applicant they are approved on waitlist and which waitlist and their current standing

Send to Attainable Waitlist

Send to Affordable Waitlist

Waitlist

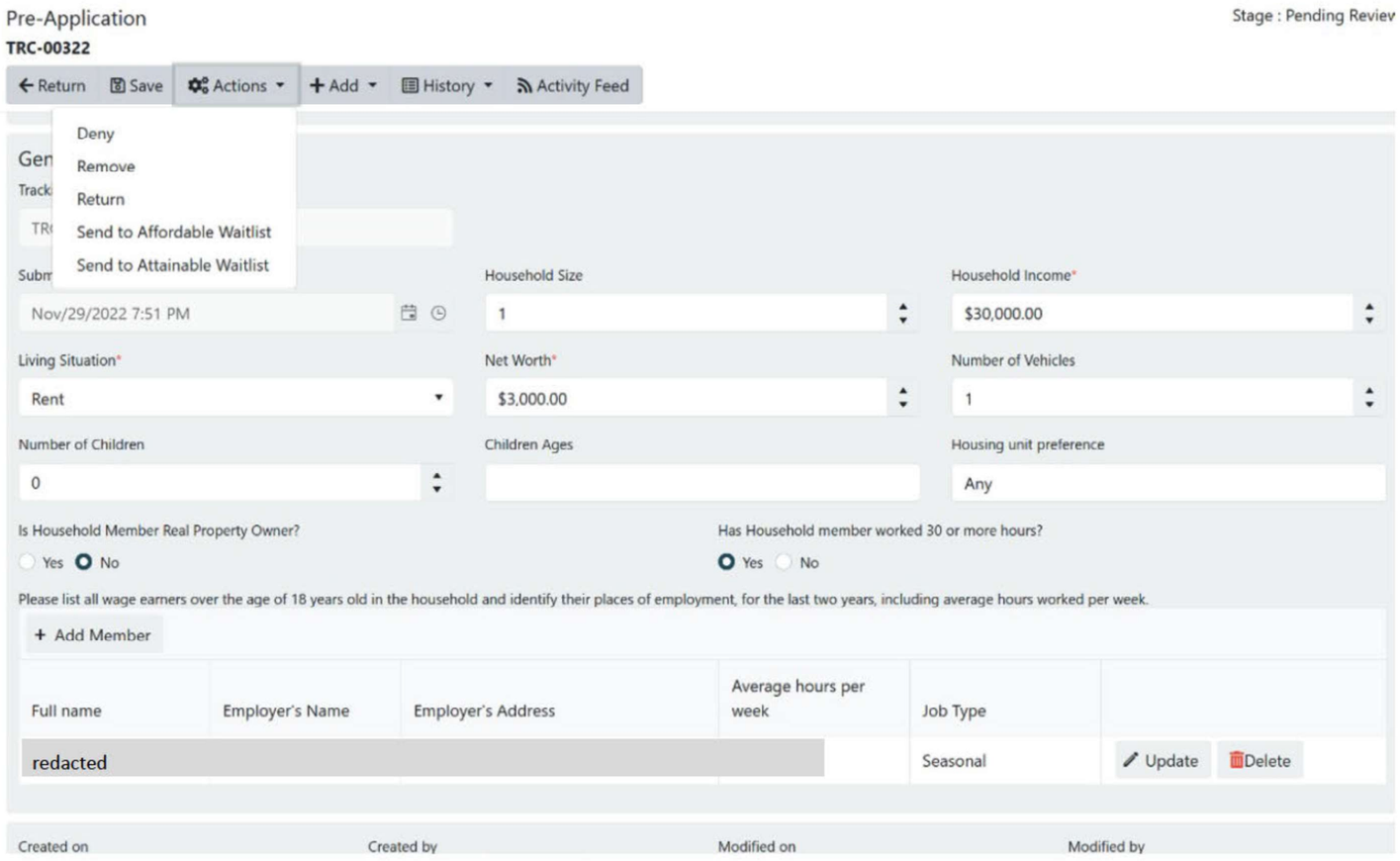
Detail | Refresh | Search | Export

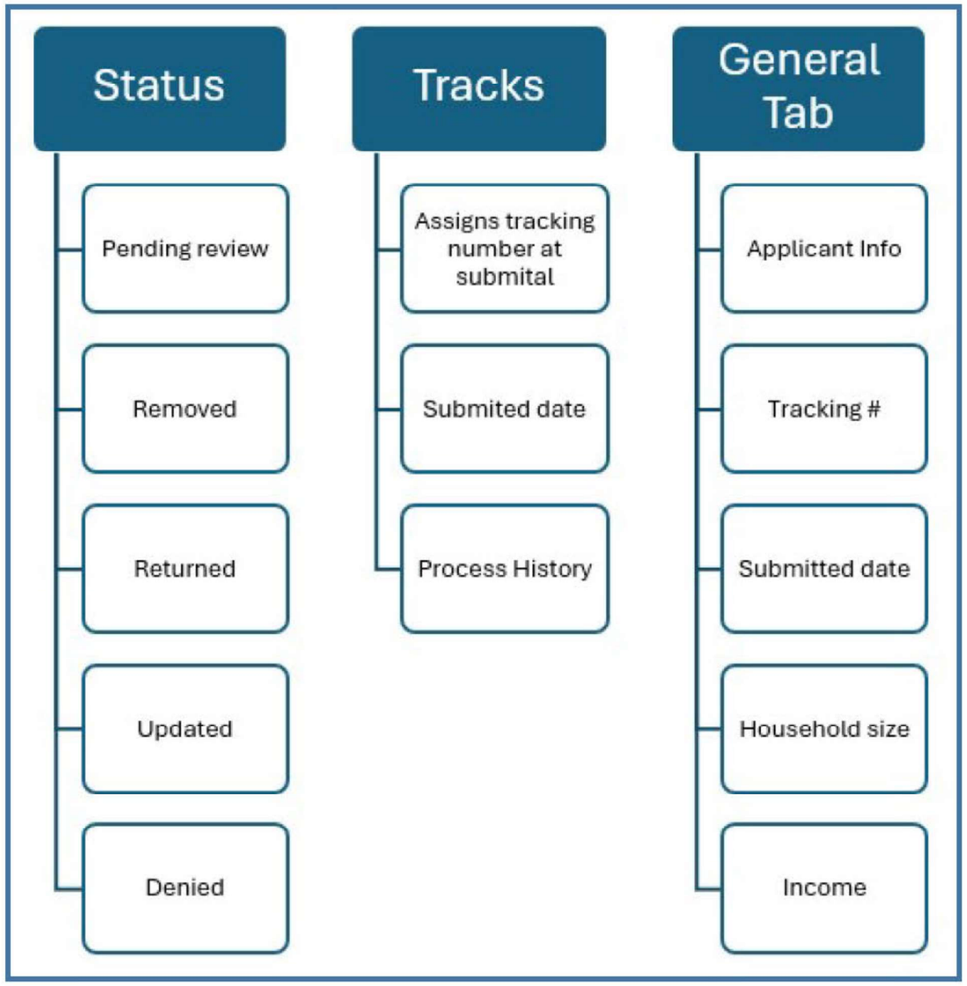
Affordable Waitlist

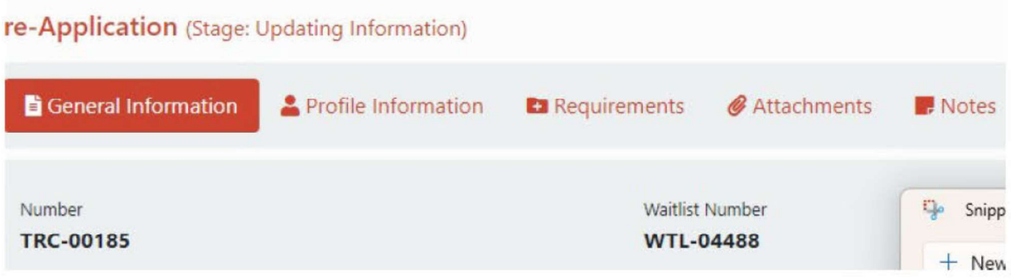
Current Standing	Waitlist Number	Submitted Date	Applicant Name	Phone Number	Email
1	WTL-04185	May/3/2022 8:13 AM	redacted		

Pre-Application

Additional Information







Properties

Process

Property Inventory

Properties- Location, Sale Price, Income Category (dropdown – affordable / attainable), Description, Owner of record, Contact Name, Phone Number, Mailing address, Email, Employer, Images

Available Notify

Send Availability Notice- choose list affordable/attainable

Applicant gets link to property attachment only (not other property data)

Property email – to selected applicants to complete full application if interested

Full Application

See the Full Application process for details

Status updates

Status updates that trigger Actions-

Actions

Sold

Mark as unavailable- auto notification to those on applicable waitlist

Send availability notice

Send Availability Notice- Choose list Affordable/Attainable with link to property attachment only

Annual Compliance

See the Annual Compliance process for details

PARK CITY 1884

A property is available in the **application for purchase of an affordable or attainable home in Park City**.

Description: Silver Star - 3rd Floor, one bedroom condo for sale on Three Kings Drive. Please click the link below to access more information. To submit a full application, log into the system using the link in the upper right-hand menu. The application, including all required documents, must be submitted by no later than 5pm, Weds, March 6, 2024. Please note that each category of documents required will only allow one upload. If you are unable to combine all documents for one category into a single PDF file, please go to the attachments section at the bottom of the page and upload all extra documents. If you have any questions, please contact housing@parkcity.org.

Location: 1835 Three Kings Drive #65-9 - Parcel #SSP-65-9

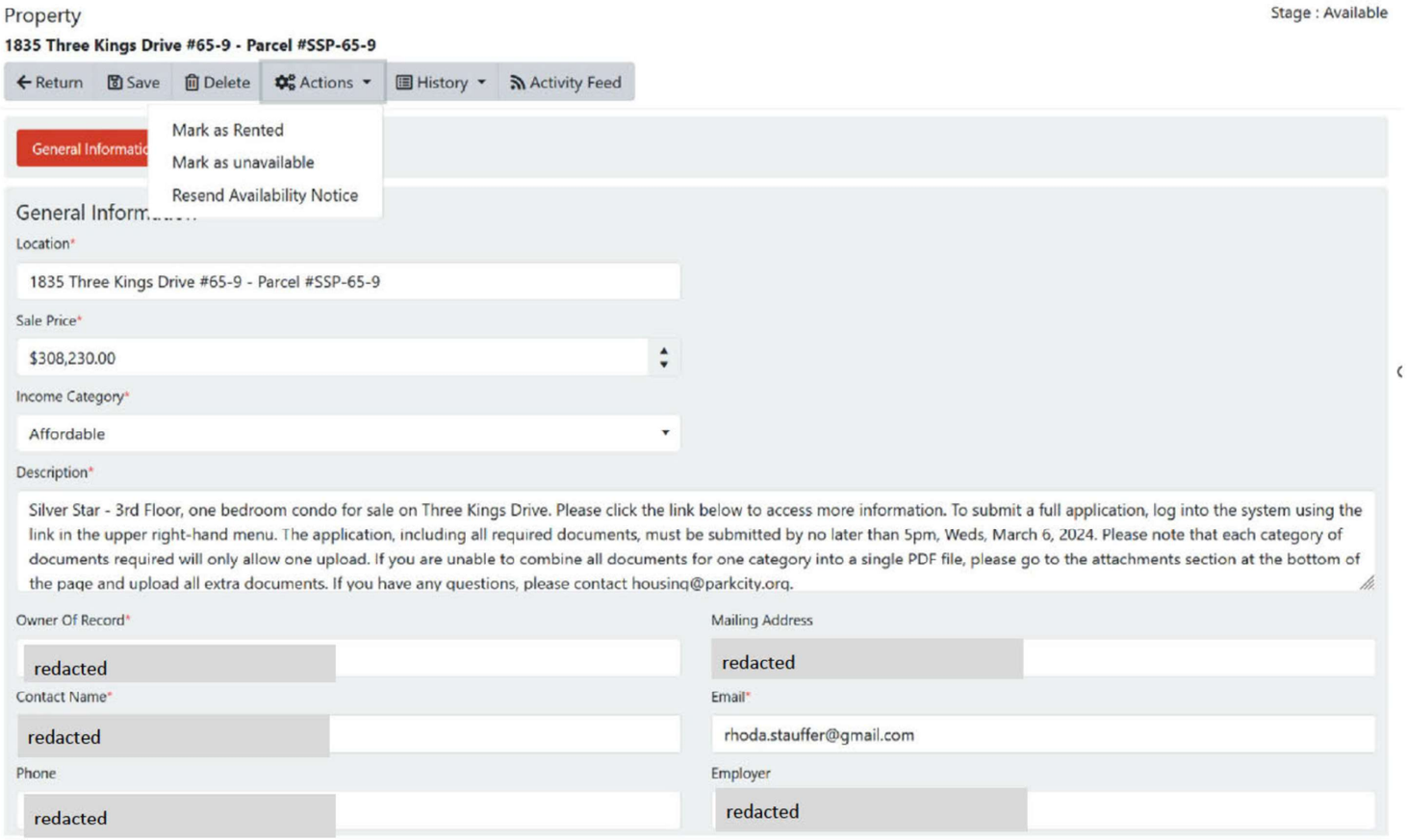
Sale Price: $308,230.00

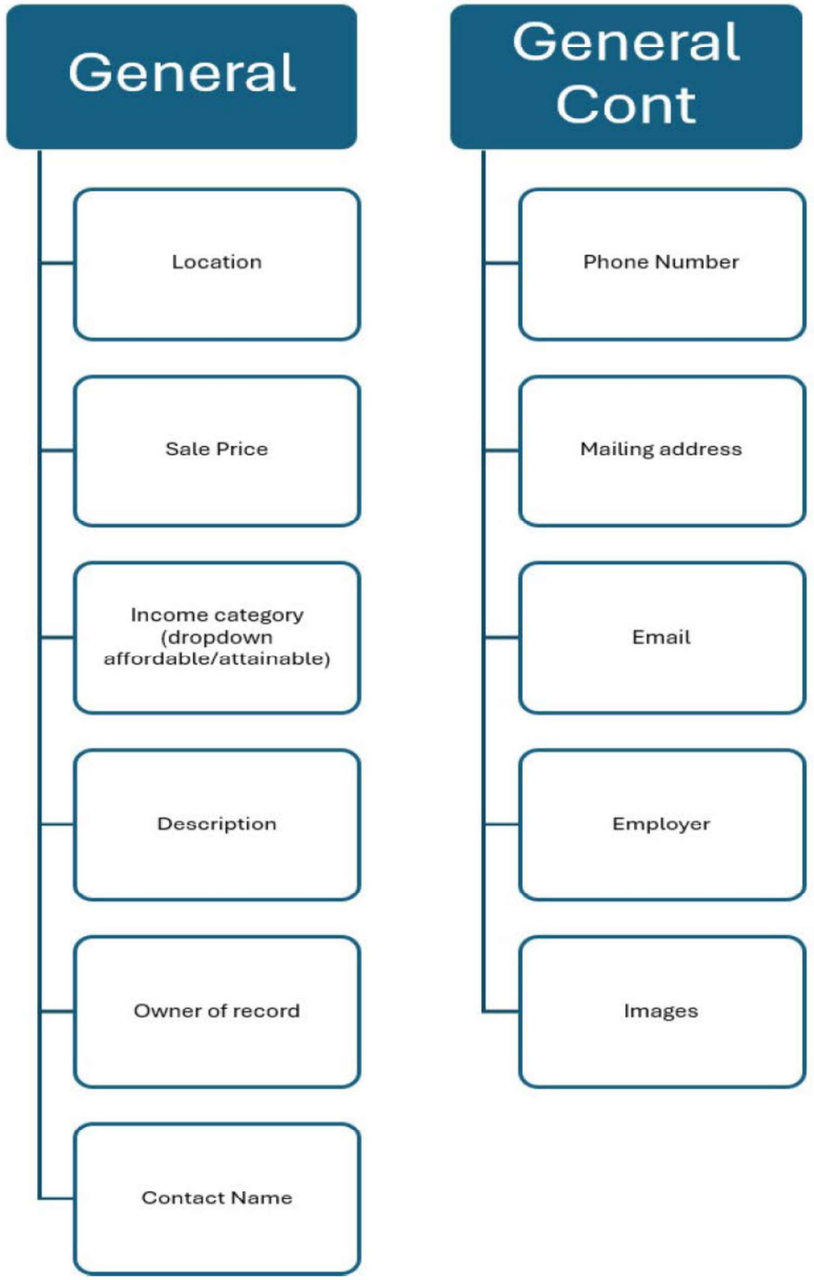
For more information, you can access the system here

Sample Availability Notice

Properties

Additional Information





Process

Applicant

- Received notification of available property they are interested in, login and complete full application

Full Application

Applicant submits

3rd Party Review

3rd Party Review Returns to 3rd party review in order of standing
First application, if approved done, if denied next application on list

Deny

- Automated Deny Notification with editable narrative blocks to inform why denied

Return

- Automated notification with editable narrative blocks to inform what is needed - then applicant can re-submit

Approve

- Auto notification to Applicant they are approved

Full Application

Attachments

Upload documents also have take photo to upload option

Full-Application

FA-00559

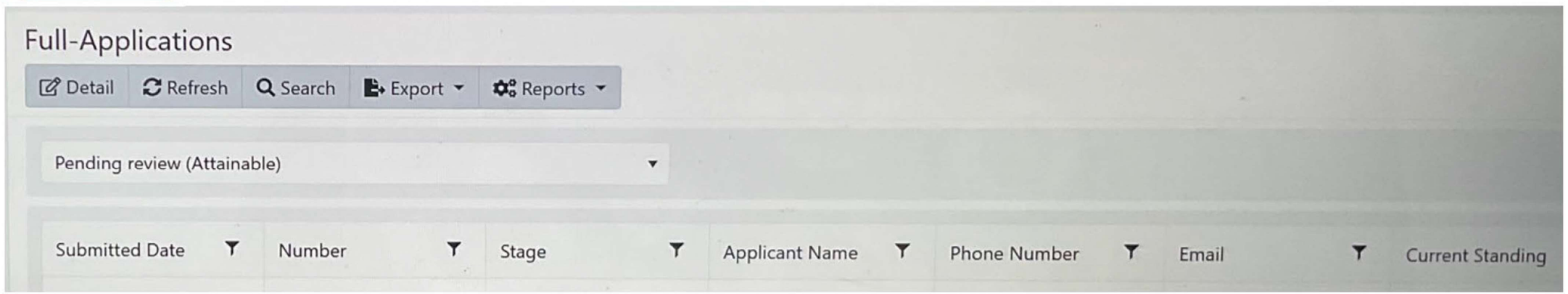
Return | Save | Actions | Add | History | Activity Feed

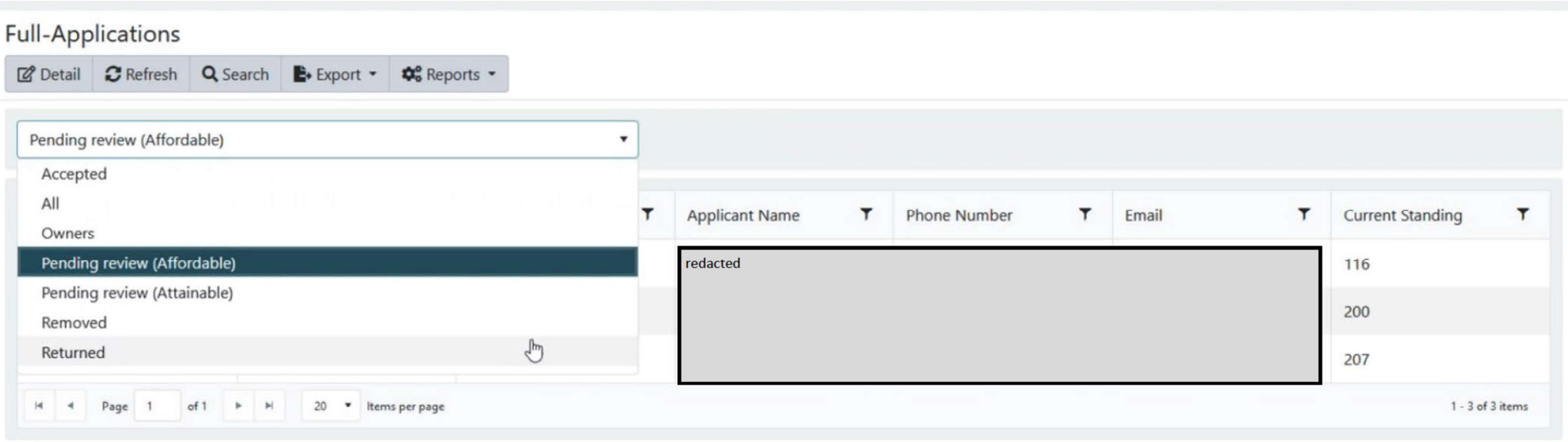
Documents

Description	Level	Status	
Signed Verification of Employment for each wage earner and for all employers if multiple jobs. A copy of the Verification of Employment form can be found here: Verification of Employment form.	Required	Submitted	
Copy of Primary Applicant's Utah Driver's License or Utah State ID card. And Co-Applicant, if applicable.	Required	Submitted	
Paystubs (a one month history for consistent paychecks or a two month history for inconsistent paychecks) for each wage earner and for all employers if multiple jobs.	Required	Submitted	
Most recent tax returns for all income earners included in the household (if self-employed, three previous year's tax returns plus documentation verifying minimum 75% of clients are located within Park City School District boundaries).	Required	Submitted	
2nd most recent tax returns for all income earners included in the household (if self-employed, three previous year's tax returns plus documentation verifying minimum 75% of clients are located within Park City School District boundaries).	Required	Submitted	
Most recent W-2s for all income earners included in the household.	Required	Submitted	
Loan pre-approval letter from a qualified lender showing the maximum purchase price THE APPLICANT IS FINANCIALLY QUALIFIED FOR and total household income used for PRE-APPROVAL.	Required	Submitted	
Documentation supporting any other income (e.g., divorce settlement papers, unemployment statements, etc.). Required if the situation warrants.	Required if applicable	Not Submitted	
Proof of income from alternate source. (SSE, Child Support, Investment Income etc.). Required if the situation warrants.	Required if applicable	Submitted	
Documentation of assets (e.g., bank statements, investment account statements, etc.). Required if the situation warrants.	Required if applicable	Submitted	
Certificate of Home Buyer Training Class.	Not Required	Not Submitted	
Documentation with name and phone number of employer immediately prior to retirement.	Not Required	Not Submitted	
Doctor's statement. ("Unable to work due to a disability", as defined by the Americans with Disabilities Act).	Not Required	Not Submitted	
Clients' list	Not Required	Not Submitted	
Business license	Not Required	Not Submitted	

Full Application

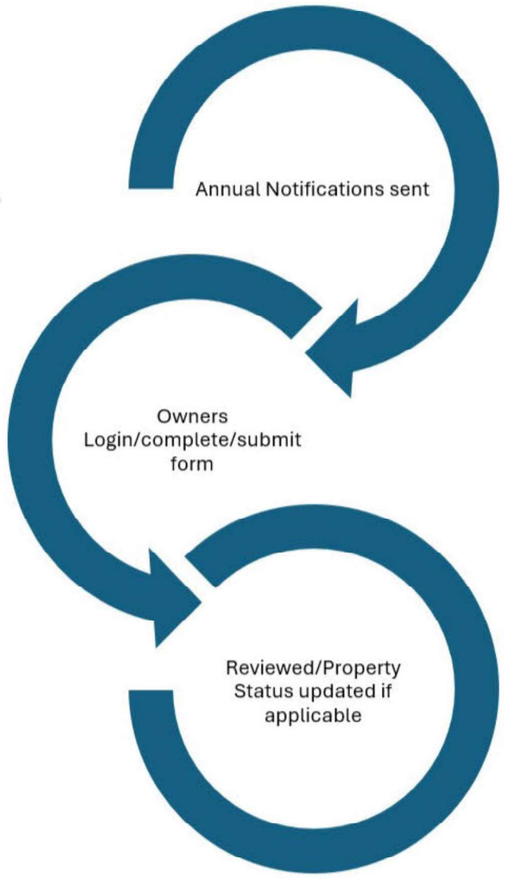
Additional Information

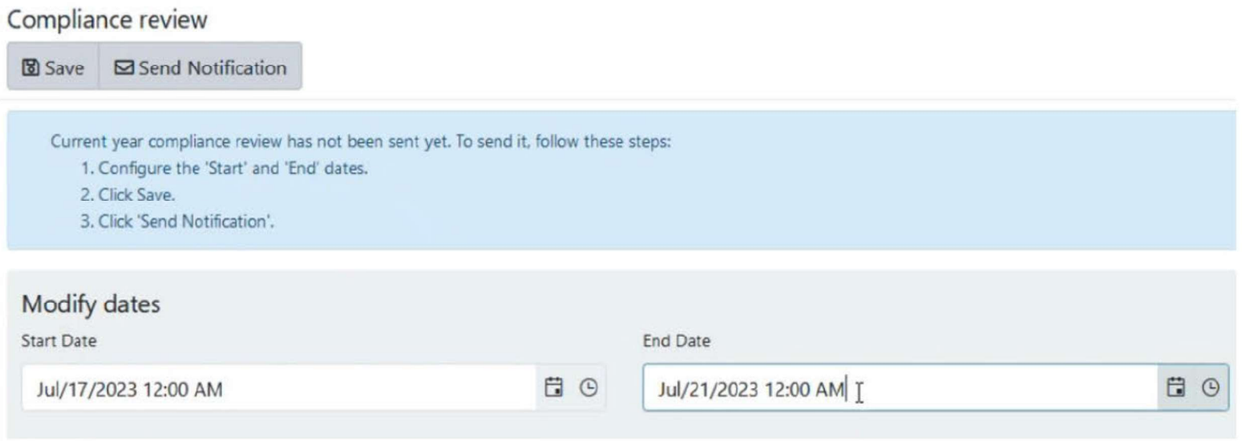




Compliance Review

Form Process





Sends notification to entire list of properties then is in review

Compliance forms are one per owner not one per property. If owner has 40 properties they should only have to complete one form that will update to all their properties.

Compliance Reviews

Detail | Delete | Refresh | Search | Export | Reports

Property Info	Last, First	First Last	Phone #	Email	Status	Compliance completed date	Compliance Year
1835 Three Kings Drive #25-7 - Parcel#SSP-25-7					Accepted	Jun/6/2023	2023
4118 Cinder Court - Parcel #PCH-1-7					Accepted	Jun/6/2023	2023
2004 Cooke Drive- Parcel#SME – 39					Accepted	Jun/6/2023	2023

Additional Information

Admin Views- can be searched, filtered, sorted, exported and zoomed into details.

Pre-Application

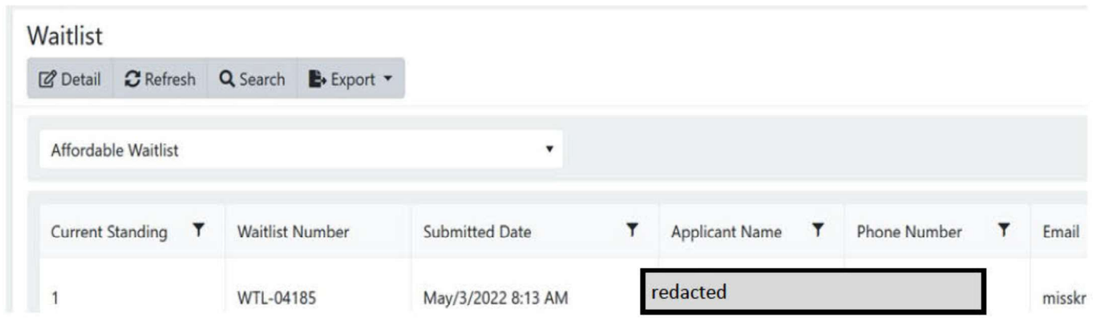
Submitted date	Tracking #	Full Name	Phone #	email

Process History

Action	Source Stage	Destination Stage	User	Action Date

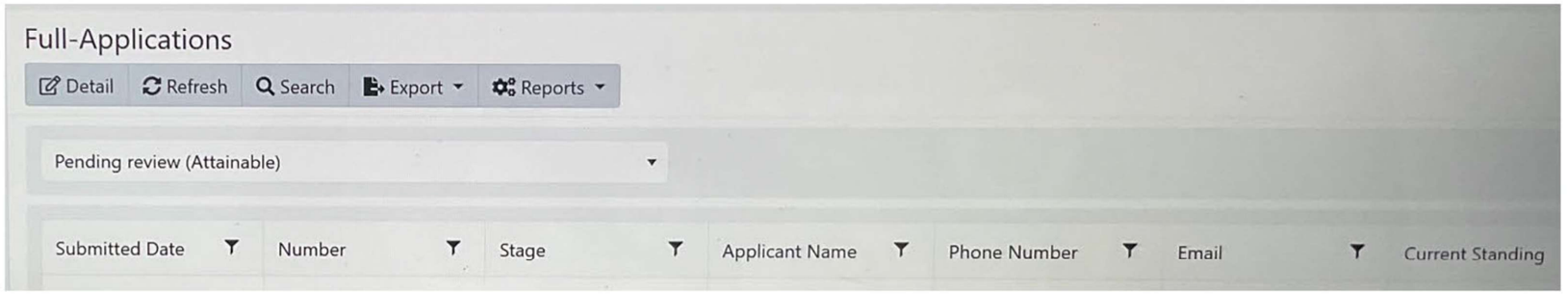
Waitlist

select from dropdown
affordable or attainable



Full Application

select from dropdown
affordable or attanable



Dashboards

Select Dashboard from dropdown

PowerBI Dashboard

Pre-Application

382

Stage

All

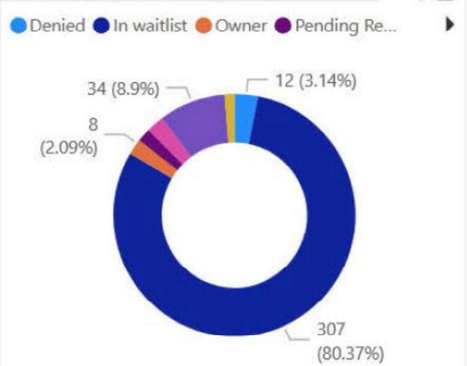
Income Category

All

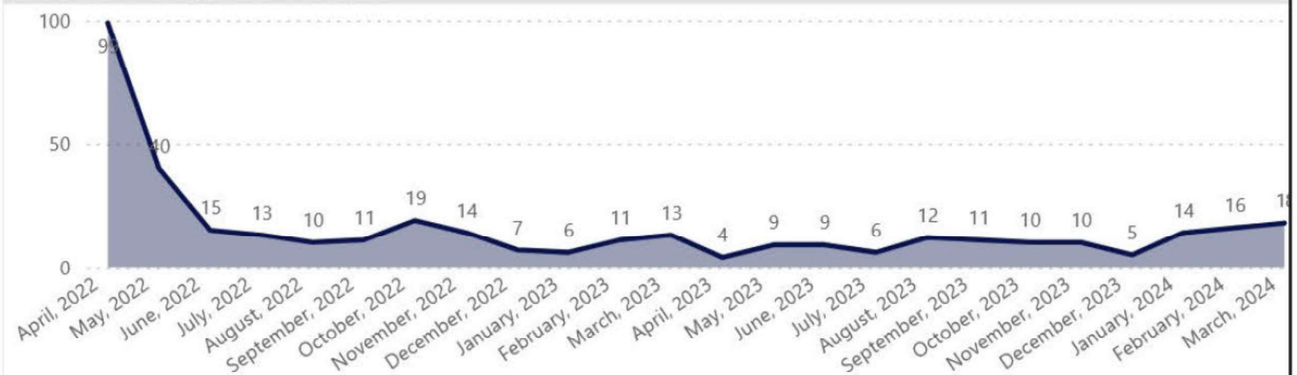
Submission Date

4/19/2022 3/29/2024

Pre-Applications by Stage



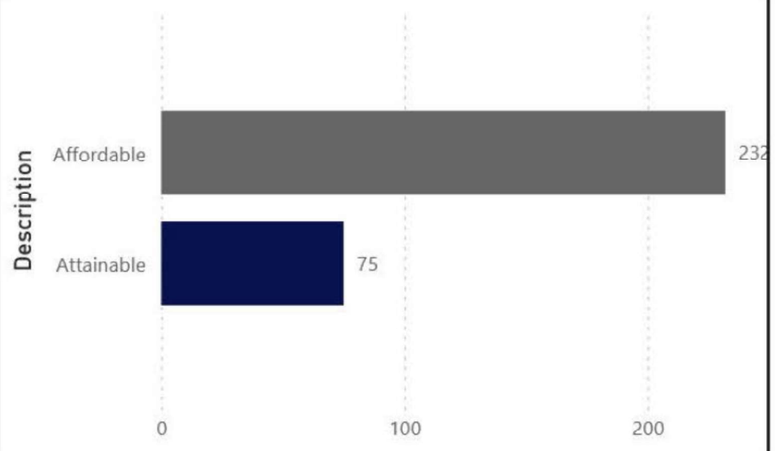
Submitted Pre-Applications Trend



Pre-Applications Summary

Number	Applicant Name	Household Size	Net Worth	Stage	Income Category	Submitted Date
TRC-00003	[redacted]	3	$40,000	In waitlist	Affordable	19/Apr/2022
TRC-00004		2		Owner	Affordable	19/Apr/2022
TRC-00005		2	$100	Returned For More Information		19/Apr/2022
TRC-00006		2	$3,000	In waitlist	Affordable	20/Apr/2022
TRC-00007		1	$23,000	In waitlist	Attainable	19/Apr/2022
TRC-00008		4		In waitlist	Affordable	19/Apr/2022
TRC-00009		2	$100,000	Removed		19/Apr/2022
TRC-00010		6	$150,000	Updating Information	Affordable	19/Apr/2022

Waitlists



Dashboards

Select Dashboard from dropdown

PowerBI Dashboard

People

534

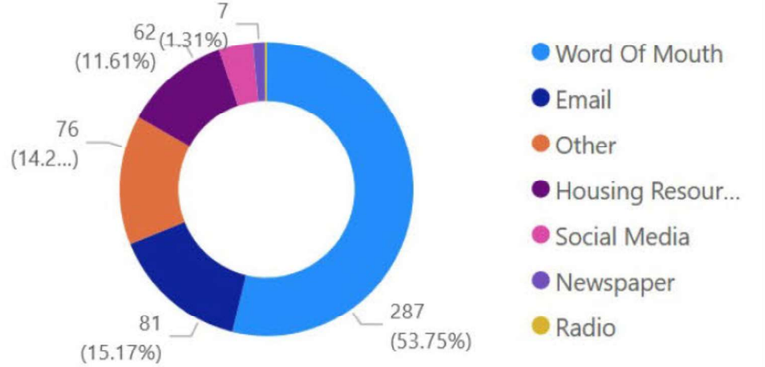
Applicants Information

Full Name	Email	Phone Number	Heard By	Status
Alvaro Garcia	alvarogarcia@rocksolid.com	000-000-0000	Email	Pre-Ap
ERVHI CORTEZ BAUTISTA	ervhi@yahoo.com	138-549-5794	Email	Active i
Amie Brooke	amiebrooke13@gmail.com	141-586-0789	Word Of Mouth	Active i
Alma Patricia Martinez	pattymartinez1398@gmail.com	180-179-2278	Email	Active i
Joshua Scott Sonderegger	777Josh.Sonderegger@gmail.com	180-188-2626	Word Of Mouth	Active i
Jennifer Madeo	jenmadeo00@yahoo.com	180-197-1380	Word Of Mouth	Active i
Gabriela Nieto Ovalles	gabsovalles@gmail.com	194-952-7154	Word Of Mouth	Pre-Ap
William Dougherty	billd_13@yahoo.com	201-249-1609	Other	Active i
Juan Alberto Capo	Juancapo24@gmail.com	201-304-4715	Housing Resource Center	Active i
Sarah Mangano	slmango@hotmail.com	201-679-1421	Word Of Mouth	Pre-Ap
Caila C Johnson	Caila.cristine@icloud.com	203-627-9333	Word Of Mouth	Active i
William Seggos	seggosw12@me.com	203-667-6434	Word Of Mouth	Active i
Lindsay Martinez	martinezljo@gmail.com	203-848-9222	Word Of Mouth	Active i
Olivia Anderson	Olivialanderson@gmail.com	203-918-9972	Word Of Mouth	Pre-Ap
Joy Bernice Parlee	joyparlee@gmail.com	206-434-1836	Word Of Mouth	Active i
Carly Brooks	carlybrooksdpt@gmail.com	206-795-4360	Word Of Mouth	Active i
Emma Mary Brake	emma@pcscarts.org	207-317-6607	Word Of Mouth	Active i
Zhivko Kirov	KirovZhivko@gmaIL.COM	207-604-2203	Word Of Mouth	Active i
Matthew Guy Lamoureux	m.lamoureux207@gmail.com	207-801-1769	Word Of Mouth	Active i

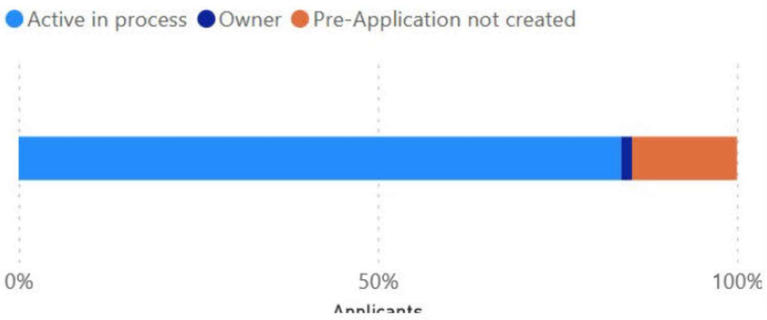
Heard By

All

Applicants by Heard By



Applicants by Status



Dashboards

Select Dashboard from dropdown

PowerBI Dashboard

Properties

$58.88M

213

Stage

All

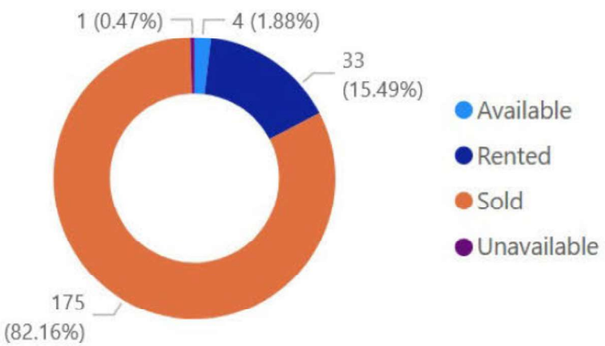
Income Category

All

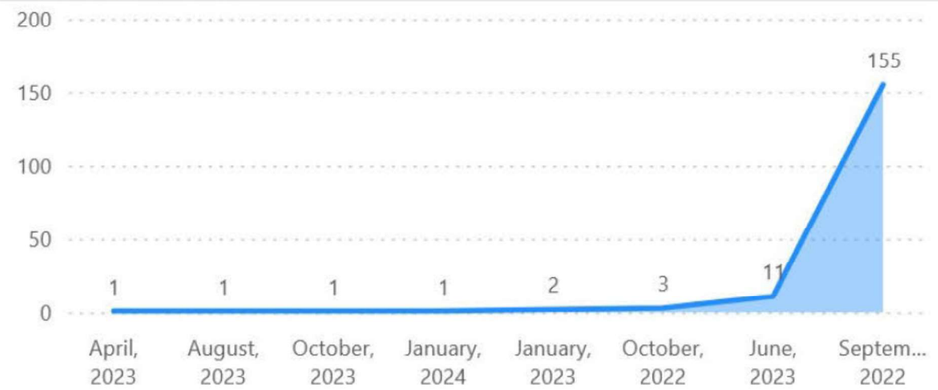
Posted Date

5/18/2022 2/27/2024

Properties by Stage



Properties Sold Trend



Average days until sold

Properties summary

Location	Descripti
[redacted] - 10 Employee Units #454, 458, 468, 472, 476, 480, 484, 488	10 Mont
[redacted] - Employee Units #454, 458, 460, 464, 468, 472, 476, 480, 484, 488	10 Mont within M
[redacted] 12 Employee units #s 1 to 12	1440 Em
[redacted] - Parcel #1465–PA–103	1465 Par
[redacted] - Parcel #1465–PA–104	1465 Par
[redacted] - Parcel #1465–PA–102	1465 Par
[redacted] - Parcel #1465–PA–203	1465 Par
Total	

Dashboards

Select Dashboard from dropdown

PowerBI Dashboard

Full Application

66

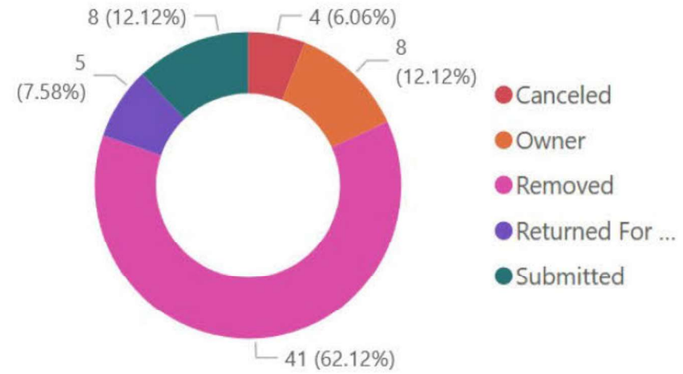
Stage

All

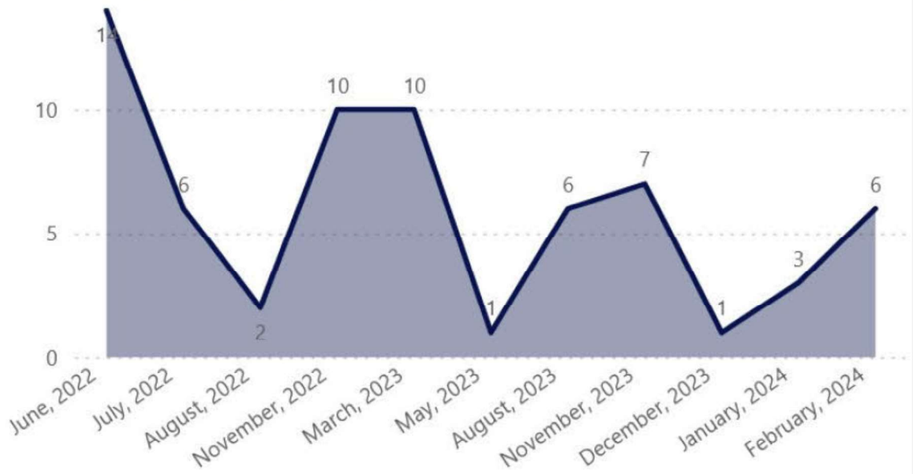
Submission Date

6/9/2022 2/8/2024

Full Applications by Stage



Submitted Full Applications Trend



Full Applications Summary

Number	Applicant Name	Applicant Phone Number	Submitted Date	Properties Selected	Is First Time Homeowner?	Is Other Property Owner?	Sold Assets In Last Two Years?	Has Household Member Worked 30 Hours Or More?	All Assets
FA-00134	[redacted]		18/Jun/2022	1	Yes	No	No	Yes	8
FA-00161			14/Jun/2022	1	Yes	No	No	Yes	1
FA-00168			09/Jun/2022	1	No	Yes	No	Yes	12
FA-00171			10/Jun/2022	1	Yes	No	No	Yes	9
FA-00174			10/Jun/2022	1	Yes	No	No	Yes	9
FA-00175			14/Jun/2022	1	Yes	No	No	Yes	2
FA-00177			13/Jun/2022	1	No	No	No	Yes	12

APPLICATION DEVELOPMENT QUOTE FOR PC HOUSING PROGRAM

InterScripts
Integrated Solution | Health | Government

PROJECT NAME: BUDGETARY QUOTE FOR PC HOUSING PROGRAM
SUBMISSION DATE: 10th APRIL 2024

Small, Women and Minority-owned Business| Disadvantaged Business Enterprise (DBE)

Submitted By:
Interscripts, Inc
Address: 14500 Avion Parkway, Ste #125
Chantilly, Virginia 20151
DUNS# 014379990
CAGE# 8YC07
UTAH DTS Contract # AR2505

Submitted To:
Scott W. Robertson
Director of Information Technology
Park City Municipal Corporation
445 Marsac Ave.
Park City, UT 84098
435-615-5255 o

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1. EXECUTIVE SUMMARY

InterScripts is a minority, women-owned small business, and DBE, certified technology company, headquartered in Chantilly, VA. InterScripts is CMMI Level 3, ISO 22301, ISO 27018, ISO 9001:2015; ISO 20000-1:2018; ISO 27001:2013 Certified & Registered. Interscripts has over fifteen years of combined experience providing technology services and solutions to commercial and Government organizations. Our resources have extensive experience in Web and Mobile development, Data Management services, Service Desk/Helpdesk Tier 1, Tier 2, and Tier 3 support services, system integration, application support, cybersecurity, infrastructure support, data extraction, staffing, and recruiting. InterScripts has delivered qualified services, solutions, and staffing for several commercial health systems and government organizations, such as the Children's Hospital & Medical Center Omaha, Oklahoma University Health, Oklahoma University -Tulsa, WellSpan Health, SSM Health, Brazoria County, EHR Evolution, University of Vermont Health System, Atos, and more.

Interscripts proposes to develop a comprehensive custom housing portal tailored to meet the specific requirements outlined by Park City Municipal Corporation, as detailed in section 2 of this document. The custom portal will be developed using React Technology, ensuring a robust and user-friendly solution that aligns with Park City's needs and objectives.

The primary goal of this project is to streamline housing-related processes, enhance accessibility, and improve user engagement. We envision creating a centralized, scalable platform that efficiently manages housing applications, allocations, and tenant information. Our solution will incorporate robust features for security, collaboration, and data management, providing Park City with a modern and efficient tool for managing its housing programs.

2. PARK CITY MUNICIPAL CORPORATION SCOPE & REQUIREMENT

The need for an efficient, user-friendly housing portal has never been more critical. With the increasing demand for housing and the complexity of managing applications and allocations, there is a clear need for a system that simplifies these processes for administrators and end-users. InterScripts offers skilled staff and services to build a powerful platform that can be developed to meet these needs while ensuring data integrity and security.

PCMC maintains records on nearly 300 deed-restricted homes in the local affordable/attainable housing program. In search of efficient record keeping and a better customer interface, PCMC is actively searching for a contemporary, user-friendly and scalable platform. The public-facing system must have a Spanish-language option. Existing data must be migrated from a Streamline platform. Description of product outcome sought.

1. **Customer Application and Property Sales.**
    a. Establish a user-friendly customer-facing capability to manage a two-phased application system for the housing program. Applications are submitted and assigned to one of two waitlists once reviewed internally. Waitlist numbers are automatically assigned based on when the application is received.
    b. Waitlist applicants are notified when a unit is for sale and must submit a full application to be considered for purchasing a property.
    c. Waitlist applicants must be able to easily update their profiles and apply multiple times as units become available while accurately maintaining waitlist standing.
    d. Maintain records of all updates made, time, and date.
    e. Ability to edit and customize notifications.

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2. **Data files and Inventory of Program Properties**
    a. Property records must interface with the records of owners and must be easily updated as resales occur.
    b. System must maintain the status of each property as sold, unavailable, or available as well as owner-occupied or rental status.
    c. Additions and adjustments to the inventory of properties must be user-friendly.
3. **Compliance Review**
    a. Establish a user-friendly customer-facing annual compliance review process for all properties.
    b. The system must manage the difference between owners who own a single property and those who own multiple properties for efficiency and nonduplication of efforts.
    c. Annual review submissions are legal documents that must have a signature component that holds up to legal challenges.
4. **System ownership and support**
    a. The city will own the product and be able to adjust functions and content as needed.
    b. Dedicated account manager and customer service support.
    c. Transitional technical support to ensure smooth implementation and transfer of all existing data.

3. OBJECTIVES

1. **Custom Portal Development**: To consolidate all housing-related existing portal, processes and information into one robust custom-developed platform.
2. **Automation**: To automate application and allocation processes, reducing manual work and increasing efficiency.
3. **User Engagement**: To create an intuitive user interface that encourages active participation from applicants and tenants.
4. **Data Management**: To leverage data management capabilities for secure and organized record-keeping. Migrate data from the existing system to the New System.
5. **Compliance and Security**: Ensure the system adheres to regulatory standards and protects sensitive information.

4. SCOPE OF WORK

1. **Requirements Gathering**: Collaborate with stakeholders to define detailed requirements and objectives.
2. **Design and Architecture**: Develop scalable architecture and design for the housing portal.
3. **Development**: Build the housing portal on React technologies, including custom workflows, forms, Authentications, dashboards, etc. Below is the list of high-level modules and sub-modules categorization.

#	Module	Sub Module
1	Authentication & Authorization	Login with their ADFS or Local Authentication
2	Authentication & Authorization	User Access, User group, Role, Permissions
3	Pre-Applications	Primary Process
4	Pre-Applications	Types of Users to Authenticate
5	Pre-Applications	Applicant
6	Pre-Applications	3rd Party Review

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7	Pre-Applications	Property Owner
8	Pre-Applications	Administration
9	Pre-Applications	Form process cycle
10	Pre-Applications	Waiting list screens (attainable & affordable)
11	Pre-Applications	Additional information
12	Pre-Applications	Re-application cycle
13	Properties	Basic screens
14	Properties	Additional information
15	Properties	Full application process cycle (Approval, Denial, etc.)
16	Full Application	CURD screens
17	Full Application	Additional information & File upload / download
18	Full Application	All screen
19	Full Application	Accepted screen
20	Full Application	Owner's screen
21	Full Application	Pending review (affordable) screen
22	Full Application	Pending review (Attainable) screen
23	Full Application	removed screen
24	Full Application	Returned screen
25	Compliance Review	Compliance review cycle
26	Compliance Review	Additional information
27	Compliance Review	Waiting list screens (attainable & affordable)
28	Compliance Review	Full application process cycle (attainable & affordable)
29	Dashboard	Pre application
30	Dashboard	People
31	Dashboard	Properties
32	Dashboard	Full application
33	Multi-tenant	Login flow changes and Dashboard dynamic tabs based on permissions
34	Multi-tenant	Changes in User Access by selecting tenant for user, user group, role, permissions
35	Multi-tenant	Propagation of specific organization ID for all the modules & sub modules for each request / session
36	Public Pages	Available Properties screen
37	Public Pages	Waiting list screens (attainable & affordable)
38	Public Pages	Dynamic Help screen (admin should control the data that is faced by public URLs with i18n) -> public screens & admin screens
39	Public Pages	public landing page
40	Total Application	i18n (English, Spanish)

4. **Testing and Quality Assurance**: Conduct thorough testing to ensure functionality, security, and performance.
5. **Deployment**: Implement the portal within the existing infrastructure, ensuring minimal disruption by creating an appropriate cut-over strategy.

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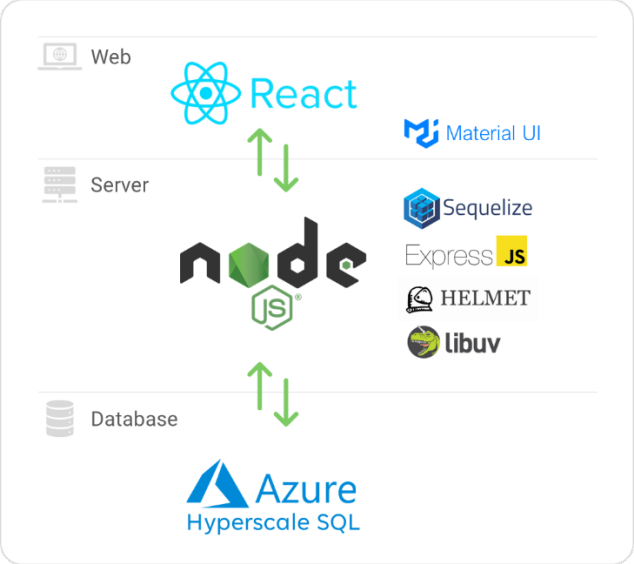
6. **Training and Support**: Provide comprehensive training to administrators and users, along with ongoing support and maintenance.

5. TECHNOLOGY

Interscripts will develop a portal and housing application using React, and a variety of technologies can be integrated to create a robust, scalable, and efficient solution. React serves as the core library for building user interfaces, but it works best when combined with other technologies that complement its capabilities for both frontend and backend development. Here's an overview of technologies that can be effectively used with React:



5.1 FRONTEND DEVELOPMENT

1. **Redux**: For state management across the React application, Redux helps in predictably managing the application's state, making it easier to track and manage changes.
2. **React Router**: To handle navigation within the application, React Router enables the creation of dynamic routing, which is essential for single-page applications (SPAs) where page content changes without reloading.
3. **Material-UI**: For UI components, Material-UI offers a wide range of React components that follow Material Design principles, helping in building aesthetically pleasing and functional interfaces quickly.

5.2 BACKEND DEVELOPMENT

1. **Node.js**: As a JavaScript runtime, Node.js will be used to build the server side of applications, offering scalability and performance. It works seamlessly with React for full-stack JavaScript development. (Source: Node.js official website)
2. **Express.js**: A web application framework for Node.js, Express simplifies the server-side logic and routing, making it easier to build RESTful APIs that the React frontend can consume. (Source: Express.js documentation)
3. **SQL Server**: For the database, SQLServer pairs well with React and Node.js for storing easy data retrieval and manipulation.

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4. **Firebase**: For applications requiring real-time database updates, authentication, and hosting, Firebase provides a comprehensive suite of tools that integrate well with React applications.

5.4 ADDITIONAL TECHNOLOGIES

- **Next.js**: For server-side rendering and generating static websites with React, Next.js enhances SEO, performance, and developer experience.
- **TypeScript**: Adding TypeScript to React improves code quality and developer productivity by adding static type checking to JavaScript, reducing runtime errors.
- **Helmet**: Middleware for HTTP Header Security. Strict Transport: enforces HTTPS server connections. Frameguard: protects against clickjacking. Content Security Policy: protects against cross-site scripting attacks.
- **Express JS**: Minimalist server framework for node.js. It Builds and routes REST APIs. Asynchronous middleware request handler, routes app endpoint URLs to client HTTP requests
- Runtime environment for server-side applications. It is Lightweight but robust.
- **Sequelize:** Node.js Object Relational Mapping (ORM). It Bridges object-oriented apps and relational databases. Performs create, read, update, and delete (CRUD). Helps protect against SQL injections.

Integrating these technologies with React for developing a portal and housing application can significantly enhance the application's functionality, user experience, and maintainability.

5.5 SCALABILITY

Scaling Up/Down: With Hyperscale, a system can scale up the primary compute size in terms of resources like CPU and memory, and then scale down, in constant time. Because the storage is remote, scaling up and scaling down is not the size of the data operation. Support for serverless compute (in preview) provides automatic scale-up and scale-down and compute is billed based on usage.

Scaling In/Out: With Hyperscale, we will be using secondary replicas to cater to read scale-out and high availability. This includes:

- Up to four high-availability replicas having the same compute size as the primary. These serve as hot standbys to quickly failover from the primary. You can also use them to offload read workloads from the primary.
- Up to 30 named replicas having the same or different compute size than the primary, to cater to a variety of read scale-out scenarios.

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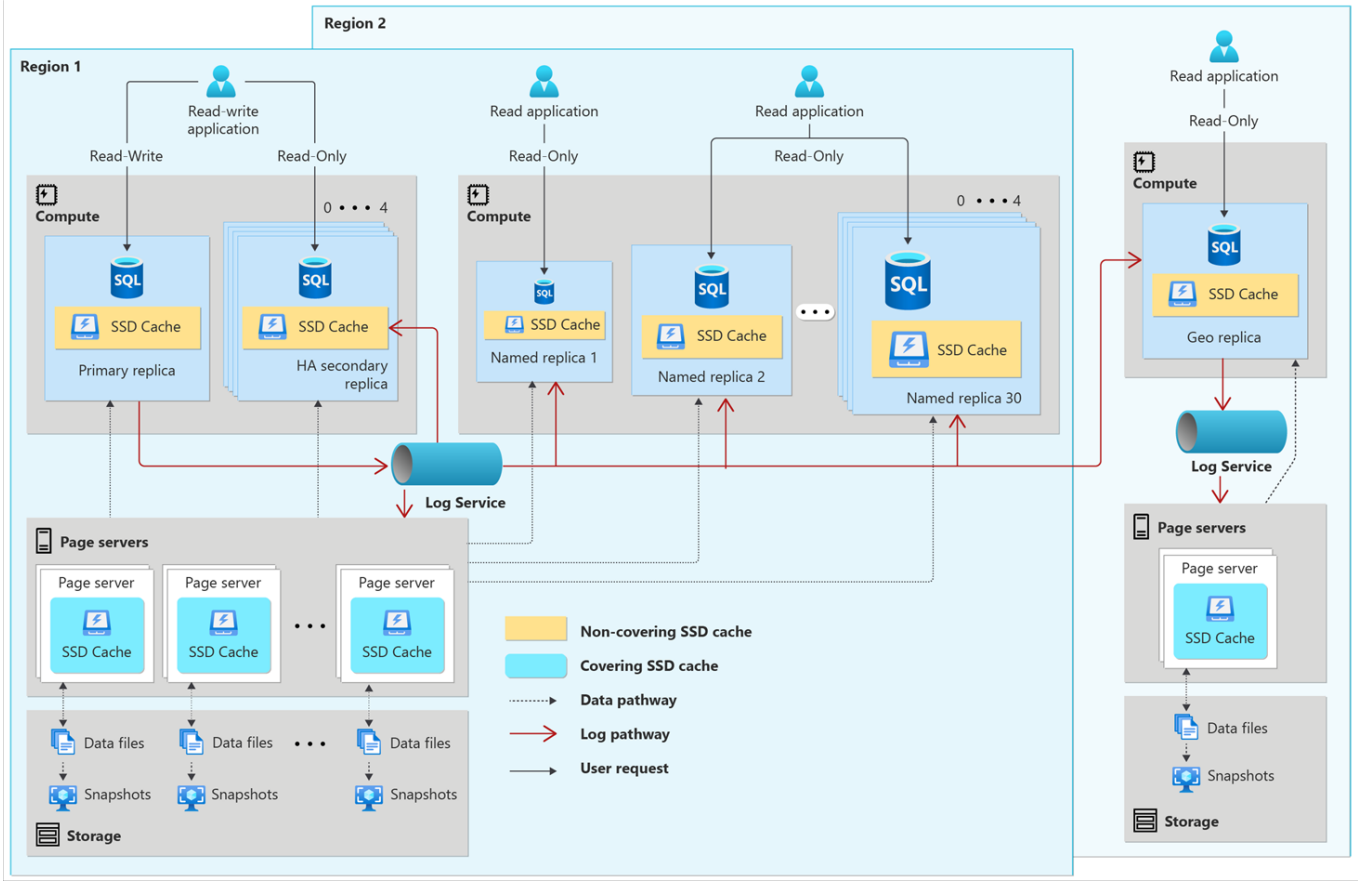

6. PROJECT EXECUTION APPROACH

Interscripts uses Agile and waterfall development models for software development. Our Agile Development Team works in two-week Sprints to develop prioritized backlog items. Developers are self-organized and select tasks suited to their strengths during Sprint Planning. We incorporate design and testing iteratively as user stories are coded. Daily Scrums are held to check progress, identify issues, and preview plans.

Our Agile Development Teams will work with the customer's stakeholders to document user stories and perform development tasks using Agile methodologies. Sprint planning is conducted with all team members, stakeholders, SMEs, business owners, and Scrum Master to estimate story size, create User Stories, and determine velocity. The Agile Development Team will meet with stakeholders, SMEs, and business owners to understand high-level requirements and create User Stories. The Team will decompose these stories into small tasks and use Planning Poker to estimate their complexity. User Stories and estimates will be captured in tools like Azure DevOps for tracking and refinement.

Develop Code and Other Artifacts

Each Agile Development Team will use the 2-week Sprint to code those tasks that were assigned to them during Sprint Planning. Our developers will complete their tasks by the end of the Sprint and as such, they will deliver a working code. If a task is not completed before the Sprint ends, that task will fall into the next

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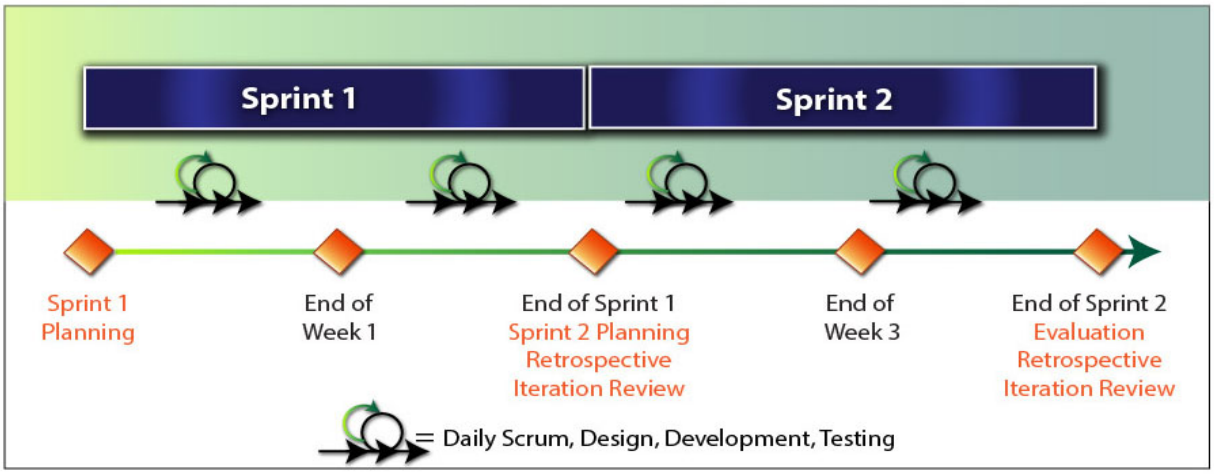
Sprint and is reprioritized during the next Sprint planning session. If a task is completed before the end of the Sprint, the developer will begin working on the next prioritized task from the backlog. The figure below depicts the two 2-week Sprint cycles.



Code Quality and Standards Compliance

Develop Code Without Adding Technical Debt Code: Our Agile approach uses simple methods to provide designs that address user stories and assist developers in coding. We use Test Driven Development (TDD) to reduce technical debt and deliver all automated tests along with developed code at the end of each sprint. Any defects found during testing will be added to the release backlog.

Architecture and Standards: Team will consider the state of Utah Enterprise architecture and standards during the Sprint cycle. The software code will be designed and reviewed for compliance with the architecture and standards.

Functional and Non-Functional Requirements: Functional requirements will be expressed as user stories in Agile development. Most non-functional requirements are applied equally to all user stories. Satisfaction with non-functional requirements is important and must be assured through peer reviews and testing.

Test and Integrate

Our testing approach uses dedicated testers per Sprint who employ Test-Driven Development to ensure extensive code coverage. We work with testers to write unit tests before any software is created. Once tests are written, we make changes to the system and run regression testing to confirm all functionality is working as anticipated.

Test Cases and Automated Test Scripts: Unit tests are extensively written by the Interscripts Team testers, and a test coverage tool is used to analyze the percentage of software code that is covered by the unit tests. The report generated provides a complete assessment of the testing and can be used to find holes in the design logic. The scripts built as part of TDD will be used with the automated testing tool and the full automated test suite will be run during the build process.

Collaborate with Other Teams to Support Continuous Integration: The Interscripts Agile Development Team will ensure the proper addition of artifacts to the build process and work with the CI/CD team to address any issues. The Technical Lead will coordinate with the integration team and work with developers to identify and address any test failures. The Management Lead will manage project communications and coordinate technical communication tasks with the Technical Lead.

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Crafting Validation Steps: The Agile Development Team testers will support the creation of user acceptance test cases. These test cases will be based on User Stories and acceptance criteria created during the planning stages of each Sprint and will include both positive and negative testing scenarios. The test cases will validate that the code works as expected and does not perform functions it should not perform.

Support Activities of Integration and Configuration Team: The Agile Development Team will collaborate with the Continuous Integration and Configuration teams to ensure the smooth promotion of software builds through various testing environments, starting from the developer's laptop to the production environment. Technical Lead will coordinate support with the Agile Development Team member if issues arise during promotion and integration.

Quality Control

- **Quality Management Plan:** The Interscripts Team's commitment to quality is integral to our corporate structure, overseen by our Quality Director. Personally, ensuring customer satisfaction, the ISO 9001:20000–certified Quality Management System (QMS) includes policies, objectives, and procedures to meet or exceed customer requirements, directives, standards, cost considerations, and internal practices. Our quality assurance approach emphasizes building reliable internal processes over "quality of conformance." The Quality Control Process within our FADS Agile development ensures adherence to processes, impacting the end product's quality, production schedule, budget, and scope. Our Agile-friendly quality approach includes Test-Driven Development (TDD) for continuous integration, code quality analysis, and peer reviews to minimize defects and rework costs.
- **Transition Support and Phase-Out:** Our team provides detailed plans for transitioning out at task order end, phasing out personnel, and providing updated procedures and deliverables. We anticipate potential issues, providing solutions and mitigation strategies for an effective, seamless transition. Working closely with the Government COR and incoming support provider, we ensure continuity of operations by retaining qualified personnel and developing logical, prioritized task cutover plans. Our transition plan includes inventory transfer, documentation, software code transfer, data privacy compliance, access account exchanges, knowledge transfer, and participation in the transition management team. We complete transition plans using our proven approach, documenting the strategic approach, milestones, schedules, activities, risks, roles, responsibilities, approvals, lines of communication, knowledge transfer, property inventory, and agreements.
- **Administrative Activities** Agile projects with short Sprint cycles require close collaboration with internal and external stakeholders. Our collaborative approach focuses on practices that improve stakeholder satisfaction and reduce development time. We encourage stakeholder participation and feedback through value-based prioritization, concise communication, and conflict resolution. Metrics are used to track User Story and software design quality, defects, development capacity, testing quality, informing process improvements.

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6.1 TIMELINE

The project is estimated to take six months from initiation to go live, as outlined below:

Major Milestones	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Requirements gathering and design						
Development and initial testing						
User testing and feedback incorporation						
Production Deployment, training, and project closeout						

Transition to application support will be done post-sign-off. Interscripts will provide post-go-live support for any issues.

6.2 RESOURCE REQUIREMENT:

Based on the information available, we anticipate an approximate effort of up to 1600 hours for the development, testing, and deployment of the portal.

Resource	Estimated Hours
Project Manager	100
Development Architect	150
Business Analyst	175
Application Developer	900
Database Developer	140
Quality Assurance (QA) Tester	150

7. BUDGET

In this section, we are proposing an budget for the development and deployment of the housing portal. This includes costs for project management, development, testing, deployment, training, and post-launch support. A detailed budget breakdown will be provided upon project kickoff.

Interscripts Proposes a Fixed fee model for the development and deployment solution.

Component	Discounted Pricing
Development and deployment of Application	$48,700
Annual Maintenance cost	$20,000
All efforts will be conducted in the customer environment. InterScripts also provides Azure-based hosting which will cost on actuals.	

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INVOICING SCHEDULE:

Interscripts is proposing milestone-based invoicing.

Invoice Number	Major Milestones	Invoice %	Amount
Invoice #1	Contract signature	20%	$9,740
Invoice #1	Requirements gathering and design	20%	$9,740
Invoice #1	Development and initial testing	20%	$9,740
Invoice #1	User testing and feedback incorporation and signoff	20%	$9,740
Invoice #1	Production Deployment, training, and project closeout	20%	$9,740
Total (Development and deployment of Application)			$48,700
Invoice #5	Annual Maintenance Year 1		$20,000
Invoice #6	Annual Maintenance Year 2		$20,000
Invoice #7	Annual Maintenance Year 3		$20,000
Invoice #8	Annual Maintenance Year 4		$20,000
Invoice #9	Annual Maintenance Year 5		$20,000

Note: *Any requests for adding additional functionality or customization to the application after the Project Close Out will be considered a Change Request. Interscripts will collaborate with PCMC to define the Scope of Work and will provide an estimate of the Level of Effort (LOE). Once the Change Request is approved by the Change Request Board, work will commence, and the client will be charged at a rate of $50 per hour for the additional work.*

8. MAINTENANCE AND SUPPORT

Our support services are based on our ISO 20000/ITIL-based processes, which provide guidelines and instructions on supporting end-user services. The incident management/request fulfillment process provides guidelines for escalating issues and requests to ensure that we deliver services per the agreed performance standards.

Our Support Desk follows a Single Point of Contact (SPOC) model, which allows BytePad users to interact with a fixed contact from issue reporting, follow-up questions, updates, and resolution. The SPOC will usually be the Account manager. Customers will open support cases through the Support Portal, Phone, and Email. The support process will be discussed with the Customer and InterScripts SPOC before the support transition. The Support Desk, in turn, is organized in a three-tier model with Level 1, Level 2, and Level 3 support. The personnel staffing Level 1 are highly skilled in customer service and communication and have a high degree of personnel relationship skills. This allows them to fully understand the issue or a question quickly and work to provide a resolution in the quickest time frame. When a Level 1 person cannot resolve a ticket, the ticket is immediately escalated internally to either a Level 2 resource or directly to a Level 3 resource if it is determined upfront that the issue would require a Level 3 resource for resolution. The Level 2 team comprises people with expert functional knowledge and technical issue-resolution skills.

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This allows us to address most tickets at the Level 1 or Level 2 stage. Level 3 consists of solution architects and expert resources that can quickly resolve complex issues. All issues are documented, logged, and tracked through a common support tool and reported by the Support Team Lead.

All Error Corrections, Enhancements, and other Software delivered as part of the Support Services shall be owned by InterScripts and licensed as part of the Application, under the terms and conditions of the contract. Error Corrections will be delivered through software updates/patches per the agreed-upon service level timeframes. Enhancements are defined as new functionality and features introduced in the subsequent versions of the BytePad application. Enhancements and upgrades are delivered through application updates on a mutually agreed-upon schedule to ensure minimum downtime.

8.1 SERVICE INCIDENT CLASSIFICATION DESCRIPTION

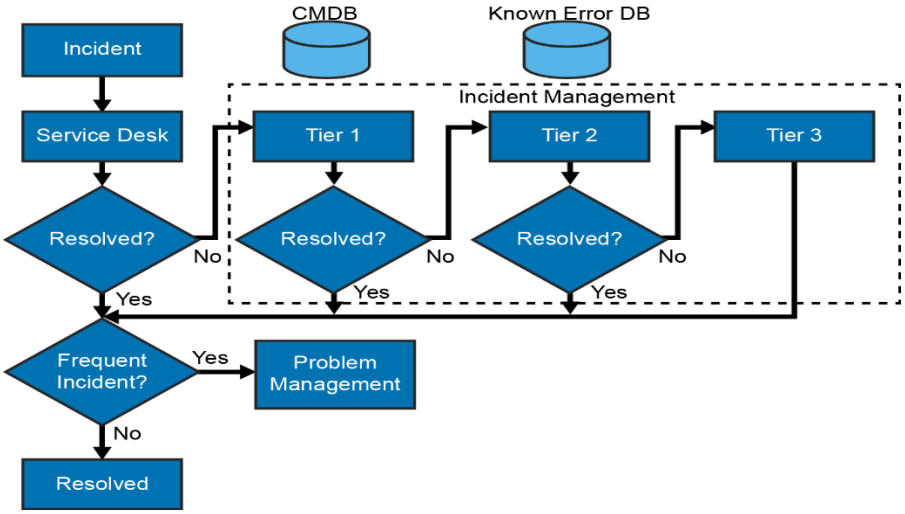
InterScripts will respond to service outages as the priorities are set forth below.

Priority	Description of Classification	InterScripts Corrective Action
1- Urgent	A complete outage of Application service- These events are of the most critical nature and of the highest priority.	**First Response Time:** Incidents will be acknowledged within fifteen (15) minutes of reporting an incident. **Resolution Time:** • Technical Support staff will work continuously, 24 hours a day, until the service is restored. • InterScripts will notify the Customer of the outage and will place follow–up communications every 30 minutes to provide updates until the issue is resolved.
2 – High	**Business Function Inoperable**. These issues have a severe negative impact on a business function.	**First Response Time:** Incidents will be acknowledged within three (3) hours of reporting an incident. **Resolution Time:** • InterScripts will put in efforts to restore functionality within 8 hours during business hours from the time when the incident is reported, with status updates on an hourly basis.
3- Medium	**Business Function Limitation**. The minimal functional limitations of the Application do not impair the business activities of users. These issues are characterized by the following: • Minimal functionality loss. • Impaired function or feature. • Error adversely affects user productivity. • Temporary workaround is available.	**First Response Time:** Incidents will be acknowledged within three (3) hours of reporting an incident. InterScripts will use reasonable efforts to resolve service errors, with weekly status updates. If determined to be a design/code defect, the update/fix will be rolled in the next Release.
4- Low	**Limited Occurrence Error** – Errors in specific functions of the application that do not negatively impact daily operations or user productivity.	**First Response Time:** Incidents will be acknowledged within seventy-two (72) hours of reporting an incident. InterScripts will reasonably determine the appropriate corrective action, including correction or non-correction, with weekly status updates.

Use or disclosure of the data contained on this sheet is subject to the restriction on the title page of this proposal.

8.2 INCIDENT MANAGEMENT AND RESOLUTION

InterScripts incident management includes detecting, classifying, investigating, tracking, resolving, and communicating issues reported. The figure below illustrates how InterScripts provides a responsive incident management framework based on ITIL and ISO 20000 best practices to minimize the adverse impacts of incidents. InterScripts is using ITSM solutions to identify, track, and resolve issues to exceed customer expectations. We will establish SLAs, report and track metrics against the SLA weekly, and identify trends and resolutions in a knowledge base for reuse by customers and Tier I and Tier II support. InterScripts provides an incident management framework based on ITIL service management and ISO 20000 to minimize the adverse impacts of incidents on business.



Incident Management Framework, Investigation, and Diagnosis – We will work in close collaboration with the customer's Team to ensure a timely and seamless transition of tickets from Tier I and II Service Desk to Tier III support provided by the program staff. All Trouble Ticket statuses and resolutions are updated in ITSM in real-time. As common incidents and resolutions are identified, the Tier III Support Team updates the Knowledge Base with information that can be used by the Service Desk Tier I/II Support Team on future Trouble Tickets aims to push incident resolution to the lowest tier possible, to restore normal service operations as quickly as possible, minimize service degradation, and reduce the impact on business operations. This objective is to produce the timeliest and most cost-effective support to customers. After the incident has been investigated and diagnosed, and the resolution has been tested, Tier III ensures that the user is satisfied before the incident is closed.

Restoring service as quickly as possible is the primary goal for production support. InterScripts developed a Production Outage Plan for the Tier III support team to consult in the event of an outage. The plan contains an outage incident checklist and an outage diagnosis decision tree that guides support engineers in troubleshooting, escalation, and communication. Production Support will be based on the 24x7 on-call requirements.

Incident Resolution - When Incidents require configuration item changes, InterScripts will comply with all CM procedures to make the required changes to the environment(s) and/or code. Emergency Patches will be baselined and backfilled to the IV&V and development environments. Lower-priority, non-critical changes will be handled through the Configuration Change Request (CCR) process.

Use or disclosure of the data contained on this sheet is subject to the restriction on the title page of this proposal.

Incident Communication - InterScripts recognizes that the support of enterprise applications requires effective coordination and communication with all stakeholders. For high visibility and emergency incidents, we will provide frequent updates to the customers.

Incident Management Evaluation and SLAs - InterScripts will meet the SLAs with response times and resolution times approved by the customer.

We perform periodic root cause analyses to identify and address frequently occurring incidents. We deliver weekly metric reports from ITSM Tool to measure performance against targets and identify incident trends, problems, and closure rates. InterScripts will work with customer management to analyze incident metrics and implement process improvements.

9. CONCLUSION

Our team is dedicated to delivering a top-notch solution that caters to your organization's requirements and goes beyond your expectations. InterScripts has the expertise to develop a secure and user-friendly platform using newer technologies, which they have already used in creating products like Bytepad and AdpatCare which are deployed for various institutes. This platform will cater to the needs of both administrators and tenants. We are looking forward to the opportunity to collaborate with you on this project. We are thrilled about the possibility of working together on this project.

Use or disclosure of the data contained on this sheet is subject to the restriction on the title page of this proposal.

END-USER AGREEMENT TO STATE COOPERATIVE CONTRACT

This End-User Agreement ("**Agreement**") is between PARK CITY MUNICIPAL CORPORATION, a Utah municipal corporation ("**PCMC**"), and **INTERSCRIPTS, INC.,** a Virginia corporation ("**Contractor**").

The Contractor has an active State of Utah Cooperative Contract with the State of Utah Division of Purchasing, numbered AR3931 and dated April 18, 2022, that provides for standardized contractual provisions and a streamlined procurement process (the "**State Contract**").

PCMC is an Eligible User under the State Contract and desires to participate in the State Contract. The parties require additional provisions to the State Contract to document the specifications and cost breakdown and other necessary terms between the parties.

The parties therefore agree as follows:

ARTICLE 1 – STATE CONTRACT.

All provisions of the State Contract, attached as **Schedule A**, that include obligations between the Contractor and an Eligible User apply between Contractor and PCMC as if PCMC was part of that agreement and will continue to apply during the term of this Agreement.

ARTICLE 2 – SCOPE OF SERVICES.

A. Scope of Services. Contractor shall perform the services and tasks identified and designated as Contractor responsibilities throughout this Agreement and as outlined in **Schedule B** attached to this Agreement ("**Scope of Services**").

B. Contractor Representative. The contractor designates Raju Togi, CEO and Managing Director, as the representative who has the authority to act on behalf of the Contractor. Contractor may change its designated representative by providing written notice to PCMC.

C. PCMC Representative. PCMC designates Rhoda Stauffer or their designee as its representative who has the authority to act on behalf of PCMC.

ARTICLE 3 – TERM.

This Agreement will become effective as of the date the last party signed it as indicated by the date associated with that party's signature. The term of this Agreement ends at midnight on May 31, 2027, with the option to extend for two one-year terms, unless terminated sooner or extended as provided in this Agreement.

ARTICLE 4 – COMPENSATION.

For performance of the Scope of Services, PCMC shall pay a total fee in an amount not to exceed $148,700. Following the completion of the Scope of Services, PCMC shall pay an annual subscription rate not to exceed $20,000, which totals to $148,700 if the Agreement is renewed for two one-year extensions. Any work performed in addition to or outside the Scope of Services must be at the written request of PCMC, for which PCMC will pay Contractor according to the rates in the State Contract. If no rates are included, PCMC will pay for additional work as agreed to by both parties in writing.

ARTICLE 5 – INSURANCE.

At its own cost and expense, Contractor shall procure and maintain for the duration of the Agreement such insurance as the State Contract requires, with the additional coverage amounts and types further specified below to protect against claims for injuries to persons or property damage that may arise from or relate to the performance of this Agreement by Contractor, its agents, representatives, employees, or Subcontractors for the entire duration of this Agreement or for such longer period of time as set forth below. To the extent not covered in the State Contract, prior to commencing any work, Contractor shall provide a certificate of insurance evidencing:

A. Commercial General Liability Insurance. Contractor shall maintain commercial general liability insurance on a primary and non-contributory basis in comparison to all other insurance, including PCMC's own policies of insurance, for all claims against PCMC. The policy must be written on an occurrence basis with limits not less than $1,000,000 per occurrence and $3,000,000 aggregate for personal injury and property damage. Upon request of PCMC, Contractor must increase the policy limits to at least the amount of the limitation of judgments described in Utah Code § 63G-7-604, the Governmental Immunity Act of Utah (or successor provision), as calculated by the state risk manager every two years and stated in Utah Admin. Code R37-4-3 (or successor provision).

B. Workers' Compensation Insurance and Employer's Liability. Contractor shall maintain workers' compensation insurance with limits not less than the amount required by statute, and employer's liability insurance limits of at least $1,000,000 each accident, $1,000,000 for bodily injury by accident, and $1,000,000 each employee for injury by disease. The workers' compensation policy must be endorsed with a waiver of subrogation in favor of "Park City Municipal Corporation" for all work performed by the Contractor, its employees, agents, and Subcontractors.

C. Umbrella/Excess Coverage. The insurance limits required by this section may be met by either providing a primary policy or in combination with umbrella / excess liability policy(ies). To the extent that umbrella/excess coverage is used to satisfy the limits of coverage required hereunder, the terms of such coverage must be following form to, or otherwise at least as broad as, the primary underlying coverage, including amending the

"other insurance" provisions as required so as to provide additional insured coverage on a primary and non-contributory basis, and subject to vertical exhaustion before any other primary, umbrella/excess, or any other insurance obtained by the additional insureds will be triggered.

D. Insured Parties. Each policy and all renewals or replacements, except those policies for Professional Liability, and Workers Compensation and Employer's Liability, must name PCMC (and its officers, agents, and employees) as additional insureds on a primary and non-contributory basis with respect to liability arising out of work, operations, and completed operations performed by or on behalf of Contractor.

E. Waiver of Subrogation. Contractor waives all rights against PCMC and any other additional insureds for recovery of any loss or damages to the extent these damages are covered by any of the insurance policies required under this Agreement Contractor shall cause each policy to be endorsed with a waiver of subrogation in favor of PCMC for all work performed by Contractor, its employees, agents, and Subcontractors.

F. Quality of Insurance Companies. All required insurance policies must be issued by insurance companies qualified to do business in the state of Utah and listed on the United States Treasury Department's current Department of Treasury Fiscal Services List 570, or having a general policyholders rating of not less than "A-" in the most current available A.M. Best Co., Inc.'s, Best Insurance Report, or equivalent.

G. Cancellation. Should any of Contractor's required insurance policies under this Agreement be cancelled before the termination or completion of this Agreement, Contractor must deliver notice to PCMC within 30 days of cancellation. PCMC may request and Contractor must provide within 10 days certified copies of any required policies during the term of this Agreement.

H. Additional Coverage. Notwithstanding anything to the contrary, if Contractor has procured any insurance coverage or limits (either primary or on an excess basis) that exceed the minimum acceptable coverage or limits set forth in this Agreement, the broadest coverage and highest limits actually afforded under the applicable policy(ies) of insurance are the coverage and limits required by this Agreement and such coverage and limits must be provided in full to the additional insureds and indemnified parties under this Agreement. The parties expressly intend that the provisions in this Agreement will be construed as broadly as permitted to be construed by applicable law to afford the maximum insurance coverage available under Contractor's insurance policies.

I. No representation. In specifying minimum Contractor's insurance requirements, PCMC does not represent that such insurance is adequate to protect Contractor from loss, damage or liability arising from its work. Contractor is solely responsible to inform itself

of types or amounts of insurance it may need beyond these requirements to protect itself.

ARTICLE 6 – LEFT BLANK

ARTICLE 7 - ORDER OF PRECEDENCE.

If any provision appearing in any document connected with this Agreement or the Scope of Services conflicts with another provision, the following order of precedence shall be followed:

A. This Agreement;
B. The State Contract;
C. The Scope of Services; and
D. Contractor Terms and Conditions.

ARTICLE 8 - GOVERNING LAW, JURISDICTION, AND VENUE.

Utah law governs all adversarial proceedings arising out of this Agreement or the subject matter of this Agreement. As the exclusive means of bringing adversarial proceedings to resolve any dispute arising out of this Agreement or the subject matter of this Agreement, a party may bring such a proceeding in courts of competent jurisdiction in Summit County, Utah.

PARK CITY MUNICIPAL CORPORATION

Date: _____ _____

Matt Dias, City Manager

Attest:

_____

City Recorder's Office

Approved as to form:

_____

City Attorney's Office

INTERSCRIPTS, INC.
Tax ID #: 83-3846665
Utah Contractor License No. AR3919
Address: 14500 Avion Parkway, Ste#125
Chantilly, VA 20151

Date: _____

By: _____
Raju Togi
CEO
An authorized signer

SCHEDULE A – STATE CONTRACT

Contract #: AR3931

STATE OF UTAH COOPERATIVE CONTRACT

1. CONTRACTING PARTIES: This contract is between the Utah Division of Purchasing and the following Contractor:

Interscripts,Inc.
Name

14500 Avion Parkway, Suite #125
Street Address

Chantilly	Virginia	20151
City	*State*	*Zip*

Vendor # VC256597 Commodity Code #: 91828, 91829 Legal Status of Contractor: For-Profit Corporation

Contact *Name:* Srilakshmi Togi *Phone Number:* +1 240-447-4664 *Email:* sri.togi@interscripts.com

2. CONTRACT PORTFOLIO NAME: IT Support Services.
3. GENERAL PURPOSE OF CONTRACT: IT Technology.
4. PROCUREMENT: This contract is entered into as a result of the procurement process on FY2022, Solicitation# BP22-29
5. CONTRACT PERIOD: Effective Date: Monday, April 18, 2022. Termination Date: Saturday, April 17, 2027 unless terminated early or extended in accordance with the terms and conditions of this contract.
6. Administrative Fee (if any): One Half of One Percent (or 0.50%).
7. Prompt Payment Discount Details (if any): N/A.
8. ATTACHMENT A: Standard Terms and Conditions for Information Technology
   ATTACHMENT B: Scope of Work
   ATTACHMENT C: Rate Schedule
   ATTACHMENT D: N/A

   Any conflicts between Attachment A and the other Attachments will be resolved in favor of Attachment A.
9. DOCUMENTS INCORPORATED INTO THIS CONTRACT BY REFERENCE BUT NOT ATTACHED:
   a. All other governmental laws, regulations, or actions applicable to the goods and/or services authorized by this contract.
   b. Utah Procurement Code, Procurement Rules, and Contractor's response to solicitation #BP22-29.
10. Each person signing this Agreement represents and warrants that he/she is duly authorized and has legal capacity to execute and deliver this Agreement and bind the parties hereto. Each signatory represents and warrants to the other that the execution and delivery of the Agreement and the performance of each party's obligations hereunder have been duly authorized and that the Agreement is a valid and legal agreement binding on the parties and enforceable in accordance with its terms.

    IN WITNESS WHEREOF, the parties sign and cause this contract to be executed. Notwithstanding verbal or other representations by the parties, the "Effective Date" of this Contract shall be the date provided within Section 5 above.

CONTRACTOR

Srilakshmi Upparapalli
Srilakshmi Upparapalli (Mar 31, 2022 09:22 EDT)

03/31/2022
Contractor's signature — Date

Srilakshmi Upparapalli President
Type or Print Name and Title

DIVISION OF PURCHASING

LPD 19
Nick Hughes (Mar 31, 2022 08:14 MDT)

03/31/2022
Director, Division of Purchasing — Date

Internal Contract Tracking #: AR3931 Solicitation #: BP22-29 Vendor #: VC256597

SCHEDULE B – SCOPE OF SERVICES

1. **Customer Application and Property Sales.**
   a. Establish a user-friendly customer-facing capability to manage a two-phased application system for the housing program. Applications are submitted and assigned to one of two waitlists once reviewed internally. Waitlist numbers are automatically assigned based on when the application is received.
   b. Waitlist applicants are notified when a unit is for sale and must submit a full application to be considered for purchasing a property.
   c. Waitlist applicants must be able to easily update their profiles and apply multiple times as units become available while accurately maintaining waitlist standing.
   d. Maintain records of all updates made, time, and date.
   e. Ability to edit and customize notifications.
2. **Data files and Inventory of Program Properties**
   a. Property records must interface with the records of owners and must be easily updated as resales occur.
   b. System must maintain the status of each property as sold, unavailable, or available as well as owner-occupied or rental status.
   c. Additions and adjustments to the inventory of properties must be user-friendly.
3. **Compliance Review**
   a. Establish a user-friendly customer-facing annual compliance review process for all properties.
   b. The system must manage the difference between owners who own a single property and those who own multiple properties for efficiency and nonduplication of efforts.
   c. Annual review submissions are legal documents that must have a signature component that holds up to legal challenges.
4. **System ownership and support**
   a. The city will own the product and be able to adjust functions and content as needed.
   b. Dedicated account manager and customer service support.
   c. Transitional technical support to ensure smooth implementation and transfer of all existing data.

WORKPLAN

1. **Requirements Gathering**: Collaborate with stakeholders to define detailed requirements and objectives.
2. **Design and Architecture**: Develop scalable architecture and design for the housing portal.
3. **Development**: Build the housing portal on React technologies, including custom workflows, forms, Authentications, dashboards, etc. Below is the list of high-level modules and sub-modules categorization.

#	Module	Sub Module
1	Authentication & Authorization	Login with their ADFS or Local Authentication
2	Authentication & Authorization	User Access, User group, Role, Permissions
3	Pre-Applications	Primary Process
4	Pre-Applications	Types of Users to Authenticate
5	Pre-Applications	Applicant
6	Pre-Applications	3rd Party Review
7	Pre-Applications	Property Owner
8	Pre-Applications	Administration
9	Pre-Applications	Form process cycle
10	Pre-Applications	Waiting list screens (attainable & affordable)
11	Pre-Applications	Additional information
12	Pre-Applications	Re-application cycle
13	Properties	Basic screens
14	Properties	Additional information
15	Properties	Full application process cycle (Approval, Denial, etc.)
16	Full Application	CURD screens
17	Full Application	Additional information & File upload / download
18	Full Application	All screen
19	Full Application	Accepted screen
20	Full Application	Owner's screen
21	Full Application	Pending review (affordable) screen
22	Full Application	Pending review (Attainable) screen
23	Full Application	removed screen
24	Full Application	Returned screen
25	Compliance Review	Compliance review cycle
26	Compliance Review	Additional information
27	Compliance Review	Waiting list screens (attainable & affordable)
28	Compliance Review	Full application process cycle (attainable & affordable)
29	Dashboard	Pre application
30	Dashboard	People

31	Dashboard	Properties
32	Dashboard	Full application
33	Multi-tenant	Login flow changes and Dashboard dynamic tabs based on permissions
34	Multi-tenant	Changes in User Access by selecting tenant for user, user group, role, permissions
35	Multi-tenant	Propagation of specific organization ID for all the modules & sub modules for each request / session
36	Public Pages	Available Properties screen
37	Public Pages	Waiting list screens (attainable & affordable)
38	Public Pages	Dynamic Help screen (admin should control the data that is faced by public URLs with i18n) -> public screens & admin screens
39	Public Pages	public landing page
40	Total Application	i18n (English, Spanish)

4. **Testing and Quality Assurance**: Conduct thorough testing to ensure functionality, security, and performance.
5. **Deployment**: Implement the portal within the existing infrastructure, ensuring minimal disruption by creating an appropriate cut-over strategy.
6. **Training and Support**: Provide comprehensive training to administrators and users, along with ongoing support and maintenance.

City Council
Staff Report

Subject: **Learning Management System Contract**
Authors: **Jessica Griffiths and Sarah Mangano**
Department: **Human Resources**
Date: **June 6, 2024**

Recommendation:
Authorize the City Manager to execute a three- year contract with Absorb Software, LMS, a learning management system (LMS) provider, replacing the current contract with Brainier, in forms approved by the City Attorney's Office, with Absorb Software, LMS, in an amount not to exceed $126,442.50.

Background:
Park City Municipal Corporation provides learning opportunities and manages training requirements for our employees to ensure safety and training compliance as well as best in class opportunities for growth and development.

Analysis:
Nearing the end of our contract terms with our current LMS, Brainier, PCMC chose to conduct an RFP to ensure we're receiving the best learning experience platform possible.

Proposers provided information on learner & content management, system compatibilities, certification programs & storage, learning automation, creation tools, training libraries, and reporting capabilities, among other features.

An internal selection committee consisting of employees from Streets, Recreation, Transportation, and HR reviewed all submissions and selected three proposals to advance to a virtual demonstration round.

The selection committee unanimously recommends Absorb Software LMS to be our LMS provider following the virtual demonstration as it offered:

- Robust reporting features
- Compatibility with ADP, Teams, Outlook, Kudos, and future Tyler products
- Unlimited data storage
- AI generated training content with Absorb Create
- Three integrated authoring licenses
- Intuitive and customizable user and administrator interface

Furthermore, Absorb offers responsive design, geolocation to ensure training transparency, Spanish services, and 24/7 in-house support. Absorb is including their new Absorb Analyze Essential tool for no additional cost.

An engaging, learner friendly LMS is a powerful tool in assigning, managing, and developing training at PCMC, both for compliance and professional development. It is our belief that an accessible LMS will contribute to a more compliant, skills growth oriented, engaged workforce.

As such, we believe that Absorb meets adult learning principles in a way to engage and develop all employees, no matter the tenure of their employment. With Absorb, we'll be able to provide soft skill trainings, leadership trainings, required state and safety trainings, and many job requirement trainings. We'll also be able to store, notify, and report role specific certifications attained through the State or Federal government.

Funding:

Because this is not a new service, just a new service provider, it is already requested in the HR department budget. No additional funding is needed.

absorb

LEARN EVERYWHERE.

As the marketplace changes, an effective learning program becomes your fastest route to adapt. Close employee skill gaps. Train enterprise partners. Sell training content. Tackle compliance. Build a thriving corporate culture rich with diversity. A productive learning program will set your company apart. The question then becomes: how can learners best thrive?

At its core, effective learning starts with engaging experiences. That's why we've strategically designed Absorb learning technology to be fundamentally different.

It makes sense. It's easy to use. It's built for results. Engineered for superior learning experiences, Absorb comes backed by unrivaled support. Confidently tackle the challenges ahead knowing you have a competitive learning advantage with Absorb.

Flexible Execution for Strong Business Impact

Business learning has a distinct purpose and no one knows your business better than you. Configure and integrate Absorb to meet your precise training requirements, regardless of who—or why—you train.

Tap Absorb for:

- Employee Onboarding
- Employee Upskilling
- Social Learning
- Compliance Training
- Mobile Learning
- Sales Training
- Partner Training
- Customer Training
- Selling Your Training Content

Choosing Absorb means you can do all of the above—all at the highest caliber. But it's not a one-size-fits-all answer. It's a flexible solution designed to integrate these training capabilities, while addressing separate branding, interface or role requirements.

When you trust your learning program to Absorb, you gain a partner who understands learning technology and the unique ways you use it. With 100% in-house customer support, you'll be up and learning fast, and will stay productive as your organization—and revenues—scale.

Engage Learners, Spark Success

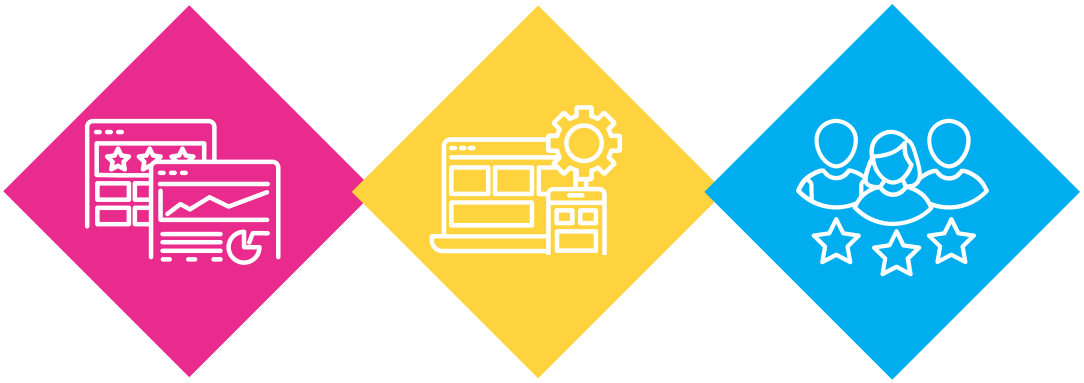
Absorb takes a different path to platform design.

The Absorb user experience is unrivaled in the learning industry. Dashboards are engaging. Menus are where you expect them. Selections are hidden until relevant. User interfaces are attractive and accessible.

When you choose an LMS built to be used, learners gain more skills while your business excels.

Experience Matters

We hear it all the time: working with Absorb feels different. Want to know the secret? It's the experience. You'll notice the attention to detail begins with our technology and extends to our design and our people:



Design

Learner and admin experiences are intuitive, cohesive and surpass other solutions.

Technology

Product-driven with a keen eye on function, utility and data security.

People

From attentive onboarding to 24/7/365 customer support, Absorb people are deeply dedicated to client success.

Absorb Products and Services

Absorb LMS

Absorb Learning Management System (LMS) is a proven training solution empowering learners to close skills gaps and grow. Training is consistent and on-brand, regardless of location, device or learning requirements.

Easy-to-Use

Take courses. Create courses. Sell courses. No matter what, count on an intuitive experience for both learners and administrators. Get up and running quickly—and keep coming back for more.

Reporting and Analytics

Prove ROI for your learning program with an array of customizable reports and configurable dashboards that put actionable data at your fingertips.

Feature-Rich

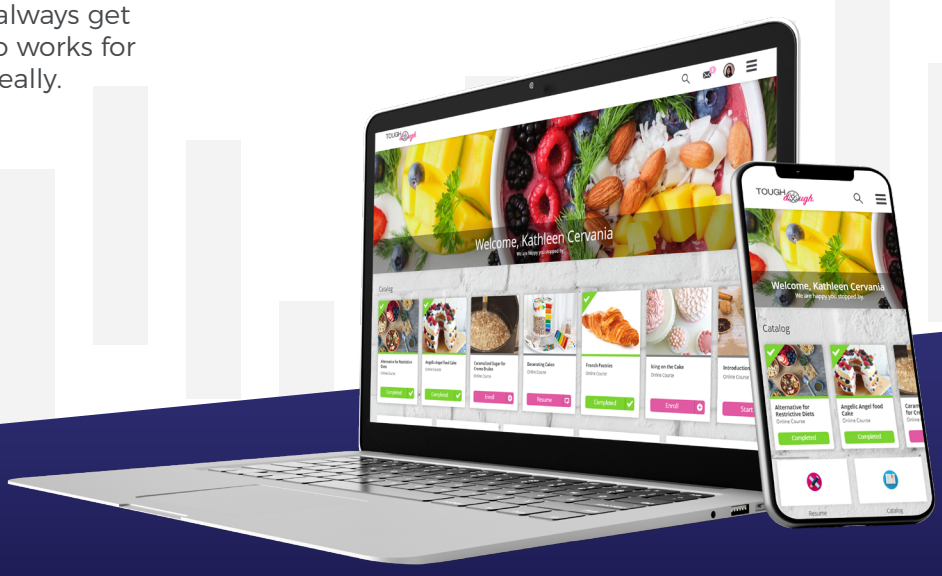
Tap functionality enriched by innovative integrations and ensure your training keeps pace as you grow.

Outstanding Security

Entrust your company's safety to industry-leading experts focused on the strictest data security standards, because learning should never be risky.

Responsive Support

Rely on attentive support tailored to fit your business needs. You'll always get a human who works for Absorb. Yes, really.



Absorb Learn Mobile App

Your learners are busy. Feed their need for on-the-go information with the Absorb Learn mobile app. Internal and external learners can access the same caliber of dynamic web LMS content—now at their fingertips.

Learning Anytime, Anywhere

To power efficient mobile engagement, Absorb Learn enables:

Brand consistency

Maintain uniformity between the web LMS and app for logos, colors, fonts and images.

Single-Sign-On (SSO) support

Learners can easily and securely sign in from their mobile device.

Responsive experience

Browse through a mobile-friendly catalog of courses and curricula.

Offline accessibility

Empower learning, even without an internet connection. Progress will automatically sync when a connection is restored.

Content support

Publish SCORM, Tin Can (xAPI), PDF, DOCX, XLSX or MP4 content without converting files.

How Does Absorb Learn Mobile App Work?

LMS administrators can easily publish content through the web LMS. Configure the app to the LMS portal so learners can seamlessly sign in through Single-Sign-On support or by entering their standard login credentials. This enables learners to access interactive content from their mobile devices, even if they're working offline.

Mobile learning can increase engagement and boost retention. Give your learners information when and where they need it.

Absorb Analyze

Every choice should be informed, and every action measurable. Assess, evaluate and compare the impact of your learning program with Absorb Analyze's robust self-serve Business Intelligence (BI) tools.

Equip your team with tailor made interactive reports—like ad hoc dashboards to forecasting—to analyze learner progress, visualize trends and help your business make fast, informed decisions. With Absorb Analyze, there's virtually no limit to the ways your LMS data can be sorted and organized.

Absorb Analyze supplements out-of-the-box reporting by adding:

Deeper Analysis

Tap BI-powered data analysis options that are leagues beyond the standard reporting tool.

Data Visualization & Narratives

Use data visualizations, written interpretations and trend forecasting to see the impact of learning.

Customized Dashboards

Build dashboards that are easy to read, quick to analyze, fit your brand and are a pleasure to view.

Threshold Alerts

Get notified when your learners are hitting key course thresholds—good and bad.

Ad Hoc Reporting

Create reports or charts in the moment to look at your data in new, unique ways.

Whether you have detailed requirements or initial ideas of your reporting needs, the Absorb team is ready to collaborate and help achieve your analytics goals.

Absorb Engage

Create a more interactive learning environment with Absorb Engage. This set of tools facilitates social learning and boosts user experience. Ensure your training program engages your entire ecosystem of unique learning audiences by tapping the power of social experiences.

Powerful Targeted Content

With Absorb Engage, administrators can tailor content for specific groups of learners. This drives higher course completion rates, increased voluntary learning and better feedback for future learning objectives. Use Absorb Engage to make your LMS a desirable destination, not just a requirement.

How Does Absorb Engage Work?

Absorb Engage integrates with the Absorb LMS standard Availability Rules to weave the best elements of the web right into your training portal.

It offers the following highly configurable features to deliver learning how users need it:

Billboards

Capture learners' attentions with prominent message banners they'll first see when logging into the LMS.

News Articles

Reach audiences and provide them with applicable information through a familiar "journal" format.

Collaboration and Teams

Empower learners to gather informally, share knowledge and inspire each other with collaborative learning environments.

Leaderboards

Increase participation by inspiring healthy competition. Learners can see how they stack up to peers when advancing through courses.

Social Media Integration

Boost engagement and interaction with Facebook and Twitter tiles that enable learners to "like" and comment on posts.

Polls

Give administrators the capability to sample data from learner audiences, then obtain direct group feedback.

Empower your administrators to create an engaging, interactive and social learning environment that will hook your learners.

Absorb Create LI

Absorb Create LI is a seamlessly integrated cloud-based course authoring tool for Absorb LMS, simplifying the creation of high-quality, interactive learning materials while raising industry standards as the most holistic end-to-end eLearning platform available. Loaded with intuitive tools and resources, you'll be ready to build your next course, module or presentation within minutes.

Course Editor
Use a familiar editor that looks, feels and functions like popular desktop-based slide editors. Everything works exactly how you think it should.

Interactive Video Editor
Trim and clip video footage as it's automatically converted to MP4 format for an optimized viewing experience from any device.

Assessments
Knowledge check learners by building quizzes into your lessons. Configure a passing score, feedback and number of retries permitted.

Responsive Design
Build content that automatically adapts to any device—from mobile phones to desktop computers—without compromising quality.

Branching Tool
Boost learner engagement by using the built-in visual branching editor to create interactive scenarios that show learners the impact of decisions.

How Does Absorb Create LI Work?

Absorb Create LI is fully integrated with Absorb LMS, giving your team an online environment to create and edit eLearning content from their web browser—and publish directly to the LMS.

Turn Bright Ideas Into Engaging Learning Experiences

Agile companies need tools that create value—not frustration. Absorb Create LI saves times and cuts costs by empowering content creators to build, update and deploy engaging courses and presentations without learning unnecessarily complicated tools.

Step 1: Select your template
Start with one of our beautifully designed, completely customizable templates or build your own from scratch.

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*As of 31 August 2019, overall rating of 4.4 out of 5 in the Corporate Learning market based off of 14 reviews. Gartner, "Gartner Peer Insights 'Voice of the Customer': Corporate Learning," Peer Contributors, 3 October 2019. https://www.gartner.com/reviews/market/corporate-learning/vendor/absorb-lms. The Gartner Peer Insights Logo is a trademark and service mark of Gartner, Inc., and/or its affiliates, and is used herein with permission. All rights reserved. Gartner Peer Insights reviews constitute the subjective opinions of individual end users based on their own experiences and do not represent the views of Gartner or its affiliates.

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- Social learning & user social profiles
- Personalized learner to-do lists
- Mobile app (iOS & Android) with offline learning
- Seamless ILC (Instructor-Led Course) enrollment and session selection
- Configurable welcome banner to display branded messages and announcements

eCommerce & External Learning

- Integrated shopping cart
- 100+ global payment processors
- Multiple currencies
- Discounts & couponing
- Open catalog dashboards
- Self-registration
- Automatic enrollment

Collaborative Learning

- Curriculum support and blended learning
- Classroom management
- Coaching/mentoring
- Personalized learning paths and nonlinear course maps
- Built-in gamification and social tools
- Observation checklists

Absorb Intelligence

- Administration simplified with Intelligent Assist
- Relevant content revealed with Intelligent Recommendations
- AI-optimized search results with Intelligent Rankings

Learning Management

- Learner administration and delivery
- Seamless integrations with any system— HRIS, CRM, TM, etc.
  - ADP
  - Salesforce
- Content libraries
- Course development and learning solutions
- Online and offline learning management
- Bulk registration
- Flexible, configurable platform
- Multilingual capabilities in 30+ languages

Reporting & Analytics

- Flexible, out-of-the-box reporting with actionable results on users or courses
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- 21 CFR Part 11

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> *I recommend Absorb all the time. Thanks for the responsive service and an all-around great product!*
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> – Gap Inc. Direct

> *It's a great tool and I'm glad we have it. I would choose Absorb again.*
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> – GE Power Electronics

> *Absorb LMS is great, the customer service is even better. The Absorb LMS Help Desk & technical and creative staff - has played an integral role in ensuring our overall satisfaction with the LMS.*
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> – IMAX

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> – Wheeler Cat Machinery Co.

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City Council Staff Report

Subject: Bonanza 5-Acre Site Special Meeting (June 5-6, 2024)
Author: Matt Dias, City Manager
Departments: Executive
Date: June 5-6, 2024

Summary

Pursuant to Council direction, we plan to facilitate a Special City Council Meeting on June 5 and a Work Session during a regular City Council Meeting on June 6 to focus solely on preparing a Bonanza District Request for Proposals (RFP).

As indicated previously, a Request for Statements of Qualifications (RSOQ) is being published the week of May 27, 2024, to pre-qualify development teams interested in helping the City create and implement the community's development goals for the 5-acre property in the Bonanza District. While the RSOQ is in progress, the consulting team for the 5-acre Feasibility Study (www.bonanzapark.com) requires City Council policy direction to conclude and finalize the community engagement process and study elements to formalize a qualified RFP.

Before moving to the policy discussion elements, it is important to note why the discussion is necessary in the first place. The accompanying memo and preparatory materials outlining the recommended process are attached for reference. A quality RFP is essential for attracting the right development partner and ensuring that the City Council and staff receive comprehensive and competitive bids. Typically, these are the key elements that produce quality RFPs:

1. Clear and Detailed Objectives

- **Purpose and Goals**: Clearly state the purpose and what we aim to achieve, including specific goals and outcomes expected from a development team.
- **Scope of Work**: A detailed description of the tasks and deliverables expected from a development team. Define project boundaries to avoid scope creep, which has historically been challenging with the 5-acre property.

2. Comprehensive Background Information

- **Organizational Overview**: Brief organizational/community introduction, including mission, values, and short history.
- **Project Background**: Short background (the why) of the project, including existing challenges or previous efforts and perhaps where those may have missed the mark so a development team can learn from those experiences.

3. Clear Requirements and Specifications

- **Technical Specifications**: List the technical requirements that a development team must achieve. Being precise ensures that the team understands what is needed.
- **Functional Requirements**: Describe the specific functionalities that a development team must have to meet our needs, such as proven successes in other communities, entitlement process expertise, financial acumen, etc.

4. Defined Evaluation Criteria

- **Evaluation Process**: Proposal evaluation criteria and weighting include cost, experience, technical capabilities, and other relevant factors.
- **Decision-Making Timeline**: A clear timeline for deadlines to evaluate vendor selection and project milestones (planning commission submission).

5. Budget Information

- **Funding Limitations**: Proactively disclose budget, financial constraints, or opportunities for financial support and collaboration.
- **Pricing Structure**: Request detailed pricing information, including cost breakdowns and payment schedules based on project deliverables.

6. Timelines and Milestones

- **Project Schedule**: Outline the project timeline, including key milestones and deadlines.
- **Response Timeline**: Provide deadlines for vendors to ask questions, submit proposals, and any other key dates in the RFP process.

7. Legal and Contractual Terms

- **Terms and Conditions**: Legal or contractual agreement terms, including confidentiality agreements, intellectual property rights, and termination clauses.

A competitive RFP can help Park City attract an effective and quality development team by including these elements. For the June 5th (and possible June 6 follow-up) Special Meeting, our RFP preparation policy discussion will focus on:

- **Housing Affordability:** Housing is a significant aspect to consider in the site's economics, vibrancy, and underlying commitment and use as a true locals destination. Not only does housing address basic needs, but it also serves as a catalyst for broader economic and local community progress and connections. Based on the Council's preference, we need guidance on how much of the following should be left open for private-sector recommendations.
    - Potential housing preferences (volume and type, sizes, for sale or rent, target populations, AMI levels, etc.).

- **Site Parking Preferences:** Parking has become one of the most important considerations for community redevelopment because it supports accessibility, attracts investment, facilitates new land uses, mitigates traffic impacts, and can help build better community spaces. Based on the Council's preference, we

anticipate that much of the following may be left open for private-sector recommendations but seek guidance on overall parking preferences.
    - Overall site-specific parking preferences to consider include centralized parking structures vs individual obligations and associated cost-reduction strategies; underground, structured and wrapped, or surface; EV charging and bike storage; parking reductions; transit amenities, and more.

- **Commercial and Outdoor Space Expectations:** A community's heart and soul often lie in its outdoor spaces, and striking the right balance is crucial. A vibrant mix of local shops, independent restaurants, and public spaces creates an attractive location for residents and visitors.

  However, navigating the mix of desired uses, maximizing ground-floor activation, and incorporating public art can be delicate. Based on the Council's preference, we anticipate that much of the following may be left open for private-sector recommendations.
    - Desired mins/maxs for commercial spaces.
    - Preferences for ground floor activation and preferred uses.
    - Desires for specific uses (outdoor amphitheater, covered gathering spaces, interactive art, etc.).
    - Public art requirements.
    - City/Civic Facilities
    - Replicating restrictions on types of commercial uses or chains

- **Kimball Art Center Development Parameters:** The Bonanza Small Area Plan and the 5-Acre Site Feasibility Study identified strong support for art and cultural elements. The Council Liaisons continue to meet with the Kimball Art Center to contemplate a partnership and potential home within the 5 acres. In an RFP, we should be able to:
    - Generally articulate not to exceed parameters to site an independent local art center (negotiations pending). Based on the Council's preference, we anticipate that much of the following may be left open for private-sector recommendations, such as the following: housing and parking obligations, cost recovery strategies, the potential to ground lease or sell portions of the property, and other types of partnerships on land or within facilities.

- **City Financial Support & Available Tools:** Transforming a key community asset requires resources, and financing a successful redevelopment project is complex and requires compromise. Establishing clear financial parameters for using and right-sizing financial tools throughout the procurement, negotiation, and development process is important. By incorporating key elements into an RFP, we can significantly increase the project's chances of success and timeline.

  Below are some common strategic financial elements to consider as we contemplate an RFP with guidelines for respondents:

    - Determing the City's base levels of financial contribution and support, such as a 'not-to-exceed' budget and/or a willingness to leverage financial tools like the TRT, CRAs, PIDs, etc. These are tools used to maximize public value and benefit.
    - Determining a preference for maximizing the use of City property – a long-term ground lease, land sale, subdividing, and/or partnering with a local non-profit.
    - Identifying responsibility for soil remediation, utilities, and other pre-development site work.
    - To date, the Council has sought to utilize the full leverage of the TRT, and we need guidance on how much/many financial elements should be left open for private-sector recommendations or hard coded by the City Council.

- **City Ownership and Accountability Posture:** Beyond the project's immediate needs, we must consider its long-term impact and other variables within our control but likely not included in an RFP unless we specifically ask. Based on the Council's preference, we anticipate that much of the following (other than the first bullet) may be left open for private-sector recommendations.
    - Determining the City's land use/entitlement process ownership and accountability posture – City as the applicant, City as the co-applicant, a silent partner, or participant via land lease
    - Whether or not to implement sustainability measures beyond existing PCMC code and regulations.
    - Establishing clear property management and governing requirements.

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MEMORANDUM

Bonanza 5-Acre Site

To: The Honorable Mayor Nann Worel
Matthew J. Dias, City Manager
Jennifer McGrath, Deputy City Manager

From: Matt Wetli and Justin Carney

Date: May 28, 2024

Re: June Council Work Session on 5-acre Site

Introduction

Over the past year, Park City and its consultant partners MKSK and Development Strategies have engaged in an area plan and feasibility study to lay the foundation for the redevelopment of the 5-acre site located in the heart of the Bonanza District area. In the past few months, the City Council and staff have engaged in various policy discussions to try and accelerate the planning process. To help advance the planning effort, the City has asked us to facilitate a special City Council meeting on June 5, 2024, to help the Council reach consensus on several critical elements that will impact the successful selection of a developer partner and eventual development of the site. This memo and companion packet is designed to illustrate the key concepts in the current planning scenarios and provide a foundation for the discussion and needed decision points.

What does success look like?

We get it: a high-profile project has stalled for a period of years, during which there have been leadership changes, a new consultant team, and shifting economic and market conditions. There is pressure from a whole host of voices to "get something done." While we understand this is *part* of the goal for this project, we also know this is not the *only* goal. The city has high standards for this project. A mediocre outcome—let alone a failed one—simply won't do. The city's very act of acquiring this property was a strong statement that it intended to assert control over what happens here, that it needs to be something exceptional, and that must serve the public's interest. The response to an initial round of planning and design for the site revealed that while the City is willing to contribute to making the project successful, there are practical limits to this contribution, and therefore real estate and economic fundamentals need to be evaluated and understood in order to provide economic guardrails (which ultimately shape all development projects in some manner.) Further, a host of public input and Council meetings have made it clear that the aspirations for this site include some combination of real estate development, public space, and anchor institution development.

In other words, success for this project cannot be solely shaped and executed by the public sector or the private sector alone; rather it will require a partnership between the city and one or more developers. It will require many things—e.g., a good plan, a solid foundation of economics, thoughtful design, a sound development agreement that sets clear expectations for both sides—but ultimately there are two ingredients that rise above the rest:

- **Quality Developer:** A quality developer with a track record of delivering and a trusting relationship in which they can speak freely about real constraints the emerge during a development cycle

- **Consensus:** A city leadership team that is rowing in the same direction (council *and* administration) and a council that is in agreement about the vision and priorities for the site.

In our experience, the two things that decrease the likelihood of success in a public-private partnership is a developer who overpromises on a vision at the outset, and a council which entered into a partnership thinking they had more consensus than was actually the case.

Both illustrate the potential pitfalls of rushing into a partnership: selecting a developer with the prettiest vision might also lead to a steady drip of diminished expectations once the cost estimates come in—or increased "asks" for city contributions—that can delay approvals processes for months or even years. For any city council, establishing a desired image for an outcome, or a dollar contribution to a project are not inherently difficult decisions, but combining the two is incredibly difficult for a decision-making body. (For example, the 2020 planning effort yielded an image which had a consensus; it was the $120 million subsidy amount that caused it to fall apart.). This is why having a literal shared illustration and an order-of-magnitude dollar

amount attached to it *before* entering into a partnership is so important.

At Development Strategies, we do not willingly let our clients leave things to chance. We want to increase Park City's likelihood of success, and that means working through hard questions and establishing priorities. This is the time to ask questions such as the following:

- Of our five to eight aspirations for the site, which are the most important? Which are the least?
- What dollar amount are we comfortable putting into the project to make sure certain priorities remain in the project?

The greater consensus Council has, as a decision-making group, on these questions, the more direction staff will have, and the less likely the approvals process will be delayed down the road. In other words, establishing priorities early saves time later.

Why Can this Project be Successful?

We cannot underscore this enough: **Park City is so close to having a successful project.** In an effort to ensure a high-quality, catalytic development at this key gateway to the city, Park City has done a great number of things right, and has many assets at its disposal. These include: site control, a variety of viable market opportunities, available economic development tools and funding, a public process that affirms community support to use these economic tools to achieve public benefits, a Council willing to dedicate focused time to work through issues, and an administration with capacity to execute a vision in partnership with the private sector.

Yet all of these assets diminish in value to a quality developer if there is not a clear message from leadership on how these pieces fit together into a successful development project—and a consensus on Council on which elements of the project are most vital

Council has expressed its desire to let the private market and developers come forward with their best ideas for the 5-acre site. Providing guide rails and a clear vision for desired development from the outset will help quality developers exercise their creativity while also meeting the City's priorities around desired site uses and economic constraints.

June 5 Council Work Session

This brings us to the Work Session on June 5. In this session, we want to focus on the small handful of key issues that can be incorporated into a future developer RFP and can provide guideposts for future phases of the pre-development and development process. It may feel like there are a slew of points that need to be ironed out, but the reality is that there are less than a dozen key points that need to be addressed.

Coming to a consensus on the overall vision and desires motivating six to ten key decision points will answer some of their associated finer details and questions, while also providing enough guidance and direction for developers to give their most creative and ideas going forward in the RFP process. These key topics/issues include:

1. Site parking preferences
2. Housing affordability
3. Commercial and outdoor space expectations
4. Kimball Art Center development parameters
5. City financial support and available tools
6. City ownership and accountability posture

To help facilitate these discussions, we are including this packet of supporting information that represents the proposed development framework that has emerged from the planning process to date, illustrating concepts that strike different levels of balance between value capture, value creation, and public benefit uses. These visuals provide a shared basis to understand and discuss key development elements to collectively make decisions.

By the end of this facilitated session, we hope to arrive at consensus on key decision points to help inform the RFP, as well as provide guideposts for negotiations in future phases of pre-development and development. While we believe consensus can be reached on these key issues during that session, we understand that there may be need for more conversation with leadership staff and consultants with a possible additional July work session to address any final elements before RFP release.

We look forward to working with you to advance what we know can be a transformational project for Park City.

Bonanza Area Plan and Feasibility Study

Feasibility Memo

June 2024

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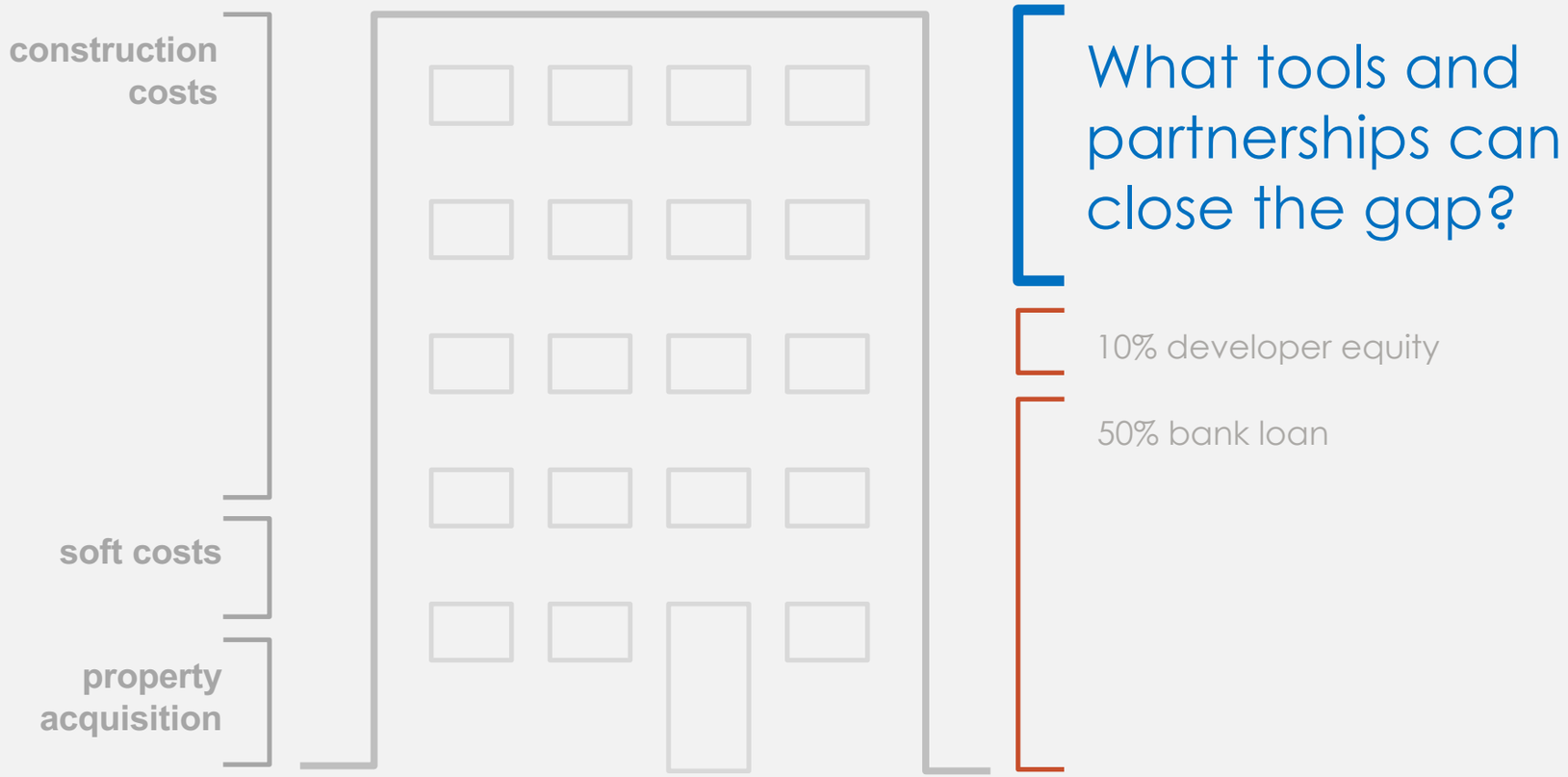
Tools and Incentives

Maximizing Community Benefits



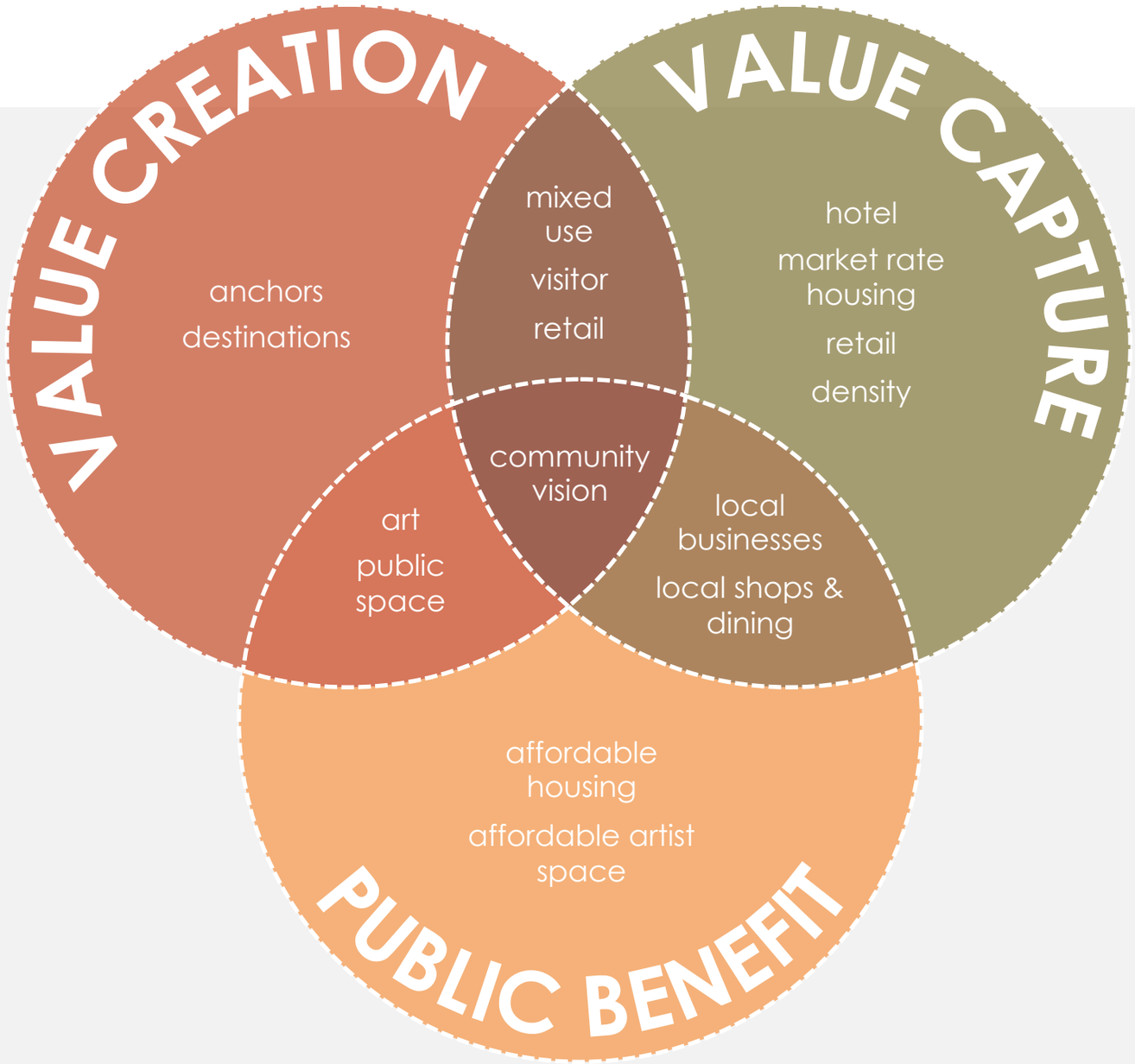
Economic Strategy

Value Capture and Value Creation

Value Creation:
Brings people in from great distances to have a unique experience (typically an anchor strategy).

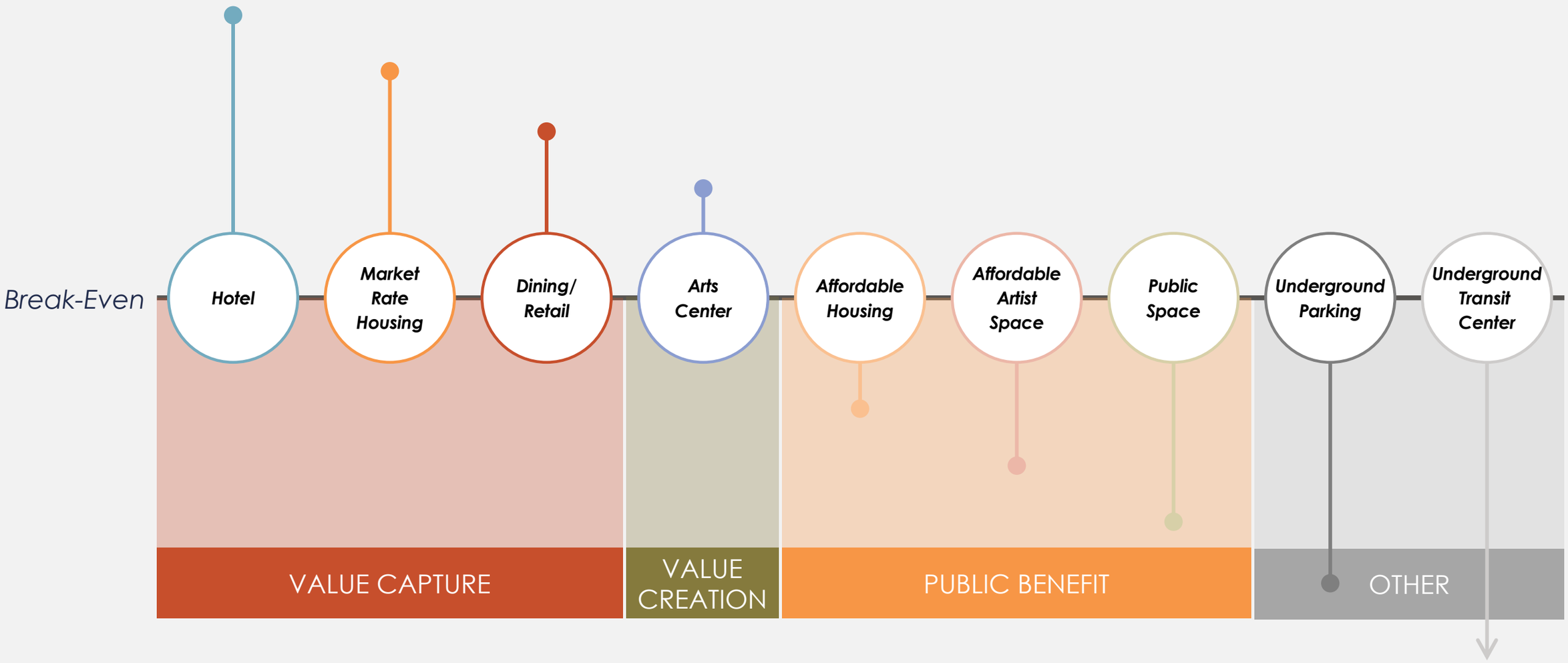
Value Capture:
Generates economic activity, typically through the sale of goods and services.

Public Benefit:
Provides community services, experiences and supports that often do not produce sufficient direct revenue to be privately financeable.



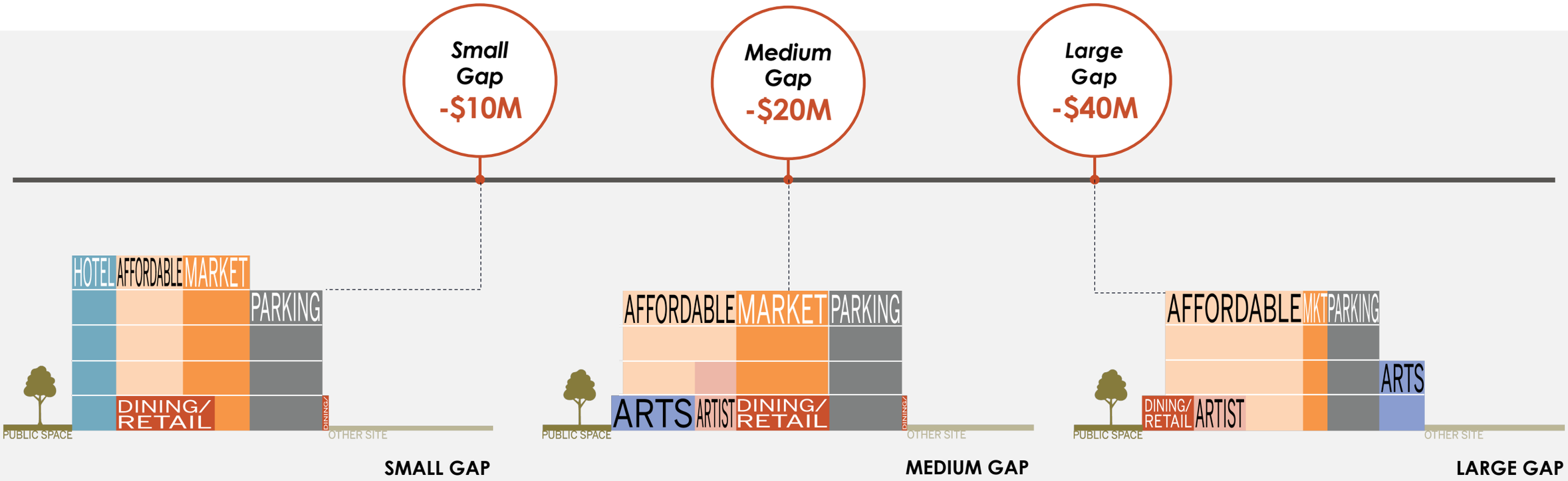
Feasibility by Use

5-Acre Site



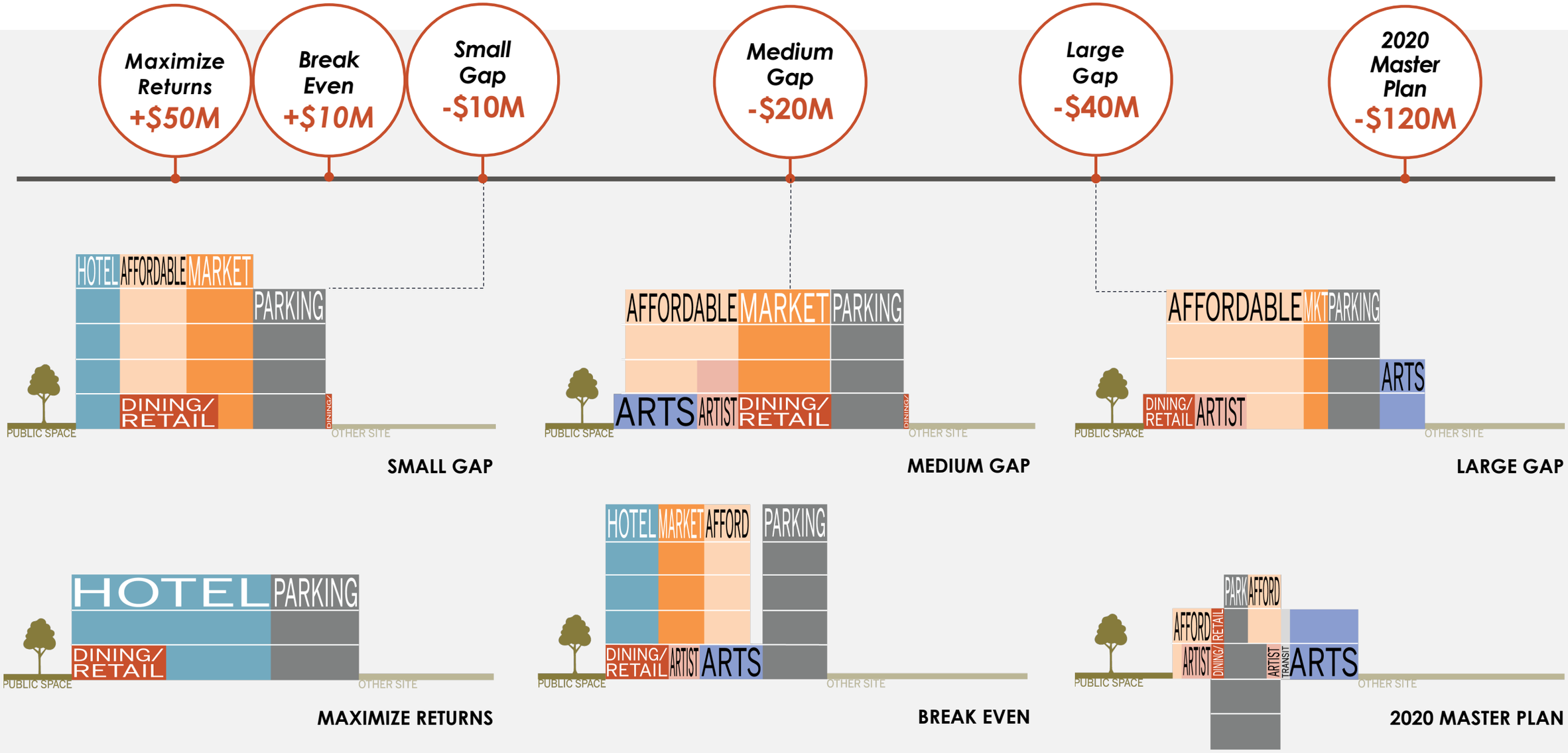
Site Feasibility – Program and Land Use

5-Acre Site



Site Feasibility – Program and Land Use

5-Acre Site



Help Us Develop a Preferred Concept

Building pad
Parking Garage
Green Space
Plaza Space

SMALL GAP

› **Uses shown:** Hotel, Market Rate Residential, **Affordable Residential**, **Local** Retail/Dining, Parking, **Public Space**

Does not meet GC/FPZ height restriction

MEDIUM GAP

› **Uses shown:** Market Rate Residential, **Affordable Residential**, **Local** Retail/Dining, **Artist Studio**, **Ground-level Art Center**, Parking, **Public Space**

LARGE GAP

› **Uses shown:** Market Rate Residential, **Affordable Residential**, **Local** Retail/Dining, **Artist Studio**, **Stand-Alone Art Center**, Parking, **Public Space**

› Uses shown in **BOLD** were strongly supported through the community engagement process

Bonanza Park District – Future Potential for Municipal Financial Role

Does Not Cancel Any Existing Capital Projects	Deploys TRT Consistent with Existing Resolutions	Does Not Utilize General Fund Resources	Engaging External Taxing Entities Is Optional

5-Acre Site Hypothetical Asset Mix and City Proceed Potential

	Asset Value and Proceed Potential	Maximize Returns (5th Story)	Small Gap	Medium Gap	Large Gap
Market Conditions & Asset Mix Goal	Gross Cost	$ 120,952,750	$ 136,605,000	$ 151,319,625	$ 124,235,250
	Gross Value	$ 130,752,901	$ 129,131,939	$ 130,630,086	$ 86,952,351
	Funding Gap	**$ 9,800,151**	**$ (7,473,061)**	**$ (20,689,539)**	**$ (37,282,899)**
Under Direct Authority of Council	TRT Cash Balance	$ 7,613,758	$ 7,613,758	$ 7,613,758	$ 7,613,758
	New TRT-Secured Bond Proceeds	$ 30,490,487	$ 30,490,487	$ 30,490,487	$ 30,490,487
	TRT 5Y Forward Free Cash	$ 7,511,751	$ 7,511,751	$ 7,511,751	$ 7,511,751
	PID Potential Proceeds*	$ 13,040,867	$ 12,879,198	$ 13,028,618	$ 8,672,344
	Total Potential Proceeds Under Direct Authority of Council	**$ 58,656,862**	**$ 58,495,193**	**$ 58,644,613**	**$ 54,288,338**
	Funding Gap w/City Subsidy	**$ 68,457,013**	**$ 51,022,132**	**$ 37,955,074**	**$ 17,005,439**
Under Authority of Council & Addtl. Taxing Entities	CRA Potential Proceeds*	$7,123,666.92	$7,035,353.82	$7,116,975.72	$4,737,329.59
	Total Potential Proceeds with Collaboration of Taxing Entities	**$65,780,529**	**$65,530,547**	**$65,761,589**	**$59,025,668**
	Funding Gap w/City Subsidy and CRA	**$75,580,680**	**$58,057,486**	**$45,072,050**	**$21,742,769**

Source: Park City Municipal Corporation. As of January 2024. *PID and CRA proceeds estimate assumes that PCMC does not take an ownership role in constructed assets in the district.

Development Feasibility

Gap Financing Approaches

Three ways to pay for a project with a gap:

Applies surplus revenue from lucrative uses in a project to pay for public benefits like public space.

Uses tools to capture sales tax or visitor tax from uses that generate economic activity.

Uses money from City's general fund (derived from taxes).

City Council Staff Report

Subject: Bonanza Flat Update
Author: Heinrich Deters & Logan Jones
Department: Trails & Open Space
Date: June 6, 2024

Recommendation

Review and consider an update of the Bonanza Flat Adaptive Management Plan from Utah Open Lands (UOL) and the Trails & Open Space Team. As an annual exercise to ensure we are providing adequate transparency and following Council policy direction, we recommend continuation of the strategies outlined in the Bonanza Flat Management Plan.

Alternatively, in response to the October 5, 2023, Council discussion, we have researched additional parking strategies and if directed, are prepared to deviate from the plan to include a seasonally implemented paid parking program at the Bloods Lake, Bonanza Flat, and Empire trailheads and enhance our Transit 2 Trails reservation system to prioritize residents.

Executive Summary

Utah Open Lands (UOL) and the Trails & Open Space team will present an annual update of the Bonanza Flat Adaptive Management Plan and address questions related to the October 5, 2023, City Council presentation regarding alternative parking management strategies for the 2024 summer season.

Background

In June 2017, Park City Municipal acquired the 1,350-acre Bonanza Flat Open Space. Over the next few years, Utah Open Lands and the City obtained grants and purchase agreements to secure an additional 200 acres of open space, bringing the total acreage to 1,550. After almost three years of planning and public processes, the Park City Council adopted the Bonanza Flat Conservation Easement and Adaptive Management Plan on January 9, 2020.

In 2019, Park City entered into a Development Agreement required by Wasatch County to construct trails and trailheads consistent with stakeholder and jurisdictional planning efforts. Trailhead improvements were funded by a Utah Office of Outdoor Recreation Grant (UORG).

In 2022, Park City and Wasatch County entered into a Law Enforcement Interlocal Agreement, which allows, amongst many other aspects, the ability of the Trails & Open Space Rangers to provide civil parking enforcement within the Bonanza Flat Conservation Area.

On November 10, 2022, UOL provided the Council with a comprehensive history of the property purchase and public planning process efforts associated with the Conservation Easement and the Management Plan.

On June 15, 2023, UOL provided an overview of the Management Plan to the City Council and received comments associated with parking management and review of the

recreational trails. Meeting minutes (page 4).

On October 5, 2023, UOL and the Trails & Open Space Team provided an update on property management actions, including:

- Alignments for the final phase of the multi-use & 'Wow connection' trails to Wasatch State Park
- Parking management, including 'Y' intersection parking ban & permit/fee system
- Management of 'Church of Dirt' due to informal use impacts. Meeting minutes (Page 7).

Analysis

At the October 5, 2023, meeting, the City Council provided direction on several aspects of the Management Plan. Below is an outline of that direction and the resulting work in preparation for implementing improvements:

- **Trails**: The City Council approved the alignment and implementation of the final phase of the multi-use and WOW connection trails. They also emphasized ensuring a safe trail crossing of Pine Canyon Road.
    - The Mountain Trails Foundation (MTF) will construct both trail alignments as approved by the Council, consistent with conditions and seasonal wildlife closures on the property.
        - Trail construction is tentatively scheduled between July and October.
    - The Trails & Open Space Team requested review and input on the Pine Canyon Crossing from the Park City Engineer, Wasatch Trails Coordinator, and the Wasatch County Public Works Director.
        - All parties met on-site in October 2023, reviewing sightlines and appropriate speed/distances in line with transportation engineering guidelines.
        - We determined a location just south of the initially proposed crossing would provide the best sightlines and along with the approved roadway signage and striping, is consistent with Manual of Uniform Traffic Control Devices (MUTCD) guidelines. Additionally, the signage and striping are consistent with other trail crossings along the corridor.
        - The Trails & Open Space Team recommends additional trail signage to indicate a roadway crossing and a natural 'chicane' to provide additional notice for users.
        - Signage for the crossing has been ordered and funded by PCMC, and Wasatch County has offered to install it once the road reopens.

- **Church of Dirt**: Removal of the 'Church of Dirt' was implemented due to overuse, sustainability, and safety concerns.

- **Parking Congestion Management**: On October 5th, the Council expressed interest in exploring options to address parking congestion and prioritized access and requested we return with more information. Paid parking and permit options, with a specific focus on Park City residents, were highlighted.
    - The Management Plan provides indicators and resource-based monitoring protocols to provide triggers for adaptive management strategies for conservation purpose protection. UOL completed annual and seasonal monitoring of the property and resources, compiling the information into

reports. According to the latest monitoring trajectory, all resources are currently balanced.
    - UOL has determined that the trailhead parking allocation remains within parameters deemed acceptable to resource protection based on initial use parameters researched and compiled in 2017 and continuation of the existing Management Plan is prudent. At issue is the increasing social concern regarding residential priority and use, and any additional strategies should be viewed from that perspective.
    - It should be restated that the primary goal of strategies aiming to reduce congestion, is to minimize the number of vehicle trips, which can be accomplished through paid parking, enforcement, transit to trails, and carpool incentives.

In response, UOL and the Trails & Open Space Team reviewed several peer projects and strategies, analyzing the pros and cons of implementation for summer 2024, which will be presented to the City Council on June 6th.

Parking Solution Considerations
As noted above, UOL has not found evidence that current recreational access has created an imbalance of the stated conservation values. Should the Council desire an updated parking strategy, UOL and the Trails & Open Space Team recommend a paid parking pilot program and continuing the Transit 2 Trails program.

Paid Parking Kiosks placed at Bloods Lake, Bonanza Flat, and Empire Trailhead: To maintain consistency with neighboring jurisdictions' trailhead parking and to avoid being the sole area offering free parking, exploration of a paid parking system is interesting. It may discourage short-term parking at the trailheads, which, based on data collected in 2023, appears to be the most common detriment to available trailhead parking (Page 4 of staff report). We would monitor the results to assess effectiveness.

- Enforcement of paid parking may be limited as existing staffing in the Trails & Open Space Rangers is at capacity.
- $10 flat fee parking, which is consistent with parking fees at Wasatch Mountain State Park
    - Possibility to identify non-peak times for free parking
- Implementation timeline
    - Parking kiosks could be placed at the trailheads by July 15, 2024 (earliest)
    - Outreach and education information would need to be disseminated.

Enhanced Considerations: Should the Council desire enhanced levels of enforcement or programs that would prioritize residents we could conduct the following:

- Provide a free residential rate via registration of a license plate number or parking code.
    - This option does not affirmatively reduce the number of vehicle trips and would require significant resources to implement on the backend, either through contract services or within the Parking Department.
    - The number of residents far exceeds the number of trailhead spaces, possibly creating unreal expectations for preferred resident access.
- Increased enforcement of trailhead paid parking above current resources.
    - This could be additional patrols or a manned kiosk as noted in some of the peer reviews. Labor and equipment costs are estimated to be around $400 per day.

Transit 2 Trails (T2T) Reservation System Pilot Program: The current T2T program provides free shuttle service to Bonanza Flat, which ultimately reduces the number of vehicle trips and prioritizes residents.

Enhanced Consideration: Should the Council desire an enhanced T2T program, we could expend additional resources and increase daily and weekly service from the current four-day program at a cost of approximately $700 per day.

Funding

Additional funding would only be required if the council chooses to implement an enhanced paid parking pilot or T2T program.