



**NOTICE OF A MEETING OF THE
CITY OF HOLLADAY CITY COUNCIL
THURSDAY, MARCH 5, 2026**

- 5:00 p.m. Council Dinner** – *Council members will be eating dinner. No city business will be discussed.*
- 5:30 p.m. Briefing Session** - *The Council will review and discuss the agenda items; NO decisions will be made*

PUBLIC NOTICE IS HEREBY GIVEN that the Holladay City Council will hold a Council meeting on **Thursday, March 5, 2026 at 6:00 pm**. Members of the Council may participate by electronic means if needed. The Council Chambers shall serve as the anchor location.

** Agenda items may be moved in order, sequence and time to meet the needs of the Council*

All documents available to the City Council are accessible on the City’s website or in this agenda. Interested parties are encouraged to watch the **live video stream** of the meeting - [agendas/https://holladayut.gov/government/agendas_and_minutes.php](https://holladayut.gov/government/agendas_and_minutes.php)

To provide a public comment or make a comment during any public hearing, may do so in the following ways:

1. **In-person attendance:** at Holladay City Hall
2. **Email** your comments by 5:00 pm on the date of the meeting to scarlson@holladayut.gov

AGENDA

- I. **Welcome** – *Mayor Fotheringham*
- II. **Pledge of Allegiance** – *Maren Erickson*
- III. **Public Comments**
Any person wishing to comment on any item not otherwise on the agenda may provide their comment via email to the Council before 5:00 p.m. on the day of the meeting to scarlson@holladayut.gov with the subject line: Public Comment. Comments are subject to the Public Comment Policy set forth below
- IV. **Public Hearing on Proposed 2025-2026 Budget Amendments**
- V. **Consideration of Resolution 2026-07 Adopting the 2026 Salt Lake County Hazard Mitigation Plan**
- VI. **Consideration of Resolution 2026 –08 Approving an Interlocal Agreement with Salt Lake County for the Use of the Holladay Skate Park**
- VII. **Consent Agenda**
a. Approval of Minutes – Jan 9 & , Feb. 5, 2026

- VIII. **City Manager Report** – Gina Chamness
- IX. **Council Report & District Issues**
- X. **Recess City Council in a Work Meeting:**
- a. **NIMS Training** - Allison
 - b. **Continued Business License Fee Study Discussion** – Fred Philpot
 - c. **Highland Dr Update** - Jared
 - d. **Discussion on Fee Schedule for Sports Field** - Holly
 - e. **Proposed Software RFP Update** - Holly
 - f. **Calendar**
Council Meetings –March 19, April 16 – April 23 or 30??
Tiny Art Show – March 6-12
Speaker Series – March 16
- XI. **Closed Session For the Purpose(s) Described in U.C.A. 52-4-204 and 205**
- XII. **Adjourn**

Public Comment Policy & Procedure: During each regular Council Meeting there will be a Public Comment Time. The purpose of the Public Comment Time is to allow citizen's access to the Council. Citizens requesting to address the Council will be asked to complete a written request form and present it to the City Recorder. In general, the Chairman will allow an individual three minutes to address the Council. A spokesman, recognized as representing a group in attendance, may be allowed up to five minutes. Comments which cannot be made within these time limits should be submitted in writing to the City Recorder prior to noon the day before the meeting so they can be copied and distributed to the Council. At the conclusion of the Citizen Comment time, the Chairman may direct staff to assist the citizen on the issue presented; direct the citizen to the proper administrative department(s); or take no action. This policy also applies to all Public Hearings.

CERTIFICATE OF POSTING

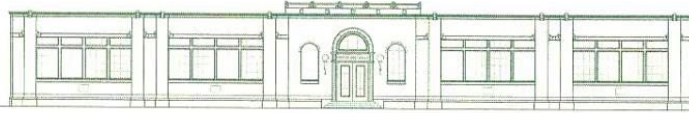
I certify that the above agenda notice was posted at Holladay City Hall, the City website www.holladayut.gov, the Utah Public Notice website www.utah.gov/pmn, and the Holladay Library.

DATE POSTED: Monday, March 2, 2026 at 11:00 am

Stephanie N. Carlson, MMC, City Recorder
City of Holladay

Reasonable accommodation for individuals with disabilities or those needing language interpretation services can be provided upon request. For assistance, please call the City Recorder's office at 272-9450 at least three days in advance. TTY/TDD number is (801)270-2425 or call Relay Utah at #7-1-1

City of Holladay Proposed Budget Amendment					
General Ledger Account Description	FY26 Original Budget	Proposed Change	FY26 Proposed Amended Budget	Description	
General Fund					
Revenues					
Appropriated Fund Balance	-	226,252	226,252	Increase use of fund balance	
TOTAL RECOMMENDED REVENUE BUDGET					
ADJUSTMENTS - GENERAL FUND	\$ -	\$ 226,252	\$ 226,252		
Expenditures					
Salaries & Wages	-	65,500	65,500	City Prosecutor & Paralegals	
Employee Benefits	-	29,399	29,399	City Prosecutor & Paralegals	
Training	-	1,200	1,200	City Prosecutor & Paralegals	
Software	-	5,000	5,000	City Prosecutor & Paralegals software	
Prosecuting Attorney	225,000	(30,000)	195,000	Reduction in contracted prosecuting services	
Christmas Decorations	10,000	50,000	60,000	Village Lighting	
Transfer to CP	1,385,155	(50,000)	1,335,155	Reduced transfer to CP for Lighting	
Building Inspection Contract	50,000	40,000	90,000	Third party inspection services	
Transfer to LBA	-	201,150	201,150	Debt sevice payment	
Increase in Fund Balance	85,997	(85,997)	-	Decrease contribution to fund balance	
TOTAL RECOMMENDED EXPENDITURE BUDGET					
ADJUSTMENTS - GENERAL FUND	\$ 1,756,152	\$ 226,252	\$ 1,982,404		
Arts Fund					
Revenues					
Ticket Sales	25,000	15,000	40,000	Community Theatre Ticket Sales	
Individual Donations Arts Council	2,000	40,000	42,000	Individual donation for Community Theater	
TOTAL RECOMMENDED REVENUE BUDGET					
ADJUSTMENTS - ARTS FUND	\$ 27,000	\$ 55,000	\$ 82,000		
Expenses					
Salaries & Wages	64,919	8,250	73,169	Adjustment for seasonals salaries Concert Producer and Event Coordinator	
Employee Benefits	38,551	750	39,301	Adjustment for seasonals salaries Concert Producer and Event Coordinator	
Adm - Musical Licensing	3,100	8,000	11,100	Community theater event	
Program - Supplies	1,150	15,000	16,150	Community theater event	
Advertising / Public Relations	10,650	1,500	12,150	Community theater event	
Concessions / Refreshments	900	500	1,400	Community theater event	
Individual Artist Payments	15,300	10,500	25,800	Community theater event	
Facility Rental	15,000	1,500	16,500	Community theater event	
Volunteer Appreciation	1,750	1,000	2,750	Community theater event	
Professional Services	15,800	4,000	19,800	Community theater event	
Contribution to Fund Balance	-	4,000	-	Contribution to fund balance	
TOTAL RECOMMENDED EXPENSE BUDGET					
ADJUSTMENTS - ARTS FUND	\$ 167,120	\$ 55,000	\$ 218,120		
Grants Fund					
Revenues					
Energy Efficiency Grant	143,927	(43,927)	100,000	Correction to energy efficiency grant City match	
Transfer from Capital Projects	-	43,927	43,927	Correction to energy efficiency grant City match	
TOTAL RECOMMENDED REVENUE BUDGET					
ADJUSTMENTS - GRANTS FUND	\$ 143,927	\$ -	\$ 143,927		
Capital Projects Fund					
Revenues					
Approp Fund Balance	7,466,496	43,927	7,510,423	Energy effeciency grant match	
Transfer from General Fund	1,385,155	(50,000)	1,335,155	Village Lighting	
TOTAL RECOMMENDED REVENUE BUDGET					
ADJUSTMENTS - CAPITAL PROJECTS FUND	\$ 8,851,651	\$ (6,073)	\$ 8,845,578		
Expenditures					
Lighting upgrades Village	100,000	(50,000)	50,000	Village Lighting	
Transfer to Grants Fund	-	43,927	43,927	Energy effeciency grant match	
TOTAL RECOMMENDED EXPENDITURE BUDGET					
ADJUSTMENTS - CAPITAL PROJECTS FUND	\$ 100,000	\$ (6,073)	\$ 93,927		



City of Holladay

COUNCIL STAFF REPORT

MEETING DATE: March 5, 2026

SUBJECT: Resolution to Re-Adopt the Revised 2025 Salt Lake County Hazard Mitigation Plan

SUBMITTED BY: Allison Jester, Emergency Management Coordinator

ACTION: Adopt the finalized Updated Salt Lake County Hazard Mitigation Plan and City of Holladay Jurisdictional Annex

WHAT IS THE HAZARD MITIGATION PLAN:

The Hazard Mitigation Plan (HMP) is a comprehensive document that outlines our long-term strategy to reduce damages and losses in a disaster. It identifies potential natural disasters, their risks, our vulnerabilities and capabilities, and outlines future actions we plan to take to minimize their impact on our city.

WHY WE NEED TO PASS ANOTHER RESOLUTION TO ADOPT:

In June 2025, a resolution was passed to adopt the 2025 Salt Lake County Hazard Mitigation Plan and City of Holladay Jurisdictional Annex. Since that time, the plan was sent for approval at the state and federal level, and a few specific changes were made. Due to a mis-understanding in the required language in the previous June 2025 resolution, a new resolution needs to be passed to adopt the revised plan.

The Hazard Mitigation Plan is required under the Robert T. Stafford Disaster Relief and Emergency Assistance Act for local jurisdictions to be eligible for certain types of non-emergency disaster assistance and hazard mitigation funding, including the Community Project Fund bill that Senator Curtis is advocating for on behalf of Holladay.

WHAT CHANGED?

During the State and Federal review, a few City of Holladay action items were found to be extraneous or not strictly related to mitigation. Additional revisions were made to increase clarity. The changes are as follows:

1. **Avalanche Hazard and Mitigation Removal (pg 48)**

During the planning process, a list of risks for the entire valley was identified and mitigation measures were included for all hazards. Mitigation measures for avalanches were removed because there is no measurable avalanche risk within Holladay.

2. **Extreme Cold Mitigation Action Revision (pg 50)**

The original action was more of a response measure. It was revised to align with mitigation goals and now reads: "Hold a community preparedness workshop to educate residents on steps to promote personal safety in winter weather. Provide additional educational materials on social media and website." Cold weather education continues in the Journal and on social media as appropriate.

- **Lead Agency Clarification (pg 48 – 51)**
All mitigation measures now clearly identify a single lead agency, even when coordination with other agencies is required.
- **Integration Mitigation Plan (pg 30 – 31)**
The annex was updated to show how future mitigation efforts and plans align.

ATTACHMENTS:

City of Holladay Jurisdictional Annex to Salt Lake County Hazard Mitigation Plan – selected pages.

1. Avalanche Hazard Mitigation Removal – Page 25
2. Extreme Cold Revision & Lead Agency Clarification found in Mitigation Action Plan Table – Pages 44-47.
3. Integration of Mitigation Plan – Pages 30-31

FULL PLANS:

The complete *SLCo Multi-Jurisdictional Hazard Mitigation Plan Vol I* and *City of Holladay Jurisdictional Annex* will be provided in the Teams folder for reference.

CITY OF HOLLADAY

RESOLUTION NO. 2026-07

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HOLLADAY ADOPTING THE 2026 SALT LAKE COUNTY HAZARD MITIGATION PLAN

WHEREAS, the City of Holladay recognizes the threat that natural hazards pose to people and property within the City of Holladay; and

WHEREAS, the City of Holladay has participated in the creation of a multi-hazard mitigation plan, hereby known as the 2026 Salt Lake County Hazard Mitigation Plan in accordance with the Disaster Mitigation Act of 2000; and

WHEREAS, the 2026 Salt Lake County Hazard Mitigation Plan identifies mitigation goals and actions to reduce or eliminate long-term risk to people and property in (local community) from the impacts of future hazards and disasters; and

WHEREAS, adoption by the City of Holladay demonstrates their commitment to hazard mitigation and achieving the goals outlined in the 2026 Salt Lake County Hazard Mitigation Plan;

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

Section 1. Adoption. For the protection of public health, safety and welfare, the City of Holladay adopts the 2026 Salt Lake County Hazard Mitigation Plan.

Section 2. Severability. If any section, part or provision of this Resolution is held invalid or unenforceable, such invalidity or unenforceability shall not affect any other portion of this Resolution, and all sections, parts and provisions of this Resolution shall be severable.

Section 3. Effective Date. This Resolution shall become effective immediately upon its approval by the City Council.

PASSED AND APPROVED this ___ day of March, 2026.

HOLLADAY CITY COUNCIL

By: _____
Paul Fotheringham, Mayor

Hazard	Vulnerable Asset	Description of Vulnerability and Impacts
	Community Activities	4th of July, Blue Moon, marathons (private).

Hazards Not Profiled

The avalanche hazard has been omitted from further discussion of hazard impacts and from mitigation actions. As noted in the hazard description in Volume 1, avalanches most frequently occur in the Wasatch and Oquirrh Mountains in Salt Lake County. Terrain and snow accumulation conditions in and near the city are not conducive to avalanches, and no structures are considered at risk. No previous occurrences of avalanches have impacted Holladay.

Jurisdiction-Specific Changes in Vulnerability

Hazard events can impact communities, infrastructures, and ecosystems. The severity of these impacts can be influenced by climate change, population patterns, and land use developments. Understanding these factors is crucial for the city of Holladay to develop a resilient community and minimize the impacts of hazards. Table 12 displays the unique changes within the community and the related effects of each hazard on the city of Holladay.

Additional Public Involvement

The city of Holladay provides several opportunities for public participation. Figure 1 displays examples of outreach sharing the public survey. An announcement about the mitigation plan update and link to the survey was also included in the City Journal mailer sent to city residents.

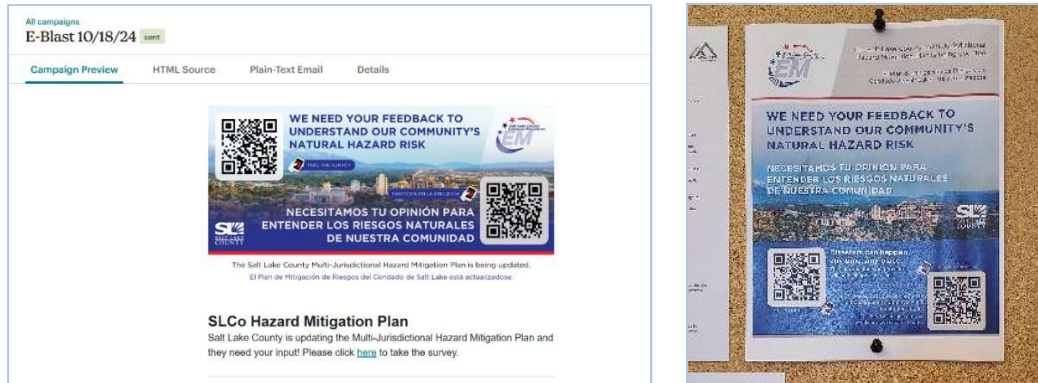


Figure 1: Email Blast Newsletter (left) and Flyer for the City of Holladay (right)

Plan Integration

Incorporating the underlying principles of the Hazard Mitigation Plan and its recommendations into other plans is a highly effective and low-cost way to expand their influence. All plan participants will use existing methods and programs to implement hazard mitigation actions where possible. As previously stated, mitigation is most successful when it is incorporated into the day-to-day functions and priorities of government and public service. This plan builds on the momentum developed through previous and related planning efforts and mitigation programs, and it recommends implementing actions where possible through these other program mechanisms. These existing mechanisms include the following:

- Regularity Capabilities
- Administrative Capabilities
- Fiscal Capabilities

Respective planning stakeholders will conduct implementation and incorporation into existing planning mechanisms and will be done through the routine actions of:

- Monitoring other planning/program agendas
- Attending other planning/program meetings
- Participating in other planning processes; and
- Monitoring community budget meetings for other community program opportunities.

The successful implementation of this plan will require constant and vigilant review of existing plans and programs for coordination and multi-objective opportunities that promote a safe, sustainable community. Regular efforts should be made to monitor the progress of mitigation actions implemented through other

planning mechanisms. Where appropriate, priority actions should be incorporated into planning updates. Table 9 lists existing planning mechanisms in which the Hazard Mitigation Plan has been integrated.

Table 9: Previous Plan Integration by the City of Holladay

Plan		Description
None		N/A

Table 10: Future Plan Integration Opportunities for the City of Holladay

Plan	Description
General Plan	The city is currently working to update its General Plan.
Community Wildfire Protection Plan (CWPP)	The CWPP will be updated in 2026. The updated Mitigation Plan and associated mitigation actions will be referenced to inform current and future goals, capabilities, and gaps.
Evacuation Plan	An evacuation plan and map are under development. Hazard profiles and areas of concern from the Mitigation Plan will help inform areas of high risk in the evacuation plan.

Capability Assessment

Local mitigation capabilities are existing authorities, policies, programs, and resources that reduce hazard impacts or could help carry out hazard mitigation activities.

Planning and Regulatory Capabilities

Planning and regulatory capabilities are the plans, policies, codes, and ordinances that prevent and reduce the impacts of hazards.

Table 13: Assessment of the Planning Capabilities of the City of Holladay

Plan	Does it address hazards? (Y/N)	How can it be used to implement mitigation actions?	When was the last update? When is the next update?
General Plan	Y	Help identify current and future gaps in capabilities	2016. Next update 2025–2026
Capital Improvement Plan	Y	Identifies projects where mitigation actions can be implemented.	2024
Climate Change Adaptation Plan	Y	Accounts for natural constraints and hazards when considering city planning, growth, and goals.	2016. Next update 2025–2026
Community Wildfire Protection Plan	Y	Informs area of concern for wildfire and identifies gaps specific to Wildland–Urban Interface areas.	2021, Next update 2025
Economic Development Plan	N	Unknown	2016. Next update 2025–2026

Table 22: 2025 Mitigation Action Plan for the City of Holladay⁵

#	Action	Hazard(s)	Lead Agency	Potential Partners	Benefits (Losses Avoided)	Cost Estimate	Funding Source(s)	Timeframe	Priority	Comments
1	Include parking offsets on the north and south sides of City Hall as part of the retrofit to prevent parking near the building.	Civil Disturbance	City of Holladay Emergency Management		Ensure safety for city staff and elected officials. Ensure continuity of government.	Medium	Federal earmark funding, City general fund	Medium term	High	New element being explored for the building upgrade and retrofit.
2	Gather pertinent information on dams up Big Cottonwood Canyon, including inundation mapping, timing, water levels, and EAPs from partners.	Dam Failure	City of Holladay Emergency Management	Salt Lake City, SLCo, UDNR	Provide information for future planning and mitigation.	Low	City general fund	Short term	High	Need more information to plan for possibilities in our jurisdiction. The city does not own or operate these dams.
3	Develop a five-year water conservation plan and include it in the General Plan update.	Drought	City of Holladay Emergency Management		Plan for long-term environmental impacts.	Low	City general fund	Medium term	Medium	
4	Produce a drought map to inform residents of the drought status.	Drought	City of Holladay CED Department	City of Holladay GIS	Educate residents to conserve water resources.	Low	City general fund	Short term	Low	
5	Update and retrofit City Hall to account for life safety in an earthquake and increase security for city staff and the Police Department.	Civil Disturbance Earthquake	City of Holladay Emergency Management		Ensure the safety of city staff and elected officials and ensure continuity of government.	High	Federal earmark funding, BRIC, PDM, City general fund	Medium term	High	This is an ongoing project—the city has been working to secure funding for several years. Plans are currently underway. Construction is slated to begin in 2026.
6	Build a dedicated Emergency Communications Center (ECC) with power and communications redundancy.	Earthquake, Tornado, Extreme Weather, Hazardous Materials Incident, Wildfire	City of Holladay Emergency Management		Coordinate efficient and effective responses to reduce loss of life and property.	Medium	City general fund, EOC grant program	Medium term	High	Currently we do not have a dedicated space for an ECC, which means setting it up during an incident. Post building update, there will be a dedicated space.
7	Create a handout to include in permit packets about buildings with unreinforced masonry (URM) regarding risks and low-cost retrofits, such as strapping water tanks and flexible pipes.	Earthquake	City of Holladay CED Department		Educate residents about URMs to reduce loss of life and property damage.	Low	City general fund	Short term	Medium	Large areas of Holladay are made up of URMs. Small and large retrofit projects can protect residents in an earthquake – many are not aware of the risks.
8	Participate in Code Blue and provide information and links to Salt Lake County warming centers and resources.	Extreme Cold	City of Holladay Emergency Management	SLCo EM	Educate the public on actions they can take during extreme cold events.	Low	City general fund	Short term	Low	
9	Gather information and begin comprehensive mapping of the tree canopy (Cottonwoods), compare every five years to determine its status.	Extreme Heat	City of Holladay CED Department		Provide information for future planning and mitigation. Share information on social media, website, or Holladay Journal annually to inform residents of methods to reduce their risk of health	Low	City general fund	Medium term	Medium	Tree canopy is a delicate balance between water conservation and conservation to reduce heat effect. More data is needed to make informed decisions.

⁵ BRIC = Building Resilient Infrastructure and Communities, CED = Community and Economic Development, CERT = Community Emergency Response Team, CWPP = Community Wildfire Protection Plan, EAP = Emergency Action Plan, ECC = Emergency Communications Center, EM = Emergency Management, EOC = Emergency Operations Center, FMA = Flood Mitigation Assistance, HMGP = Hazard Mitigation Grant Program, NFIP = National Flood Insurance Program, NWS = National Weather Service, PDM = Pre-Disaster Mitigation, SIAC = Statewide Information and Analysis Center, SLCo = Salt Lake County, SLCo EM = Salt Lake County Emergency Management, UDNR = Utah Department of Natural Resources, UFA = Unified Fire Authority, UGS = Utah Geological Survey, UPD = Unified Police Department, URM = Unreinforced Masonry, USFS = United States Forest Service, WUI = Wildland-Urban Interface.

#	Action	Hazard(s)	Lead Agency	Potential Partners	Benefits (Losses Avoided)	Cost Estimate	Funding Source(s)	Timeframe	Priority	Comments
					impacts or damage to homes from extreme cold. Share					
10	Communicate heat warning information and appropriate responses to residents through social media, newsletters, and other outgoing information. (e.g., encourage staying indoors, provide symptom reminders).	Extreme Heat	City of Holladay Emergency Management	The City Journal	Provide education to residents and vulnerable populations.	Low	City general fund	Short term	Low	
11	Continue to comply with all requirements of the NFIP.	Flooding	City of Holladay CED Department		Prevent property damage and loss of life.	Low	City general fund	Short term	Medium	
12	Identify risks of earthquake and canal flooding throughout the jurisdiction.	Flooding, Earthquake	City of Holladay CED Department		Provide information for future planning and mitigation.	Low	City general fund, FMA if flood risk reducing projects identified.	Long term	Low	The city has many canals that follow along fault lines, which could present flooding issues after an earthquake. More information is needed to mitigate risks in the future.
13	Train personnel on emergency plans and establish notification procedures for emergency personnel and city officials.	Hazardous Materials Incident	City of Holladay Emergency Management	UFA, UPD, Salt Lake County	Coordinate efficient and effective responses to reduce loss of life and property.	Low	City general fund	Short term	High	A recent HAZMAT incident in the city highlighted the need to establish clear procedures and training for incident notification.
14	Evaluate undeveloped properties for possible acquisition in areas of high risk (mostly along Wasatch Blvd.).	Landslide/Slope Failure	City of Holladay CED Department	UGS	Prevent development in potentially dangerous areas.	High	City general fund	Long term	Medium	
15	Provide the public with information about radon risk, mitigation, and funding programs on the city website and at events.	Radon	City of Holladay CED Department,		Educate residents and vulnerable populations about radon risks and mitigation strategies. Use Happy Healthy Holladay program to share information.	Low	City general fund	Short term, ongoing	Medium	
16	Promote regular tree trimming and the "Right Tree in the Right Place" program to residents. Educate the public on old trees and the risks associated with pine trees.	Severe Weather – High Wind, Tornado	City of Holladay CED Department		Educate residents about tree maintenance and the risks associated with pine trees.	Low	City general fund	Short term, ongoing	Low	There are numerous old trees in the area, and specific issues with aging pines.
17	Partner with NWS to address lightning and severe weather during outdoor city-sponsored events.	Severe Weather – Heavy Rain, High Wind Tornado, Lightning	City of Holladay Emergency Management	National Weather Service	Plan and coordinate efficient and effective responses to reduce loss of life and property.	Low	City general fund	Short term	High	
18	Continue to educate residents on appropriate stormwater practices to keep gutters and canals clear of debris.	Severe Weather – Heavy Rain, High Wind, Lightning	City of Holladay Public Services Department		Provide education to residents on stormwater practices to prevent blockages and reduce flooding risks.	Low	City general fund	Short term, ongoing	Low	
19	Create a plan to support assisted living facilities and areas of high vulnerability during severe winter weather events.	Severe Winter Weather – Heavy Snow, Blizzard	City of Holladay Emergency Management	Private partners, Health Care Coalition	Enhance future planning and response.	Low	City general fund	Short term	Low	

#	Action	Hazard(s)	Lead Agency	Potential Partners	Benefits (Losses Avoided)	Cost Estimate	Funding Source(s)	Timeframe	Priority	Comments
20	Hold a community preparedness workshop to educate residents on steps to promote personal safety in winter weather. Provide additional educational materials on social media and website.	Extreme Cold, Severe Winter Weather – Heavy Snow, Blizzard	City of Holladay Emergency Management	Be Ready Utah	Educate residents to reduce risks, injuries, or property damage from hazards. Provide handouts and educational information on home weatherization, warming centers, and tree trimming prior to an extreme cold or severe winter weather event. Workshops could be held annually or bi-annually. Additional education on winter weather mitigation can be provided annually on city's emergency preparedness "Monthly Messages" website, and via the Holladay Journal newsletter.	Low	City general fund	Short term	Low	
21	Participate in monitoring threats from the SIAC.	Terrorism (including Cyberattacks)	City of Holladay Emergency Management	SLCo EM, UPD	Coordinate efficient and effective responses to reduce loss of life and property.	Low	City general fund	Short term, Ongoing	Low	
22	Work with partner agencies to update the CWPP.	Wildfire	City of Holladay Emergency Management	UFA	Identify areas of higher wildfire risk and potential actions to reduce risk through planning and coordination.	Low	City general fund	Short term	Low	
23	Distribute defensible space information for any redevelopment in the Cottonwoods and WUI areas.	Wildfire	City of Holladay CED Department	Unified Fire Authority, Forest Service	Provide education and resources to residents.	Low	City general fund	Short term	Low	
24	Create an evacuation zone plan and annex.	Wildfire, Hazardous Materials Incident	City of Holladay Emergency Management	Unified Fire Authority, Unified Police Department, Salt Lake County Emergency Management	Improve the safety of residents by identifying potential problems and facilitating smoother evacuation through planning and coordination.	Low	City general fund	Short term	Medium	
25	Map hydrant locations and areas of low water pressure for internal purposes.	Wildfire	City of Holladay CED Department	UFA, Salt Lake City, water agencies	Enhance the safety of residents and ensure the ability to protect structures through planning and coordination.	Low	City general fund	Short term	Medium	
26	Increase adult influenza vaccination rates to the Healthy Salt Lake target rate. Currently the rate is 70%.	Epidemic/Pandemic	SLCo Public Health	City of Holladay Emergency Management	Improve community immunity to influenza, reducing illness and potential death in Holladay.	Low	City general fund	Short term	Medium	
27	Develop an outreach program to encourage residents to strengthen structures that are built of unreinforced masonry.	Earthquake	City of Holladay Emergency Management	UFA	Reduce damage to unreinforced masonry structures during earthquakes.	Low	City general fund	Short term	Low	
28	Continue to encourage water conservation using Jordan Valley Water Conservation outreach material and information from Salt Lake City Department of Public Utilities and the State of Utah's "Slow the Flow" program.	Drought	City of Holladay Emergency Management	Jordan Valley Water Conservation District, SLCo Public Utilities	Reduce water usage per household, increasing the amount of water available to the city during droughts.	Low	City general fund	Short term	Medium	
29	Assess current communications and interoperable emergency/ warning systems.	Earthquake	City of Holladay Emergency Management	SLCo EM, UFA	Improve communication and coordination among emergency response agencies during a disaster.	Low	City general fund	Short term	Medium	

#	Action	Hazard(s)	Lead Agency	Potential Partners	Benefits (Losses Avoided)	Cost Estimate	Funding Source(s)	Timeframe	Priority	Comments
30	Provide personal, CERT, and amateur radio training for the citizens of the city.	Earthquake	City of Holladay Emergency Management	SLCo EM, UFA	Enable the city to tap into citizen CERT members to support disaster response and recovery.	Low	City general fund	Short term	Medium	
31	Continue participating in the National Flood Insurance Program.	Flooding	City of Holladay Emergency Management	SLCo EM	Reduce losses from flooding through enhanced flood ordinances, building codes, and flood insurance.	Low	City general fund	Short term	High	
32	Develop protocol for working with State and Federal agencies in developing impact of post fire debris flow hazard.	Landslide	City of Holladay Emergency Management	Utah Emergency Management, FEMA	Improve efficiency in coordination to provide support for those impacted by post-fire debris flow.	Low	City general fund	Short term	Medium	
33	Create outreach materials on actions to take when severe weather strikes and include this information in citywide newspapers and phone books targeted at the 55+ age group, developed by County Aging Services.	Severe weather	City of Holladay Emergency Management	SLCo Aging Services	Ensure that the aging population knows how to remain safe during severe weather by targeting media they utilize.	Low	City general fund	Short term	Medium	
34	Facilitate public awareness through "Fire Wise" programs.	Wildland Fire	City of Holladay Emergency Management	UFA, CED	Encourage local governments to work with residents to prepare for wildfire and mitigate potential damage.	Low	City general fund	Short term	High	
35	Create defensible space.	Wildland Fire	City of Holladay Emergency Management	UFA, CED	Reduce the intensity and chances of catastrophic wildland fire.	Medium	Paid for by those developing homes	Medium term	High	
36	Continue to support and take part in annual Utah Shakeout exercises to promote earthquake awareness.	Earthquake	City of Holladay Emergency Management	Utah Division of Emergency Management	Prepare citizens to protect themselves during a disaster.	Low	City general fund	Short term	Medium	
37	Continue to enforce building codes and develop new codes and zoning ordinances as needed or when state codes are updated.	Earthquake, Flooding	City of Holladay Emergency Management	SLCo Emergency Management	Reduce the likelihood of buildings to sustain damage during an earthquake.	Low	City general fund	Short term	High	
38	Continue to execute training and exercise programs.	Earthquake, Wildfire, Severe Weather	City of Holladay Emergency Management	SLCo Emergency Management	Improve communication and coordination between emergency response partners.	Low	City general fund	Short term	Medium	
39	Educate residents and businesses through public information and events.	Earthquake	City of Holladay Emergency Management	SLCo Emergency Management	Support citizens through providing emergency preparedness outreach in the form of journal articles, social media, community courses, and other events.	Low	City general fund	Short term	Low	
40	Collaborate with partners to rehabilitate Lake Mary-Phoebe dam structure. Address spillway capacity and seepage control measures.	Dam Failure	Salt Lake City Corporation	SLCo EM, Holladay EM, Utah Division of Water Rights Dam Safety, Salt Lake City Public Utilities	Reinforce the dam structure, including addressing spalling and deterioration as indicated in dam inspection reports to reduce the risk of failure.	High	Salt Lake City General Fund, SLCo General Fund, HHPD Grant, HMGP, Utah Bureau of Water Resources revolving fund	Short term	High	

CITY OF HOLLADAY

RESOLUTION NO. 2026-

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HOLLADAY APPROVING THE INTERLOCAL AGREEMENT WITH SALT LAKE COUNTY FOR USE OF THE HOLLADAY SKATE PARK.

WHEREAS, the City Council of the City of Holladay has reviewed a proposal from Salt Lake County for the use of the Holladay Skate Park for structured recreation programs; and

WHEREAS, the City Council of the City of Holladay desires to enter into the interlocal agreement with Salt Lake County to provide for the recreational opportunities for residents of the County and residents of the City of Holladay;

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

Section 1. Approval. That certain Interlocal Agreement between Salt Lake County and the City of Holladay is hereby approved. The Mayor of the City of Holladay is hereby authorized to sign the Agreement for and in behalf of the City.

Section 2. Severability. If any section, part or provision of this Resolution is held invalid or unenforceable, such invalidity or unenforceability shall not affect any other portion of this Resolution, and all sections, parts and provisions of this Resolution shall be severable.

Section 3. Effective Date. This Resolution shall become effective immediately upon its approval by the City Council.

PASSED AND APPROVED this day of March, 2026.

HOLLADAY CITY COUNCIL

By: _____
Paul Fotheringham, Mayor

[SEAL]

VOTING:

David Sundwall	Yea	Nay	___
Matt Durham	Yea	Nay	___
Natalie Bradley	Yea	Nay	___
Drew Quinn	Yea	Nay	___
Emily Gray	Yea	Nay	___
Paul Fotheringham	Yea	Nay	___

ATTEST:

A FACILITIES USE AGREEMENT

This Facilities Use Agreement (the “Agreement”) is entered into by and between **CITY OF HOLLADAY**, a municipal corporation of the State of Utah (“City”) and **SALT LAKE COUNTY**, a body corporate and politic of the State of Utah (“County”). City and County may each be referred to herein as a “Party” and collectively as the “Parties.”

RECITALS

WHEREAS, the City of Holladay owns the Holladay Skate Park (“Skate Park”) which is adjacent to the Holladay City Park at 4580 S. 2300 E. Holladay, UT 84117; and

WHEREAS, Salt Lake County has expressed a desire to use the Skate Park to run a skate boarding clinic once a week for a period of 7 weeks and the City believes that allowing the County to use the Skate Park will serve the public interest; and

WHEREAS, the parties desire to commit their understandings, which are supported by the Utah Interlocal Cooperation Act, to writing;

AGREEMENT

NOW, THEREFORE, in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby agree as follows:

Section 1.

1.1 During the term herein set forth, and subject to the conditions and restrictions described in this Agreement, the City hereby agrees to permit the county, on a non-exclusive basis, to utilize the Skate Park and related facilities located at 4580 S. 2300 E. Holladay, UT 84117, on the dates and times as follows:

- Aug 29, Sept 5, 12, 19, 26, Oct 3. 8:30am-11:30am.

Section 2. Consideration. As consideration for the use of the Skate Park, the County hereby agrees to provide all administration and supervision for the clinics. In addition to administration and supervision, the County shall pay to the City the sum of \$0.00 which together with administration and supervision shall constitute full and fair consideration for the use of the City’s Skate Park during the term of this Agreement. In addition, the County hereby agrees to provide to the City the name of a County representative to serve as contact with the City regarding the County’s use of the facility during the term of this Agreement.

Section 3. Maintenance. The parties hereby acknowledge that the real property comprising the Skate Park together with the improvements and fixtures attached thereto are owned by the City. The County will not modify the facilities in any way. All equipment or items to be utilized

in the clinic by the County or by clinic participants shall be furnished by the participants or the County.

Section 4. Supervision and Regulations. All persons utilizing the Skate Park shall, at the time specified in this Agreement, be supervised by County personnel who shall be responsible adults designated by the County and identified upon request to the City's personnel. The designated responsible adult shall be a County employee or a person approved specifically by the City. The County and all persons responsible for providing supervision shall obey any reasonable instructions or directions of personnel of the City and shall comply with applicable rules and regulations of the City. All employees, supervisors, and representatives of the County shall adhere to appropriate safety and legal requirements in operating the clinic and the use of the Skate Park.

Section 5. Insurance and Indemnification. The County is self-insured. The parties hereby agree that they are each public entities and subject to the provisions, restrictions, and protections of the Utah Governmental Immunity Act. Nothing herein is intended to waive or alter either parties' immunity pursuant to the terms of such Act. The Parties agree that each party is responsible for any wrongful or negligent acts which it commits or which are committed by its authorized agents, officials, or employees, and neither party shall have liability whatsoever for any wrongful or negligent act of the other, its agents, officials, or employees.

Section 6. Term and Termination. The date the last party to sign this Agreement (as indicated by the date accompanying that Party's signature) is the Effective Date of this Agreement. This Agreement shall terminate April 1, 2027, unless terminated sooner as provided in this Agreement. Either party may terminate this Agreement upon giving 30 days' notice to the other party. The Parties may amend this Agreement on or before April 1, 2027 to add the session details for 2027, or execute a new agreement for 2027.

Section 7. Amendment and Assignment. No amendment or modification of this Agreement shall be of any force or effect unless set forth in writing and signed by the parties thereto. The County shall not assign, rent, trade or transfer any rights under this Agreement.

Section 8. Entire Agreement. This Agreement constitutes the entire agreement between the parties and incorporates all prior correspondence, communications or agreements between parties, and cannot be altered, assigned or sublet, in whole or in part, except in writing signed by both parties.

IN WITNESS WHEREOF, each Party hereby signs this Agreement on the date written by each Party on the signature pages attached hereto.

ATTEST:

CITY OF HOLLADAY
a Utah municipal corporation

Signature: _____
Stephanie Carlson, City Recorder

Signature: _____
Paul Fotheringham, Mayor

APPROVED AS TO FORM:

Signature: _____
City Attorney

SALT LAKE COUNTY
a body corporate and politic of the State of
Utah

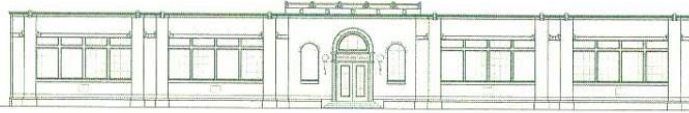
Signature: _____
Jennifer Wilson, Mayor (or designee)

Reviewed as to form and legality for County:

Signature: _____
County Attorney

Division Review

Signature: _____
Division Director, Parks and Recreation



City of Holladay
HOLLADAY CITY COUNCIL

COUNCIL STAFF REPORT

MEETING DATE: March 5, 2026

SUBJECT: NIMS / ICS / ECC Training

SUBMITTED BY: Allison Jester, Emergency Management Coordinator

ACTION: Introduce the National Incident Management System (NIMS), Incident Command System (ICS), Emergency Coordination Center (ECC), and City Council Roles during Incidents. This training provides a high-level overview of how the City organizes and coordinates emergency response and how elected officials fit into that structure.

National Incident Management (NIMS):

NIMS is a comprehensive, national approach to incident management that applies at all jurisdictional levels and across functional disciplines. Federal policy requires its adoption to provide a common structure and language, so agencies can coordinate effectively during an incident. The framework uses ICS for on-scene command, the ECC to support operations, and a Multi-agency Coordination (MAC) Group to provide policy-level guidance.

Incident Command System (ICS):

The Incident Command System (ICS) is a standardized approach to incident management that enables a coordinated response to incidents of any size. It is the structure first responders use to organize personnel, manage resources, establish priorities, and communicate effectively during an emergency.

Emergency Coordination Center (ECC):

An Emergency Coordination Center is a physical, virtual, or hybrid location which acts as a central coordination point to support Incident Command. The ECC facilitates situational awareness, information sharing, resource coordination, and policy support between on-scene incident command, partner agencies, and government. It exists to ensure that operational response, organizational coordination, and policy decisions remain aligned throughout an emergency.

CITY COUNCIL ROLES:

The City Council acts as a policy group that establishes direction and community priorities while approving extraordinary expenditures, supporting unified public messaging, and enhancing political goodwill. We will discuss the specifics of City Council Member roles during an incident and all Council Members will be given a "Policy Group Emergency Guide" for reference.

FUTURE TRAINING:

A future coordination tabletop exercise will provide an opportunity to practice emergency coordination in a discussion-based disaster scenario. The exercise will help clarify roles and responsibilities and

demonstrate how Incident Command, the ECC, and the Policy Group work together to support decision-making and response operations.

ATTACHMENTS:

Policy Group Emergency Guide

NIMS / ICS / ECC Training Slides

ECC Organization Chart

ECC Activation Framework



NIMS / ICS / ECC

March 2026

1

TRAINING PLAN

- 01** National Incident Management System
- 02** Incident Command System
- 03** Emergency Coordination Center & Roles
- 04** Coordination Tabletop

2

NIMS OVERVIEW

WHAT

Scalable, flexible, standardized approach to managing incidents
Provides shared vocabulary and operational systems/processes

WHY

Integrates best practices and allows everyone to work together more effectively

WHEN

All incidents - regardless of size, location, complexity, planned or unplanned

WHO

All levels of Government
Private Sector
Non-governmental Organizations

3

NIMS GUIDING PRINCIPLES

FLEXIBILITY

NIMS components are adaptable to any type of event or incident.

All Hazards, geography, climate, and demographics

Used for planned, forecast, and no-notice events

STANDARDIZATION

Supports interoperability among multiple organizations in a response.

Standard Organizational Structures

Best Practices

Common Terminology

UNITY OF EFFORT

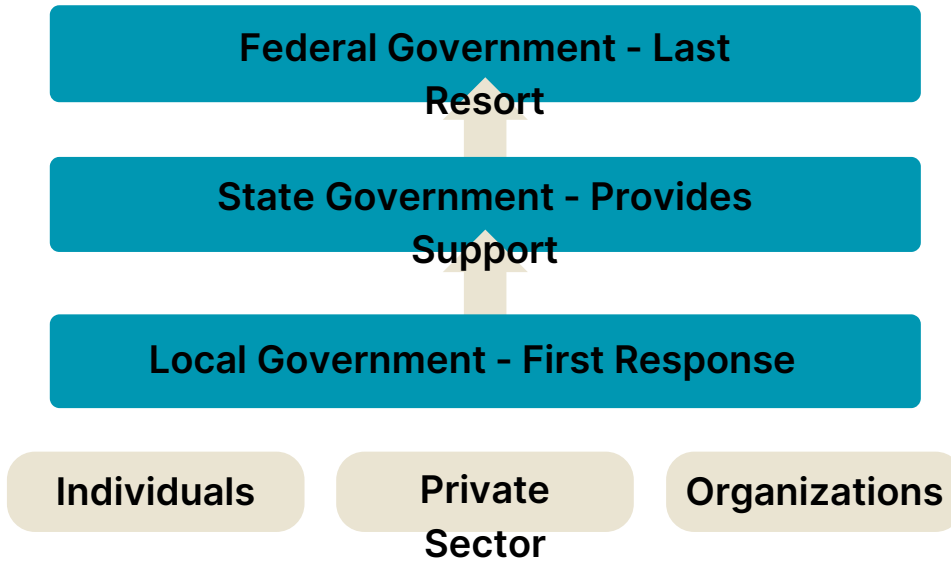
Coordinates activities among organizational representatives to achieve common objectives.

Maintains authority and accountability

Unified Command

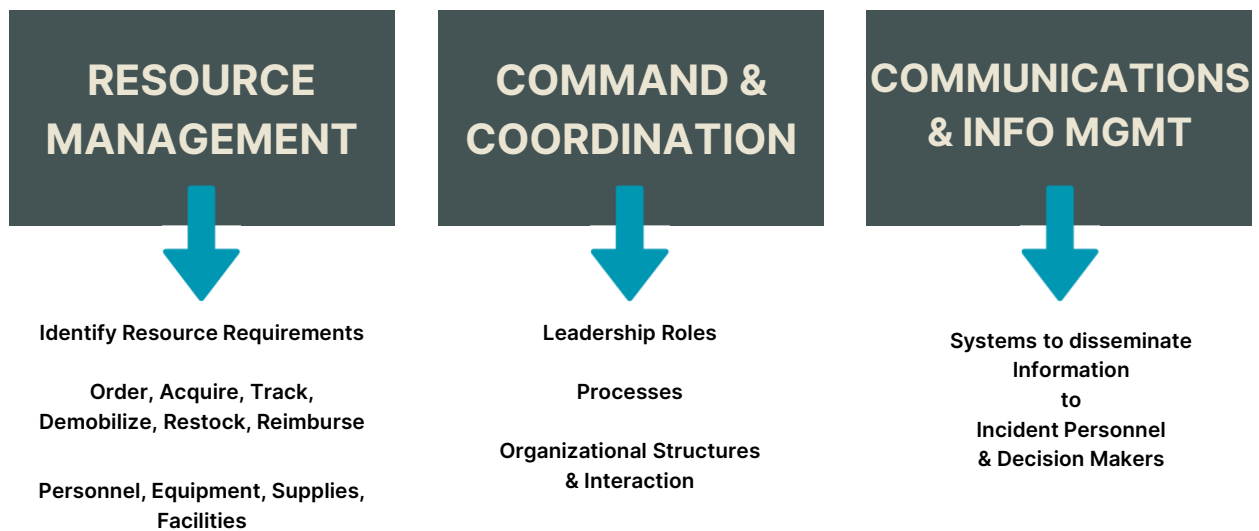
4

NATIONAL RESPONSE FRAMEWORK



5

NIMS COMPONENTS



6

COMMAND

AUTHORITY

In NIMS, command is delegated to the on-scene Incident Commander (IC) by the **Executive/Senior Official**.

EXAMPLES OF COMMAND ACTIVITIES

- Determining Incident Priorities
- Establishing Operational Periods
- Assigning and supervising field resources

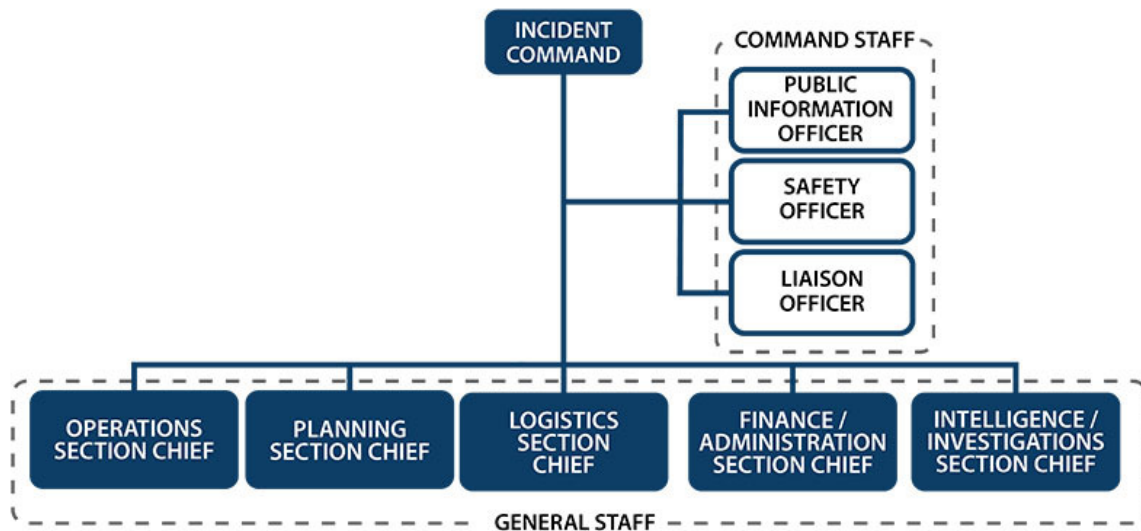
TYPES OF COMMAND

- Single Incident Command
- Unified Command
- Area Command

7

TYPES OF COMMAND

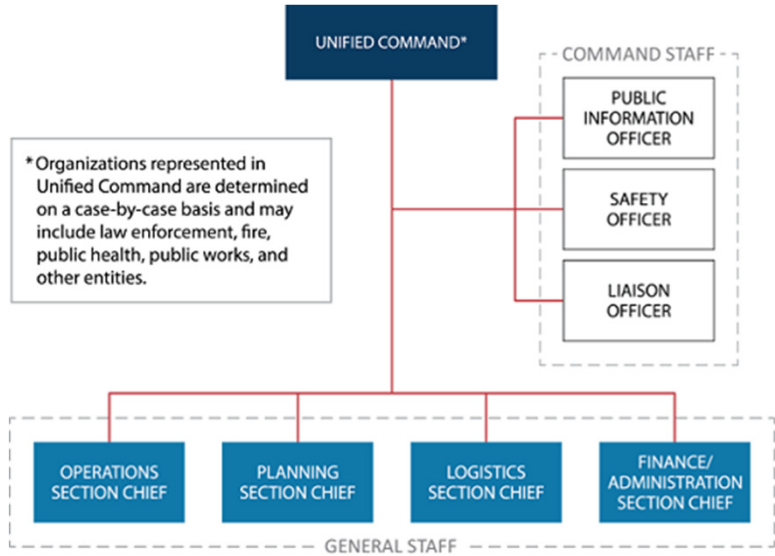
SINGLE INCIDENT COMMAND



8

TYPES OF COMMAND

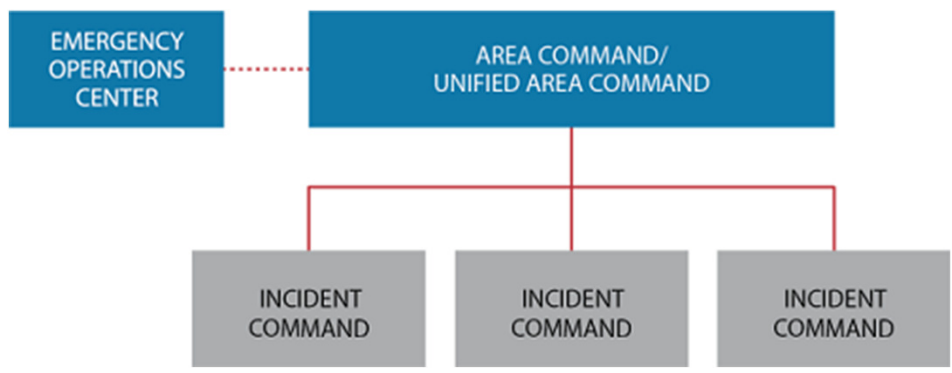
UNIFIED COMMAND



9

TYPES OF COMMAND

AREA COMMAND



10

COORDINATION

Allows all levels of government and disciplines to work together more efficiently and effectively.

EXAMPLES OF COORDINATION ACTIVITIES

- Adjusting agency budgets, policies, priorities to make funds and resources available
- Facilitating Intra-agency decision making
- Coordinating public information
- Dispatching additional resources

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NIMS STRUCTURES & CONNECTIVITY

Incident Command System (ICS)



On-scene management of incidents.

Emergency Coordination Center (ECC)



Offsite Emergency Coordination Centers support on-scene ICS operations.

Multi-Agency Coordination Group (MAC Group)



Offsite support through policy guidance and scarce resource allocation.

Joint Information System (JIS)

Integrates incident information and public affairs across ICS, EOCs, and MAC Groups

12

MAC GROUPS

Includes agency administrators, executives, or their designees from stakeholder agencies or organizations impacted by and with resources committed to the incident. In larger incidents this may include multiple stakeholder agencies as well as representatives from non-governmental organizations.

ROLES & ACTIVITIES

- Assist in identifying incident priorities at a high strategic level
- Provide policy support
- Support resource allocation and prioritization
- Make cooperative multi-agency decisions

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SENIOR OFFICIAL ROLE

The senior official has the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population.

The senior official does not assume a command role on-scene.

ACTIVITIES

- Provides policy guidance on priorities and objectives based on situational needs and the CEMP.
- Oversees resource coordination and support to on-scene command.
- Provides delegation of authority to the IC or Unified Command to manage on-scene tactical operations.

Who is our Senior Official?

14

CITY COUNCIL ROLES

- Ensure continuity of local government
- Support response and recovery
- Establish financial directives and spending parameters, including the authorization of emergency projects or exigent spending
- Participate in emergency policy decision-making such as the adjudication of scarce resources or changes to city policy
- Coordinate with neighboring senior officials and governmental partners
- Support the PIO by interfacing with citizens and media to circulate a clear, calm, unified message.
- Visit impacted areas and shelters as appropriate.

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POLICY GROUP EMERGENCY GUIDE

RESPONSIBILITIES



Situational Awareness

Be Available

**Be responsible with information,
visible & calm**

**Coordinate with City Manager, PIO,
ECC**

PROCESSES



**City Manager or EM will send
notification, updates, and
instructions**

**Meet at City Hall or Fire Station if
no notification can be sent**

**Policy Briefing time and frequency
will be designated by situation -
may be virtual or in-person**

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NIMS STRUCTURES & CONNECTIVITY

Incident Command System (ICS)



On-scene management of incidents.

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ICS OVERVIEW

WHAT

- All hazard management system
- Scalable to fit the needs of all incidents
- Standard for Emergency Management across the county

HISTORY

- Developed in the 1970s
- Response problems resulted from:
 - Lack of accountability
 - Unclear chain of command
 - Lack of orderly planning
 - Inefficient delegation of workloads

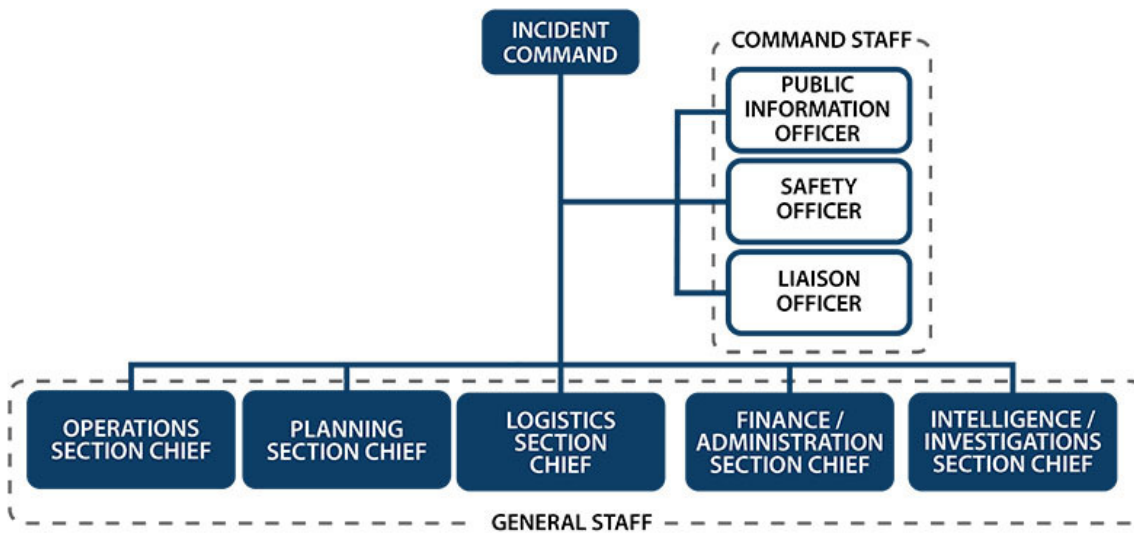
18

MANAGEMENT BY PRIORITIES & OBJECTIVES



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ICS STRUCTURE



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NIMS STRUCTURES & CONNECTIVITY

Incident Command System (ICS)



On-scene management of incidents.

Emergency Coordination Center (ECC)



Offsite Emergency Coordination Centers support on-scene ICS operations.

Multi-Agency Coordination Group (MAC Group)



Offsite support through policy guidance and scarce resource allocation.

Joint Information System (JIS)

Integrates incident information and public affairs across ICS, EOCs, and MAC Groups

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ECC OVERVIEW

WHAT

Physical or virtual locations where staff, stakeholders, and partners provide support for an incident.

ACTIVITIES

- Collect, share, disseminate information
- Support resource needs and requests
- Coordinate plans and determine current and future requirements
- Liaise with partners
- Support public communications

***In some cases ECCs may provide on-scene coordination or manage some operations such as sheltering or points of distribution.

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GUIDING THE ECC

City Manager

- Activates EM / ECC
- Delegates appropriate authority to ECC Director
- Disaster Declarations

Executive Group

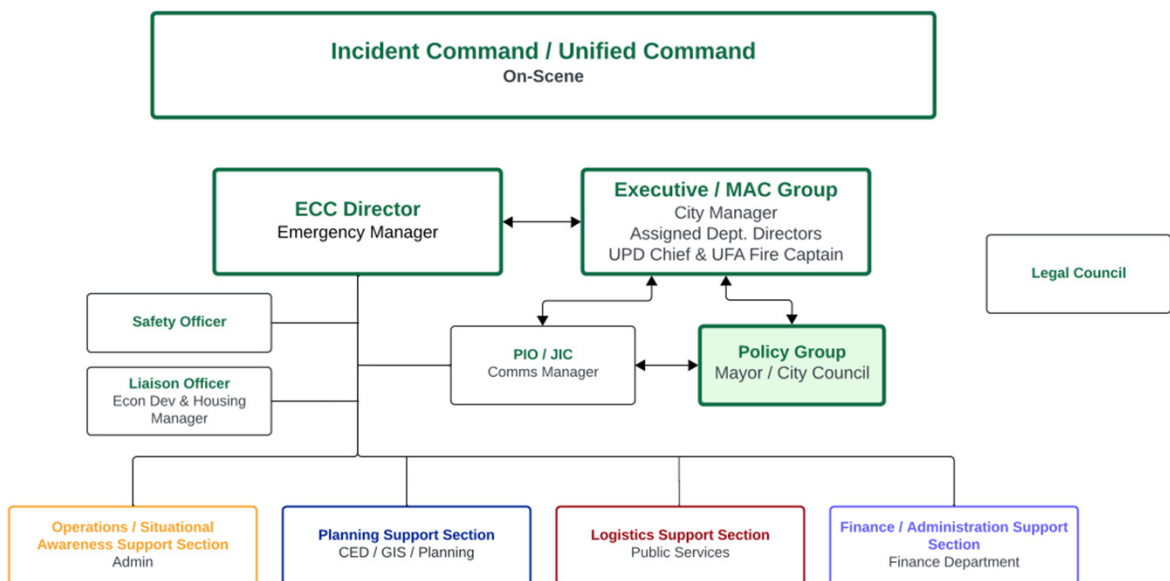
- Helps determine staffing and reporting requirements

Policy Group

- Issues policy statement and guide for ECC
- Provides high-level priorities for the incident
- Provides exigent funding
- Assists in deconfliction of resources

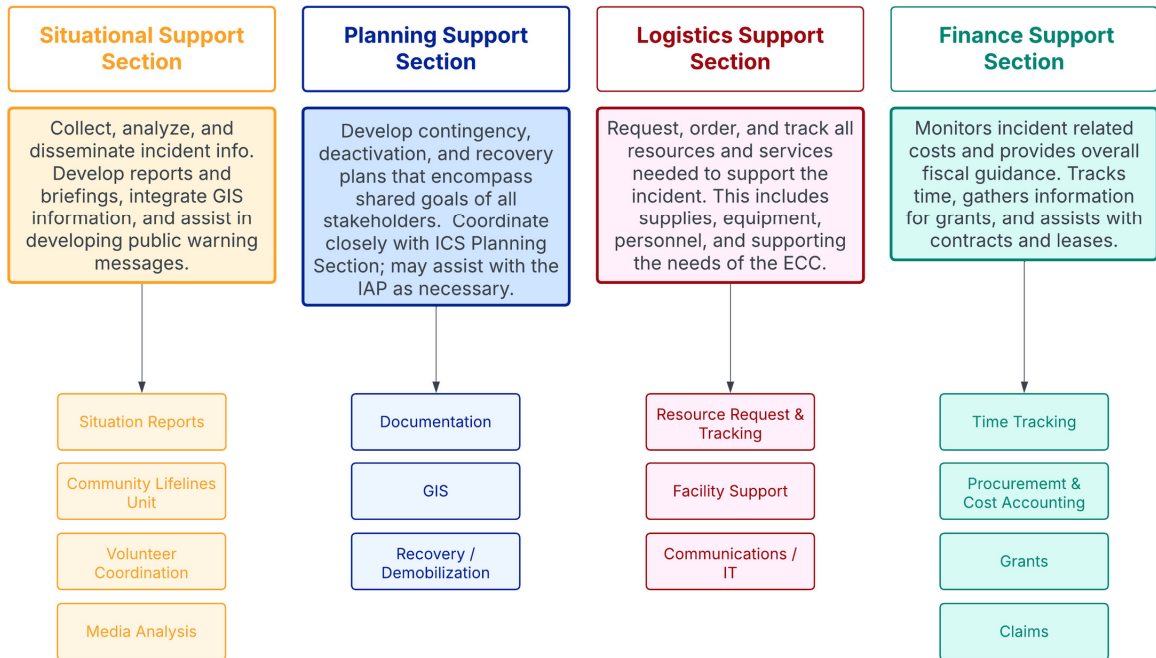
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ECC STRUCTURE



26

SECTION ROLES



27

ECC ACTIVATION

What can "activation" look like?

- Everyone physically in the ECC
- Virtual ECC
- Hybrid Approach

Consider Activation Based Upon:

- Event type
- Event scope
- Event length (or expected length)
- Number of people affected
- Possible cascading effects and escalation
- Need for coordination, communication, documentation, and resource deconfliction.

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ECC BASICS

LOCATIONS

1. City Hall - ECC
2. Fire Station #104 - Community Room
3. Virtual - Microsoft Teams

TOOLS

- ECC Emergency Binder
- Job Checklists for all positions

COMMUNICATIONS

- Internet & Phone
- Radios - 800, HAM, GMRS
- Starlink - Backup Data

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NIMS STRUCTURES & CONNECTIVITY

Incident Command System (ICS)



On-scene management of incidents.

Emergency Coordination Center (ECC)

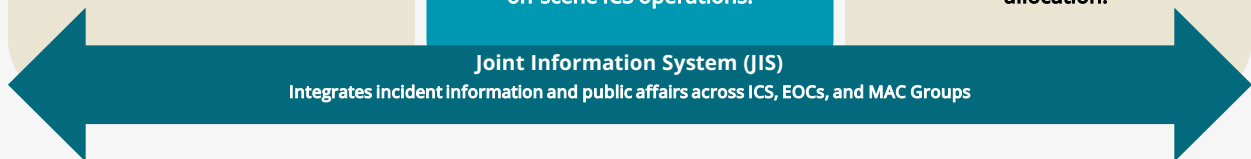


Offsite Emergency Coordination Centers support on-scene ICS operations.

Multi-Agency Coordination Group (MAC Group)



Offsite support through policy guidance and scarce resource allocation.



30



QUESTIONS?



Policy Group Emergency Guide

Responsibilities

The function of the Policy Group is to set policy and approve divergence from normal city policies such as purchasing, procurement, and other community level decisions affecting citizens.

Emergency Actions:

- Maintain situational awareness.
- Remain available and attend meetings.
- Ensure continuity of local government functions.
- Understand incident objectives in order to support response and recovery.
- Determine the need to suspend or enact new policies.
- Determine appropriate emergency response expenditures and limits.
- When safe and appropriate, visit impacted areas and shelters.
- Be visible, calm, and responsible with information.
- Coordinate with the PIO and ECC to ensure communication with constituents is clear, appropriate, and unified.

Initial Actions

- Communicate with the City Manager, EM, and PIO as necessary.
- Identify if/when the policy group will be meeting in coordination with the City Manager or EM.
- Begin a log of actions (contacts, directives, decisions)
- Take note of interactions with citizens and community concerns.
- Assess if the ECC has been activated.

When & Where to Report

- The City Manager or EM will send notification and instruction asap.
- If notification is unable to be sent, the ECC will be the designated primary site of city coordination.
- Policy Group meeting time and frequency is designated by situation.
- Generally, if the ECC is activated, the Policy Group will meet daily at that location. The ECC may be virtual and phone conferencing utilized.

Contacts & Information

City Manager: Gina Chamness 801-699-0286

Assistant City Manager: Holly Smith 801-712-7824

EM Coordinator: Allison Jester 970-497-0444

PIO: Lina Costa 801-913-7414

Lines of Communication: E-mail, text, in-person

ECC Location: City Hall OR Fire Station

Public Interactions & Information

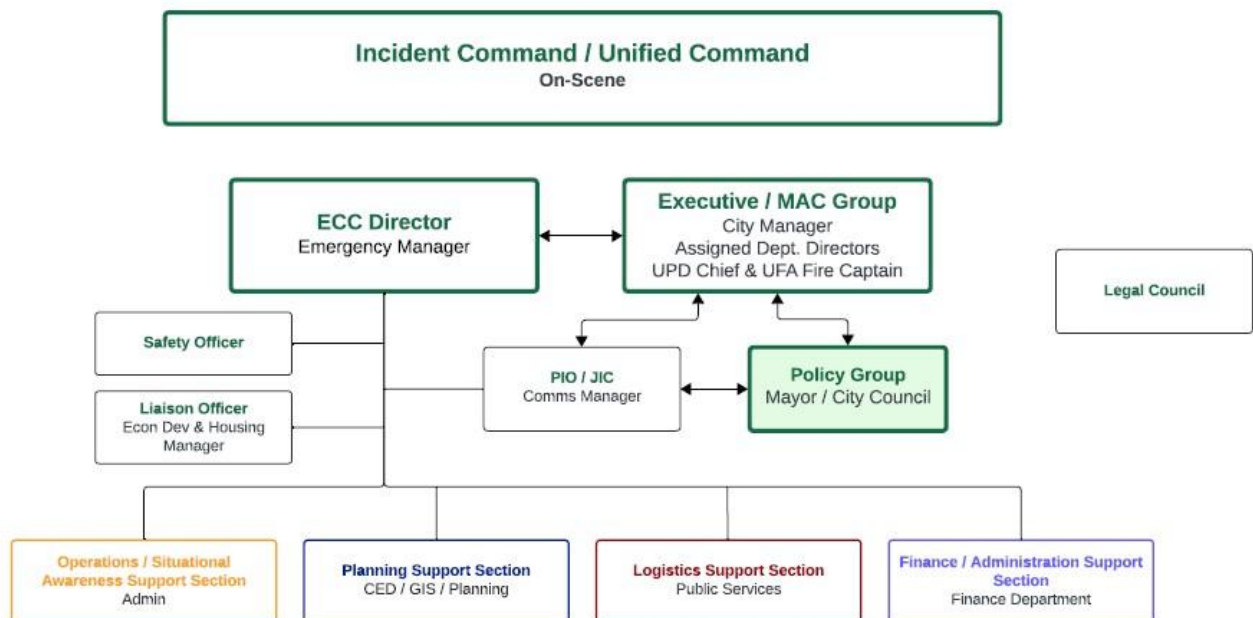
- Communicate to the public the nature of the event, status of community response, and what individuals should do.
- Coordinate ALL public messaging with the Public Information Officer (PIO) to ensure you have the latest information.
- Direct media inquiries to the PIO.
- Direct citizens to social media and website for further information.

Information to Gather

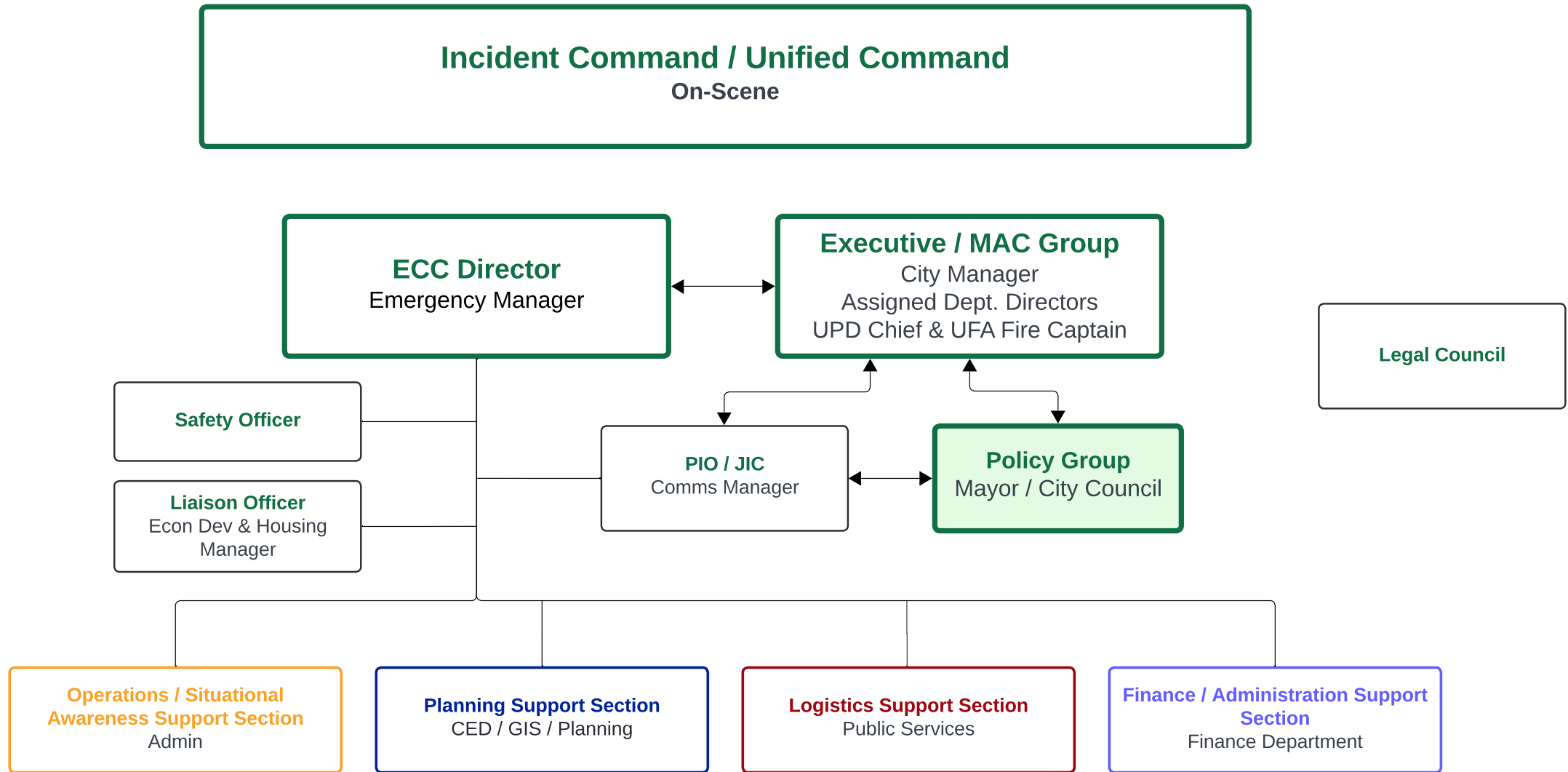
- Situation Status
 - Impacts on citizens, hospitals, first responders, supply chain, critical infrastructure, local government
- Current Response Actions
 - Protections, notification status, resource shortfalls, outside assistance
- ECC Status, location, level of activation

NIMS Training for Officials

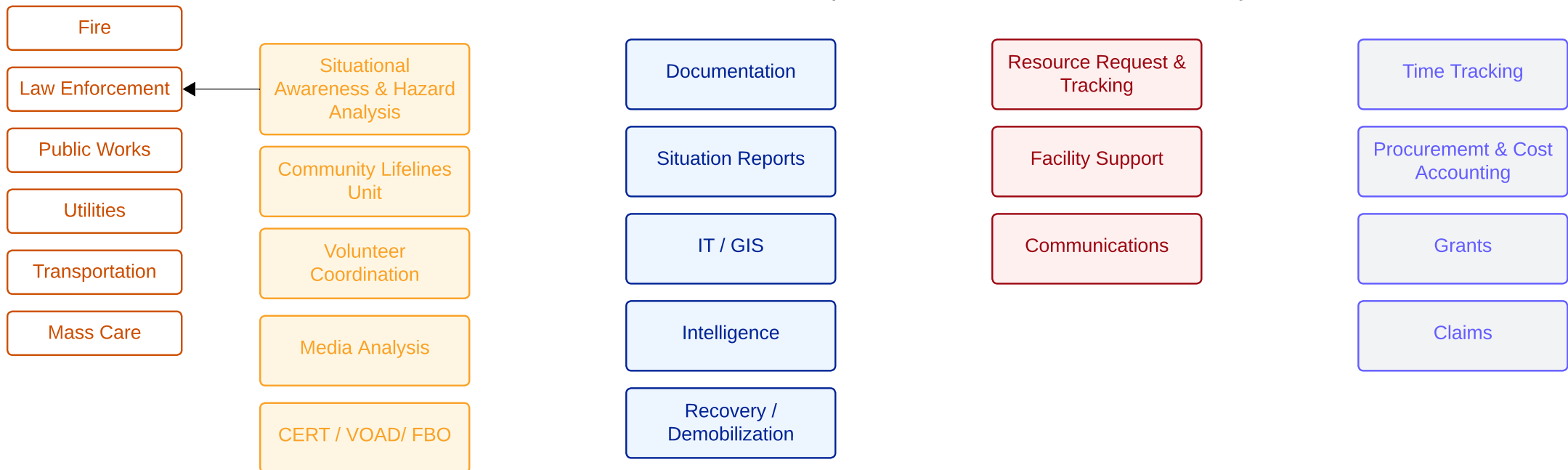
- **ONLINE @** <https://training.fema.gov/is/>
 - **IS-100** Introduction to Incident Command Systems (ICS-100)
 - **IS-700** An Introduction to the National Incident Management System



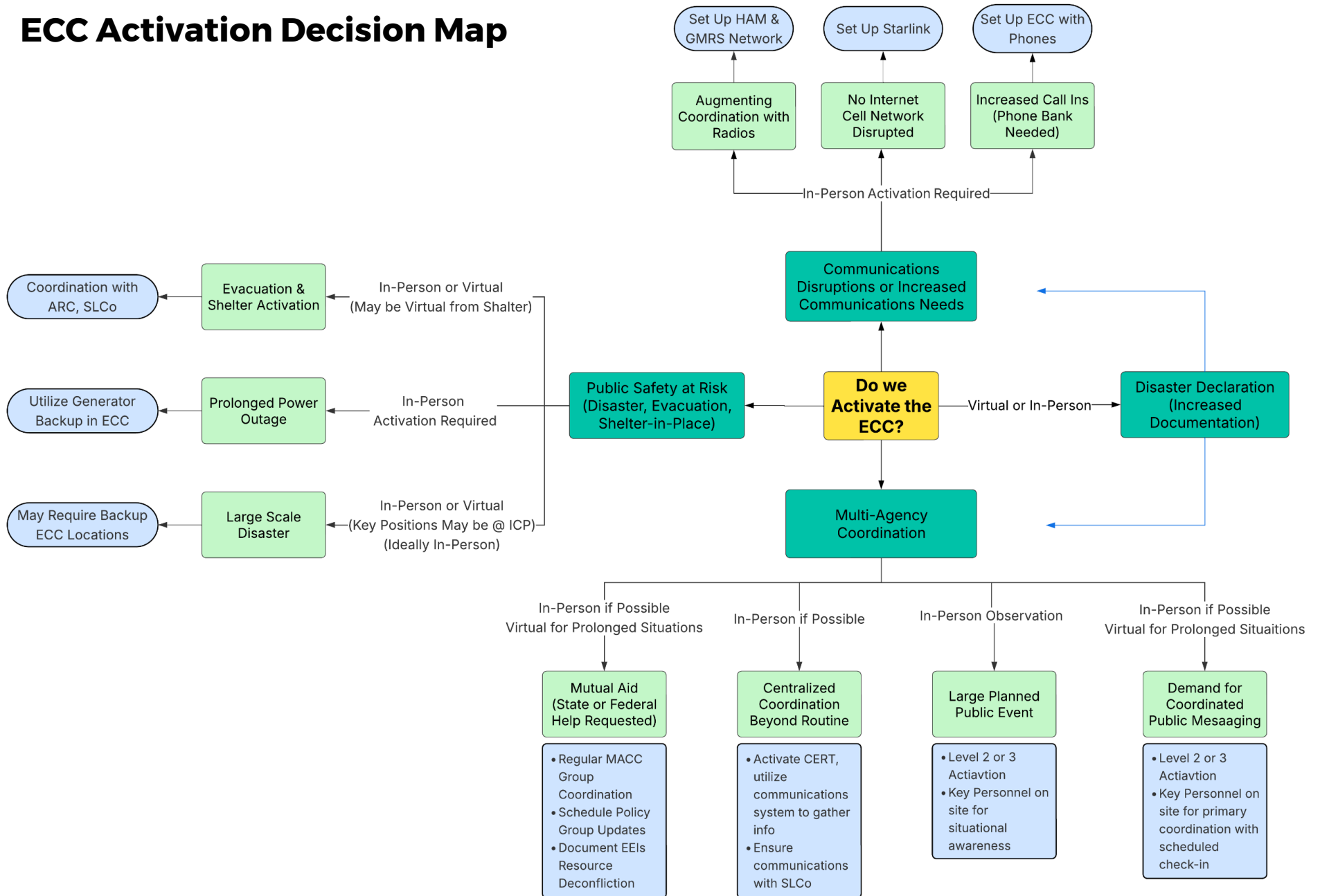
City of Holladay Emergency Coordination Organization Chart

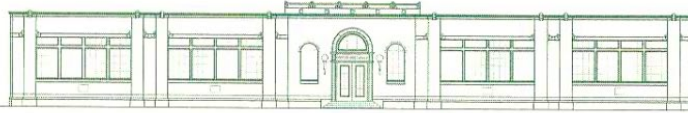


Possible branches and positions - to be filled as necessary



ECC Activation Decision Map





City of Holladay

COUNCIL STAFF REPORT

MEETING DATE: March 5, 2026

SUBJECT: Business License Fee Study

SUBMITTED BY: Ann Frances Garcia, Economic & Housing Manager

ACTION:

A business license study has been conducted to make this determination and assist in establishing a new fee schedule based upon the actual costs to the City.

SUMMARY:

Business license fee studies analyze the direct and indirect costs of issuing licenses and regulating businesses to ensure fees accurately reflect the cost of services provided, often adjusting for disproportionate impacts on our city's resources. These reports typically review employee time, administrative expenses, and fee structures (ie. Base fee plus employee count) to recommend necessary fee schedule adjustments.

This study calculates the maximum business license fees allowable in Holladay under current State law. Generally, fees for service are targeted to full cost recovery, inclusive of operating, direct, indirect, and capital costs, except in cases where the City Council cites a public interest to lower fees. The City Council may choose a fee lower than the maximum fee. If less than the maximum allowable fees are charged, the difference between the fee and the cost to the City will be covered through other revenue sources.

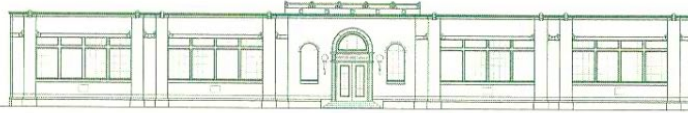
BACKGROUND:

In January 2025, LRB Public Finance Advisors was retained by the City of Holladay to complete analysis of business licensing costs to meet the requirements of Utah law as established by Utah Code Annotated §10-1-203.

On November 6, 2025, the City Council received a report and presentation, during the work session, on the Business License Fee Study. The report and presentation focused on the purpose of the study, process, methodology, and policy considerations. Our consultant, LRB, was tasked to follow up with various scenarios based on the feedback received.

On February 5, 2026, LRB presented during City Council Work Session, responses to the questions and requested scenarios. City Council requested to see our current fees to show on a separate column to see a comparison of current fee and proposed fee: (see Table 1)





City of Holladay

TABLE 1:

PROCESS ANALYSIS

▣ Proposed Base Fees

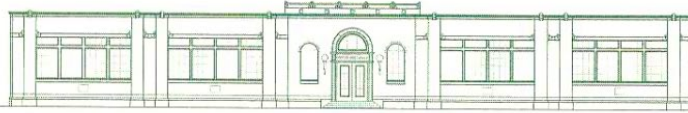
	PROPOSED LICENSE BASE FEE	DISP. FEE	PROPOSED TOTAL FEE	CURRENT FEE
Home Occupation Daycare	\$369.00	\$0.00	\$369.00	\$200.00
Home Occupation NRU	No Change			
Home Occupation Regulated	\$652.00	\$0.00	\$652.00	\$75.00
General Business License	\$298.00		\$298.00	\$225.00
General Renewal	\$87.00		\$87.00	NA
Beer License	\$318.00	\$408.00	\$726.00	\$383.00
Restaurant w/alcohol	\$318.00	\$408.00	\$726.00	\$1,100.00
Restaurant w/o alcohol	\$318.00	\$182.50	\$500.50	\$700.00
Food Truck	\$318.00	\$0.00	\$318.00	\$225.00
Short Term Rental / CUP	\$472.00	\$0.00	\$472.00	\$250.00
Rental Dwelling	No Change			
Solicitor	\$508.00	\$0.00	\$508.00	\$275.00
Assisted Living/Nursing, Residential, and Personal Care	\$330.00	\$299.60	\$330.00 Base + \$299.60 per bed	\$200.00 base \$44.00 per resident
Massage	\$373.00	\$0.00	\$373.00	N/A

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Note: Current fee schedule has several categories for restaurant, alcohol, beer, etc. The schedule above simplifies these into three main categories: beer license, restaurant w/ alcohol, and Restaurant w/o alcohol and thus several fees currently assessed are not displayed.

It was also requested to see how the Disproportionate Fees would look with an adjustment ranging from 25% to 40% depending on the direct impact on services: (see Table 2)





City of Holladay

TABLE 2:

DISPROPORTIONATE ANALYSIS

▣ Max Disproportionate Fees **Preferred Scenario**

	# BUSINESSES	ALT DEMAND UNIT (BEDS)	DISP. IMPACT PER BUSINESS	ADJUSTMENT	COST PER UNIT
Banking/Credit Union	7.00		2.02	40%	\$644
Convenience Store/Gas	5.00		15.02	25%	\$3,062
Educational Services	3.00		0.51	40%	\$238
Entertainment	3.00		1.82	40%	\$606
Grocery Stores	3.00		18.15	25%	\$3,943
Hotels	4.00	478	34.07	25%	\$61
Nursing, Residential, and Personal Care	9.00	529	41.15	40%	\$300
Pharmacy/Drugstore	3.00		14.64	25%	\$2,921
Restaurant with Liquor	27.00		2.04	25%	\$408
Restaurant/Fast Food Without Liquor	32.00		0.91	25%	\$183
Smoke Shops	1.00		3.30	40%	\$1,055

RECOMMENDATION:

Staff and city consultant presentations are provided to update the city council’s previous direction and gain input on final assumptions of potential fee increases. Staff is prepared to move forward with the Public Hearing process, noticing and education for the business community, as soon as city council provides direction.

ATTACHMENTS:

- LRB – Business License Cost of Service Study “Preferred” Presentation

FISCAL IMPACT: ?

SUGGESTED MOTION: Continue to Work session





HOLLADAY CITY

BUSINESS LICENSE COST OF SERVICE STUDY

FEBRUARY 2026

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PURPOSE

UCA 10-1-203:

- The legislative body of a municipality may license for the purpose of regulation any business within the limits of the municipality, may regulate that business by ordinance, and may impose fees on businesses to recover the municipality's costs of regulation.
- The legislative body of a municipality may by ordinance raise revenue by levying and collecting a license fee or tax on:
 - a business that causes disproportionate costs of municipal services; or
 - a purchaser from a business for which the municipality provides an enhanced level of municipal services.
- Required to adopt an ordinance defining for purposes of the fee including:
 - The basic level of municipal services; and
 - The costs of providing an enhanced level of municipal services in the municipality.
- **The fee shall be reasonably related to the costs of providing an enhanced level of the municipal services.**

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LIMITATIONS

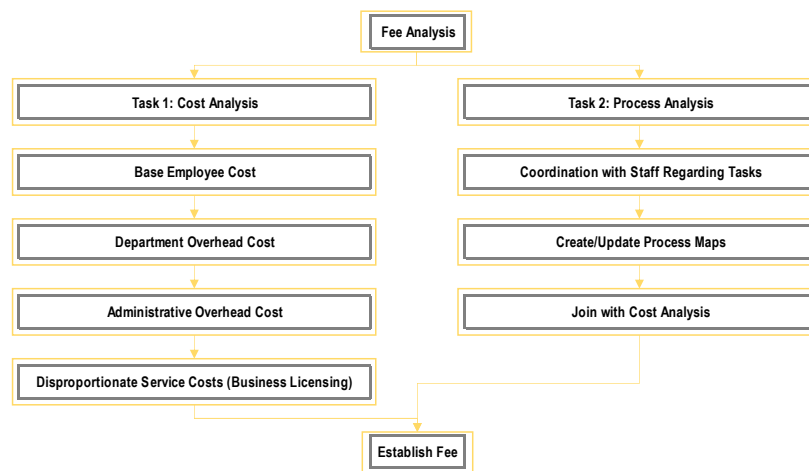
UCA 10-1-203:

- A municipality may not:
 - require a license or permit for a business that is operated:
 - only occasionally; and
 - by an individual who is under 18 years old;
- Charge any fee for a resident of the municipality to operate a home-based business, unless the combined offsite impact of the home-based business and the primary residential use materially exceeds the offsite impact of the primary residential use alone;
- Require, as a condition of obtaining or maintaining a license or permit for a business:
 - That an employee or agent of a business complete education, continuing education, or training that is in addition to requirements under state law or state licensing requirements; or
 - That a business disclose financial information, inventory amounts, or proprietary business information, except as specifically authorized under state or federal law.
- Notwithstanding Subsection (7)(b), a municipality may charge an administrative fee for a license to a home-based business owner who is otherwise exempt under Subsection (7)(b) but who requests a license from the municipality.

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PROCESS



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COST ANALYSIS

- Analysis of current and projected budgets to determine base costs, department overhead, and administrative overhead costs:
 - Base costs include employee salaries and benefits
 - Department overhead costs include general costs to operate each department
 - Administrative overhead costs include the cost of the services provided to all departments (i.e. legislative, executive and administrative costs)

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PROCESS ANALYSIS

■ Creation of Process Maps: General Business License Fee Example

STEP #	ACTION	HOURS	PERSONNEL INVOLVED
1	Application Review	0.25	Business License Official
2	Fee Calculation	0.10	Business License Official
3	Verify DBA	0.50	Business License Official
4	Verify Sales Tax ID Number	0.33	Business License Official
5	Assign for Staff review	0.25	UPD, UFA, Community & Economic Development Director
6	UPD Approval	0.15	UPD
7	UFA Approval	0.25	UFA
8	CED Approval	0.15	Community & Economic Development Director
9	Approval from Departments	0.25	Business License Official
10	License Finalization/Printing	0.25	Business License Official
	TOTAL	2.48	

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PROCESS ANALYSIS

Proposed Base Fees

	PROPOSED LICENSE BASE FEE	DISP. FEE	PROPOSED TOTAL FEE	CURRENT FEE
Home Occupation Daycare	\$369.00	\$0.00	\$369.00	\$200.00
Home Occupation NRU	No Change			
Home Occupation Regulated	\$652.00	\$0.00	\$652.00	\$75.00
General Business License	\$298.00		\$298.00	\$225.00
General Renewal	\$87.00		\$87.00	NA
Beer License	\$318.00	\$408.00	\$726.00	\$383.00
Restaurant w/alcohol	\$318.00	\$408.00	\$726.00	\$1,100.00
Restaurant w/o alcohol	\$318.00	\$182.50	\$500.50	\$700.00
Food Truck	\$318.00	\$0.00	\$318.00	\$225.00
Short Term Rental / CUP	\$472.00	\$0.00	\$472.00	\$250.00
Rental Dwelling	No Change			
Solicitor	\$508.00	\$0.00	\$508.00	\$275.00
Assisted Living/Nursing, Residential, and Personal Care	\$330.00	\$299.60	\$330.00 Base + \$299.60 per bed	\$200.00 base \$44.00 per resident
Massage	\$373.00	\$0.00	\$373.00	N/A

7 Note: Current fee schedule has several categories for restaurant, alcohol, beer, etc. The schedule above simplifies these into three main categories: beer license, restaurant w/ alcohol, and Restaurant w/o alcohol and thus several fees currently assessed are not displayed.

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DISPROPORTIONATE ANALYSIS

- Analysis Considers Disproportionate Impacts from Public Safety (Police)
 - Limited fire call data
- Process:
 - Determine Cost per Call
- Establish Baseline Level of Service (LOS)
 - Rental Units - Single Family Average
 - Commercial Average
- Calculate Disproportionate Fees by Business Group

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DISPROPORTIONATE ANALYSIS

▣ Max Disproportionate Fees Preferred Scenario

	# BUSINESSES	ALT DEMAND UNIT (BEDS)	DISP. IMPACT PER BUSINESS	ADJUSTMENT	COST PER UNIT
Banking/Credit Union	7.00		2.02	40%	\$644
Convenience Store/Gas	5.00		15.02	25%	\$3,062
Educational Services	3.00		0.51	40%	\$238
Entertainment	3.00		1.82	40%	\$606
Grocery Stores	3.00		18.15	25%	\$3,943
Hotels	4.00	478	34.07	25%	\$61
Nursing, Residential, and Personal Care	9.00	529	41.15	40%	\$300
Pharmacy/Drugstore	3.00		14.64	25%	\$2,921
Restaurant with Liquor	27.00		2.04	25%	\$408
Restaurant/Fast Food Without Liquor	32.00		0.91	25%	\$183
Smoke Shops	1.00		3.30	40%	\$1,055

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COST RECOVERY ANALYSIS

REVENUE ANALYSIS	UNITS	FEE PER UNIT	ALLOCATED TOTAL COST
New Business			
Commercial	138	\$298	\$41,181
Home Occupation Regulated	5	\$652	\$3,258
Renewals			
Commercial	748	\$87	\$64,953
Home Occupation Regulated	31	\$87	\$2,692
Subtotal:			\$112,082
Disproportionated Fees			
Banking/Credit Union	7	\$644	\$4,511
Convenience Store/Gas	5	\$3,062	\$15,309
Educational Services	3	\$238	\$715
Entertainment	3	\$606	\$1,818
Grocery Stores	3	\$3,943	\$11,830
Hotels	478	\$61	\$29,039
Nursing, Residential, and Personal Care	529	\$300	\$158,488
Pharmacy/Drugstore	3	\$2,921	\$8,763
Restaurant with Liquor	27	\$408	\$11,016
Restaurant/Fast Food Without Liquor	32	\$183	\$5,840
Smoke Shops	1	\$1,055	\$1,055
Subtotal:			\$248,383
Combined:			\$360,446

Holladay City collected an average of **\$292,279** in business license fees from FY 2021 to FY 2024

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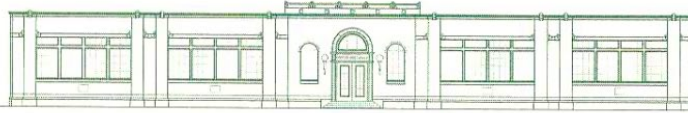
QUESTIONS

Fred Philpot | Vice President/COO
LRB Public Finance Advisors
O 801.596.0700 | C 801.243.0293
lrbfinance.com

Lewis Young Robertson & Burningham is now **LRB Public Finance Advisors**



The logo features the letters 'LRB' in a large, bold, blue font on the left. To its right is a vertical line, followed by the words 'PUBLIC FINANCE ADVISORS' stacked vertically in a smaller, grey, sans-serif font.



City of Holladay
CITY COUNCIL

MEETING DATE: March 5, 2025

SUBJECT: Highland Drive Reconstruction Project

SUBMITTED BY: Jared Bunch, PE, Public Services Director

The Highland Drive Reconstruction Project consists of widening Highland Drive from Arbor Lane to Van Winkle Expressway to achieve a minimum of 5 lanes, a continuous sidewalk on the west side and a 10-ft active transportation path on the east side. In 2024, The city council approved a Typical Cross Section for the project.

The city recently received survey of the corridor and has analyzed the existing lot lines and improvements (landscaping, curb & gutters, utility poles, etc.) to identify alignments for the proposed improvements with a low impact on existing improvements while balancing the right of way acquisition needs.

The purpose of this presentation is to present concept plans that show where proposed improvements deviate from the Typical Cross Section and to try and illustrate some of the impacts. The following are enclosed:

- 1) Typical Cross Section
- 2) Before and After Conditions at 5 locations
- 3) Plan sheets showing Before and After for the length of the corridor. Proposed improvements that heavily impact existing improvements are noted with a highlighted yellow.



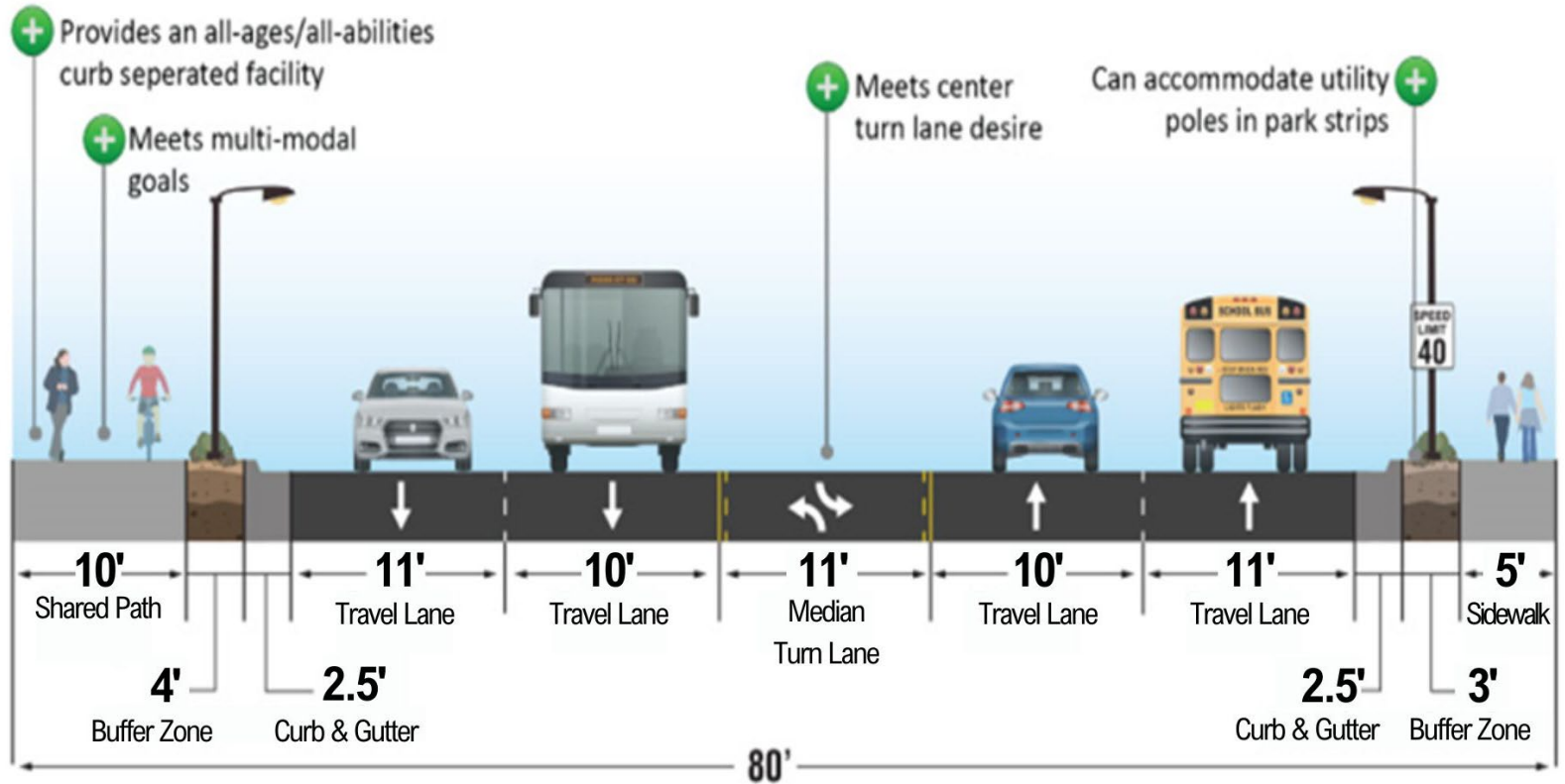


City of Holladay

HIGHLAND DRIVE RECONSTRUCTION & COMPLETE STREET PROJECT

FROM ARBOR LANE TO VAN WINKLE EXPRESSWAY

Cross-Section





BEFORE

5300 S Highland Dr - East Side - Monarch Woods Ln to 5290 S

Designs and images shown are preliminary and subject to change.





AFTER

5300 S Highland Dr - East Side - Monarch Woods Ln to 5290 S

Designs and images shown are preliminary and subject to change.



BEFORE

5557 S Highland Dr - East Side - Olympus Point Dr to Olympus Point Dr

Designs and images shown are preliminary and subject to change.



AFTER

5557 S Highland Dr - East Side - Olympus Point Dr to Olympus Point Dr

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BEFORE

5640 S Highland Dr - East Side - Pheasant Way to 5600 S

Designs and images shown are preliminary and subject to change.





AFTER

5640 S Highland Dr - East Side - Pheasant Way to 5600 S

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BEFORE

5780 S Highland Dr - East Side - Frontier Rd to Hedgewood Ct

Designs and images shown are preliminary and subject to change.



AFTER

5780 S Highland Dr - East Side - Frontier Rd to Hedgewood Ct

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BEFORE

5850 S Highland Dr - West Side - Charleston Ln to Frontier Rd



Designs and images shown are preliminary and subject to change.



AFTER

5850 S Highland Dr - West Side - Charleston Ln to Frontier Rd

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