



# City Manager Work Plan

# 2025



# INTRODUCTION

The 2025 Work Plan was introduced on March 26, 2025, and outlines City Manager priorities, representing focus areas and a platform for mutual accountability. The Plan contemplates the process of considering, implementing, suspending, or terminating policies, programs, and capital projects. It is updated quarterly and will be used to enhance organizational focus and clarity.

Overarching City Council Values and Priorities, identified during the February 2024 City Council Annual Retreat:

- **Balance** – Park City should balance the realities of our tourism economy with our residential quality of life and historic character — and seek creative solutions to enhance both the resident and visitor experience;
- **Connectivity** – Park City should maximize opportunities for interpersonal connection among community members while also removing barriers that prevent connection between our physical spaces; and
- **Experience** – Park City should maintain and enhance the unique characteristics that make it the place of choice to live, work, play, and create — fostering an inclusive, welcoming, and family-friendly community.

The City Council also identified and ranked numerous other priorities:

1. Transportation
2. Core Services
3. Housing
4. Community
5. Community Development and Planning
6. Neighborhoods
7. Economic Development
8. Recreation
9. Sustainability
10. Equity
11. Organizational Capacity

*Notes – The Plan does not describe City resources already committed to core and essential service delivery, such as public safety, public works, utilities, recreation, land use, financial management, human resources, engagement, and technology. Instead, the Plan was created with existing staffing thresholds in mind. Additional resources are likely required before adding new initiatives.*

Updated July 2025

# THE PLAN

## Existing Priority Long-Term Planning and Community Development Initiatives

- General Plan (5 Phases)
  - Milestone: Phases 1, 2, 3, and 4 complete
  - June 26, 2025- Phase 5: Introduce the draft document in a joint Planning Commission and Council meeting, post the draft plan to the project webpage, and begin the public review and comment process
  - Deadline: August 2025- Scheduled completion and Council adoption
- Bonanza Small Area Plan
  - Milestone: July 11, 2024- City Council approved the Small Area Plan
  - May 22, 2025- The City Council reviewed the draft code
  - June 11 and June 25- the Planning Commission will forward a recommendation to the City Council
  - July 10, 2025- return to City Council
- Re-create SR-248
  - Data collection and alternatives development and purpose/needs screening - Complete
  - January-May 2025- Level 1 Screening- Complete
  - June-October 2025- Level 2 Screening and Modeling
  - November 2025-January 2026- Local Preferred Alternative
  - 2026-2027- Environmental and Preliminary Engineering
  - 1 year post approval- Final Design
  - 2-3 years post approval- Construction
- SR-224 Bus Rapid Transit (BRT)
  - Milestone: December 2024- Contractor Selection
  - January-February 2025- Develop MOU and BRT Station Design Workshop
  - February 2025- Draft 30% design (based on NEPA LPA). Engineering and Transportation Planning provided comments
  - February 27, 2025- Council presentation (travel time analysis and impacts)
  - March 2025- Mayor and Council discussion with UDOT and HVT
  - Spring 2025- Contractor pricing available (not received from HVT)
  - June 5, 2025- policy direction regarding landscaped medians
  - June 12, 2025- Council discussed Thaynes/Snow Creek station, Box of Rocks widening, and overall project widening
  - Summer 2025- Funding discussion continued
  - EOY 2025- Final design completed
  - 2026/2027- Construction Targeted
- Deer Valley Resort Base Area Public Improvement District and Letter of Intent
  - Milestones: February 27, 2025- DVR New Business (and Public Hearing)
  - March 3, 2025- Old Business item held for Council review and discussion
  - March 26, 2025- Adopted during the Council Special Meeting
  - April 2025- Convened Council Liaisons regarding the Letter of Intent
  - Next Steps: June- 2025 DVR/PCMC working group discussing the Letter of Intent and working toward the PPPA
- EngineHouse Affordable Housing P3
  - May 15, 2025- Staff Comms Project Update
  - July-August 2025- Council accepted a request from EngineHouse to reconsider the soils remediation plans – Work Session planned
  - August 2025- City Staff and Council Member site visit
  - Fall 2025- Expected project completion

## New/Next Chapter Long-Term Planning and Community Development Initiatives

- **Bonanza 5-AcreSite Redevelopment RFP**

- **State of the City Goal:** By June 1 identify developer and move forward with design. Finalize negotiations with the KAC
- April 3, 2025- RFP Due
- April- May 2025- Score RFP Responses
- June 12, 2025- Brinshore selected as development partner
- Next Steps: ENA negotiations underway to create a roadmap to a MOU/Pre-Development Agreement. Internal Team: Heather Sneddon (Deputy City Manager), Chris Eggleton (Economic Development Developer), Cate Brabson (Deputy City Attorney), Michelle Downard (Resident Advocate), Jed Briggs (Budget Operations and Strategic Planning Manager), and outside transactional experts

- **City Hall Future**

- February 14, 2025- Council supported installing All-Gender Restroom (AGR), Council Chamber IT upgrades, wayfinding signs, an analysis of departments, and a furniture upgrade. Council also requested interior wayfinding signage including a directory and directional signage for restrooms and elevators
- March 27, 2025- Invitation for Quotes for the AGR was sent to approved vendors. Proposals for the IT Upgrade received and in review
- Deliverable: July-August 2025- Tentative construction
  - July 10-August 14- AGR Construction
  - July 11-August 13- Council Chamber IT Upgrade
- Next Steps: Obtain quotes on wayfinding signage
- Fall 2025- Sustainability suite used as an initial 'case study.' Requires moving Sustainability/Trails to Miner's Hospital basement

- **Space Needs Assessment for Transit and Public Works**

- February 14, 2025- Council directed the Iron Horse departments to determine their current needs
- May 22, 2025- Staff Communication did not identify immediate operational needs. Council requested analysis of moving Public Works or Transit to the Gordo site, which is underway

- **Recycle Utah Relocation**

- Park City, Summit County, and Recycle Utah meeting to develop a decentralized collection plan and review the current Summit County Waste Master Plan
- June 12, 2025- Council work session held and directed to continue to seek a long-term partnership
- Park City requested a copy of Recycle Utah's study to understand the benefits and impacts of their proposal and for the item to be included at the June Joint City/County Council Meeting

- **Quinns Junction Area Park and Ride**

- **State of the City Goal:** By September 1, agree on a Park and Ride location along the SR-248 corridor and begin design
- March 14, 2025- Summit County Regional Park and Ride Study completed and presented at the joint City and County Council meeting
- April 10, 2025- Work session presented alternative for park and rides
- June 5, 2025- Work session discussion on the two alternatives for park and ride implementation at Quinns Junction area
- Deliverable: in progress to aid Council's site selection, includes layout concepts, roadway access, transit access and service levels, costs, environmental, and land ownership

- **DABS Retail Liquor Store Location - Northwest Corner Old Highway 40 and SR-248**
  - Utah DFCM and UDOT inquired about surplus land abutting Highway 40 (old frontage road, across from the anticipated Maverik Station) for a new retail store
  - The surplus parcel straddles City and County boundaries, creating a split jurisdiction. Neither jurisdiction has zoning for this use, but the State is exempt from local zoning. (UT Code 17-27a-304)
  - Negotiations ongoing.
- **Main Street Area Plan**
  - **State of the City Goal:** By October 1, agree upon a circulation and parking plan for the Main Street Core as well as begin planning for improvements to Miner's Park to enhance the Main Street experience
  - April 21, 2025- RSOQ for Circulation and Parking awarded to Kimley-Horn
  - Developing a MSAP-focused scope for snowmelt and heat generation
  - June 26- Work session to review:
    - Aerials transportation/gondola feasibility discussion
    - China Bridge replacement/redevelopment as Engineering delivers ongoing maintenance cost estimates
    - Circulation and parking plan to commence July 2025
- **Pickleball RFP**
  - Negotiations Ongoing
  - June 20- ENA execution planned
  - July 10- Staff Communications planned to summarize status update
- **Seniors Center on Mawhinney Lot**
  - **State of the City Goal:** By June 1, identify the final location of the Senior Center and begin preparing an RFP
  - May 1, 2025- Council work session reviewed initial Mawhinney site-suitability considerations. Council supported pursuing redevelopment
  - May 27- RSOQ released with a June 20 deadline
  - July 2025- Final RSOQ Interviews for design team
  - September 2025- Approve design team contract
  - October 2025-January 2026 - Concept Design (Includes land use process)
  - February 2026- Council approves design
  - Tentative timeline:
    - July 2026- Council approves Schematic Design
    - July 2026- RFP for CMAR (Construction Manager at Risk)
    - August 2026- Select CMAR firm
    - December 2026- CUP/MPD approved by Planning Commission
    - January 2027- Construction Targeted
- **Housing Resolution**
  - April 24, 2024- work session to update the Housing Resolution and the Moderate Income Housing Plan as Housing Element to the 2025 General Plan
  - May 14, 2025- Presented to Planning Commission
  - June 12, 2025- The amended Housing Resolution and MIHP presented to Council and return annually thereafter
  - August 2025- Update MIHP in the General Plan
- **Clark Ranch Affordable Housing P3**
  - January 9, 2025- Council requested three different pricing options
  - June 13, 2025- Frontage Road RFP closed
  - July 2025- Council reviews the three options from the Alexander Co.
  - August 2025- Planning Commission project review scheduled to begin
  - Draft a PAB (Private Activity Bond) application for November 20 submission

- **Public Utilities Rate Structure – Complete**

- March 27, 2025- Alternative SFR rate structure identified
- April 24, 2024- Council received a plan to close the revenue reductions and an update on irrigation accounts
- July 1, 2025- Alternative SFR rates will be implemented

- **Childcare Scholarship Program**

- March 20, 2025- Council reviewed the Impact Report and supported \$300k in the FY26 budget to continue the program
- April 2025- Represented PCMC's Program in Washington D.C.
- May 2025- Presented at Business Leads Master Class hosted by the U.S. Chamber of Commerce in Idaho
- Deliverable: June 2025- Council will receive a quarterly performance update
- Deliverable: September 2025- Council requested a work session to evaluate program criteria and performance

- **EV Charger Program**

- April 2025- Staff Communication regarding the current program and 45 chargers
- New chargers being installed at Snow Creek commercial area (near Zions Bank)
- June 2025- RFPs being issued for fast charger installation and for maintenance and upkeep of existing infrastructure

- **Geothermal Study**

- June 6- Staff attended conference to learn from other communities, financial institutions, utilities, and consultants on successful project structure and financing
- Initial study completed. Developing a scope for Phase II
- Deliverable: Staff communication update on the findings and recommendation

## **Existing Capital Projects Delivery**

- **City Park Community Center Building**

- April 2025- Plat application to Planning Commission
- May 2025- Project out to bid
- Deliverables:
  - June 2025- Council approved additional \$4.1M, total project \$19.1M
  - July 2025- Construction Contract approval
  - August 2025- Construction targeted after summer camp ends
  - December 2026- Construction completion

- **PC MARC Aquatics**

- Milestones: March 7, 2025- Council approved construction contract with Northridge Construction
- April 2025- Construction Began
  - Lap pool removed and old mechanical room gutted
  - Site leveling, installation of new utilities, and storm drains underway
- Deliverable: May 2026- Construction Completion

- **Main Street Water Line Replacement**

- Completed:
  - Spring 2025- Phase III (final phase) – Fire lines and service lines, beginning at 5th Street to the top of Main
  - April 2025- 4th to 5th Street
  - May 2025- 4th Street to Swede
- June 2025- Install Main Street slurry seal from Heber Ave to Swede Alley
- October 2025- Areas beneath dining decks will be sealed (after decks are removed as possible)

- **RMP Undergrounding (Munchkin, Woodbine, Kearns)**

- Equipment and contracts ordered. Monitoring tariff impacts
- Deliverable: Fall 2025– Construction Targeted
- Fall 2026- Construction Complete



- **Gordo Property Environmental Cleanup**

- February 6, 2025- Staff Communication on remediation update
- March 2025- Final documentation sent to DEQ for review

- **Bus Stop Improvements Citywide**

- Milestone: November 2024- Professional Services Agreement approved by Council
- February 2024- January 2025- Field Survey and Design
- November 2024- Phase 1 – Construction Complete
- Deliverables:
  - March 2025-December 2025 – Phase 2 Design/Construction Document prep
  - February 2026- Phase 2 Contractor Selection
  - May 2026- Phase 2 Construction Targeted

- **Thaynes Pathway Construction**

- Milestone: March 20, 2025- Phase I Construction Agreement approved by Council
- May 2025- Phase I Construction Began – Multiuse path installation and including storm drain reconstruction along Thaynes Canyon Rd. and Webster Dr.
- November 2025– Construction Complete
- Deliverables: Phase II Planning and Design

- **Snow Creek Crossing**

- March 13, 2025- Council supported a tunnel as the long-term solution with aesthetic improvements to widen the tunnel, entrance, and exit
- April 24, 2025- UDOT expressed strong reservations about installing a temporary crossing before beginning construction on a tunnel
- May 2025- Met with adjacent property owners, except the Yarrow. All expressed general support at this preliminary stage
- June 2025- Launching procurement to source a designer
- August 2025- Tentative approval of design contract and touch point with Council on the Yarrow

- **Homestake Roadway and Multi-Use Trail Improvements**

- April 2025- Finalized Easements
- March 2025- Contractor selected
- April 2025- Construction agreement approved by Council
- May 2025- Construction Began
- October 2025- Construction Complete

- **Ability Way Roadway Reconstruction and Trail Improvements**

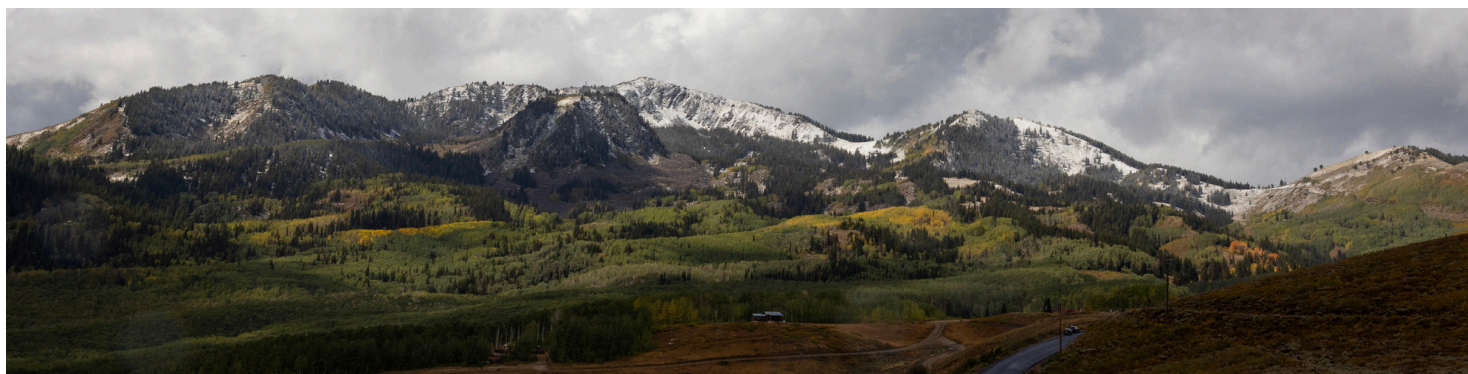
- June 2025– Construction Began
- October 2025– Construction Complete

- **10th Street Stairs Reconstruction- Complete**

- April 2025– Construction Began
- June 2025– Construction Complete

- **Bus Charger on Shortline**

- April 2025– Construction Began
- June 2025– Construction Complete



## Existing Core/Internal Services

- **Workforce recruitment and retention- Hire Deputy City Managers- Completed**

- February 28, 2025- Panel interviews- completed
- March 28, 2025- Final interviews- completed
- April 21, 2025- Started Work- completed

- **Financial and Accounting Software System (ERP) Implementation**

- April 1, 2025- Phase 1 – Financials go-live (9-month Implementation)
  - Includes: Accounting, Accounts Payable, Budgeting, Capital Assets, Cash Management, Contract Management, eProcurement, Project and Grant Accounting, Purchasing, Accounts Receivable, General Billing, Cashiering, Enterprise Analytics, and Reporting w/Executive Insights
- January 2025-January 2026- Phase 2 – UB Phase (~12-month implementation)
- April 2025-January 2026- Phase 3 – Permitting and Licensing (~9-month implementation)
- Phase 4 and 5 – Payroll and Asset Management (~9-month implementation each)
- \*\*Each phase requires extensive commitment not only from departments, but Finance and IT
- Departments with completed or currently planned roll-outs:
  - Finance, Budget, Procurement (Phase 1 – Financials)
  - Water Department (Phase 2 - UB)
  - Building, Planning, Engineering, and Licensing (Phase 3 – Permitting)
  - HR and Finance (Phase 4 – Payroll)
  - Fleet, Building Maintenance (Phase 5 – Asset Management) – Will likely onboard more departments after initial implementation
- Departments not scheduled for implementation: Golf, MARC/Parks, Ice *\*We are planning demos for these departments. Tyler Technologies recently acquired a company that specializes in recreation software*

- **Credit Card Processing Fees**

- Completed merchant fee audit to evaluate more favorable rates
- Deliverable: Analyze both the fee and threshold for credit card transactions. Based upon findings, we may propose a fee schedule update. Additionally, we will return to Council in December with an update on transaction fees throughout the City's point of sale systems to report on performance and new vendor costs
  - Finance moved to a new credit card merchant processor (preferred processor with new EERP system)
  - MARC and Golf transitioned to new credit card merchant processors that work better with their POS systems w/lower monthly rates. This will also allow Golf to collect no-show fees
  - Utility Billing will move to a new payment processor, along with all other web payments, as part of the Enterprise upgrade

- **Year-end Close, Annual Audit, Comprehensive Financial Statements, and GFOA COA Award**

- June 30, 2025- Year-end close and audit preparation begin
- September 2025- Close out and account reconciliation
- October 2025- Final trial balance for FY25 provided to auditors
- December 2025- GFOA Certificate of Achievement applied for
- December 2025- Impact fee and state reporting (fraud risk assessment, audited financial statements, financial certification)

- **Fraud-Risk Audits**

- April 2025- Introductory meeting with an audit firm within our pooled financial advisors
- Auditors will evaluate the contract and supporting documentation for the MKSK contract and will reach out with next steps for the AUP review
- Next Steps: Provide an overview of the Water Department for the COS study

- **Workforce Learning and Organizational Development Program**

- March 2025- New software (Absorb) launched
- Phased training started with OSHA and compliance is ongoing



- **Health Insurance Renewal- Completed**

- April- RFP secured a not-to-exceed 16% contract renewal
- May-June 2025- Open Enrollment with new Health Insurance Providers
- Completed: 100% participation in Open Enrollment. 14% average contract renewal with Regence and Select Health

- **Annual Budgeting Process- Completed**

- March 2025- Internal Budget Planning, Results Team, Capital Committee, Executive, and Council (major initiatives)
- April-May- Present Recommended Budget, Fee Schedule, and Policy Updates
- May 1, 2025- Adopt Tentative Budget
- May-June- Refine Tentative Budget, Finalize Fees, Policies, Public Hearings
- Completed: June 12, 2025- Adopt Final Budgets (PCMC, LPA, RDA), Fee Schedule, Policies, and Ordinances
- Interview each Councilor to determine opportunity areas and hold a Council work session in September
- New Process for FY27 budgeting

- **Legislative Platform**

- January 26, 2025- 2025 Platform approved
- January-March 2025- Ongoing efforts and updates during 2025 Legislative Session
- Next Steps: Develop legislative tracking best practices or long-term goals to improve the process

