

1 PRESERVING & ENHANCING THE NATURAL ENVIRONMENT

Success of this Priority is defined as:

Park City is proud that it is recognized as a model environmentally-conscious community. Residents develop, participate in and support initiatives to protect the long-term health of the natural environment and Park City policies and investments work in concert with these efforts. Carbon reduction, energy and water conservation programs and open

space acquisition not only attract residents and visitors to Park City, but also advance community environmental goals and preserve the unique natural setting. Park City recognizes that careful planning to ensure a sustainable water supply that meets the City's current and future need is essential to our long-term viability.

Desired Outcomes

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

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

Key Strategies



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

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

PRESERVING & ENHANCING THE NATURAL ENVIRONMENT (CONT.)

Key Indicators

KEY INDICATOR	YEAR				ASSESSMENT	
	2010	2011	2012	2013	Benchmark	Trend
Increase in number of properties within the Soil Ordinance Boundary that have obtained Certificate of Compliance.	N/A	N/A	3	4	N/A	Positive
Meet all water quality regulations.	Yes	Yes	Yes	Yes	Similar	Neutral
Total numbers of acres preserved for open space.	8233 acres	8405 acres	8405 acres	8697 acres	N/A	Positive
Percent of Citizens actively conserving water at least once a month.	N/A	N/A	N/A	87%	N/A	N/A
Percent of citizens who walked or biked instead of driving at least once a month.	N/A	N/A	N/A	87%	N/A	N/A
Percent of citizens who rate drinking water quality as "good" or "excellent."	N/A	43%	43%	49%	Lower	Positive
Percent of citizens who rate overall natural environment as "good" or "excellent."	N/A	94%	94%	93%	Much Higher	Neutral
Annual Carbon Footprint for Municipal Facilities (Co2 in Tons).*	14,835	14,770	18,715	N/A	N/A	Negative

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

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

Biennial Plan for Preserving & Enhancing the Natural Environment

Recent Successes

- Western Summit County Project (Regional Water Agreement)
- Mine Tunnel Treatment Agreement
- Waterline Replacement: Deer Valley Dr & Empire Ave
- Water Research Foundation: Pipe Cleaning Comparison Field Work Completed
- \$1.9M in Water Grants Awarded Last Year
- 500% Increase in Residential Solar
- Expanded Renewable Energy Portfolio—Secured Half Price Energy (Natural Gas)
- Annual, On-Going Energy Savings of \$206,000 due to Retrofits
- Expanded Recycling Effort on Main Street and at City Parks
- Gillmor Open Space Acquisition
- Creation of COSAC IV
- Blue Ribbon Commission on Soils Ordinance and Soil Disposal Options
- Successfully Negotiated Prospector Drain AOC
- Completed Mine Hazard Evaluations
- More Sustainable Sidewalks

Current Challenges

- UPDES Compliance/Mine Tunnel Management
- Regional Regulatory Collaboration
- Water Supply/Irrigation/Snowmaking Deliveries
- Program Funding/Water Rates & Impact Fees
- Source Water Quality
- Drought and Water Conservation
- Water Capital Project Management
- End User Engagement
- Managing Environmental Liabilities
- Keeping up with Technology
- Soil Disposal Limitations
- Public Outreach
- Storm Water Master Plan
- Management and Maintenance of Open Space
- Climate Change & Extreme Weather Situations
- Energy Source Diversification
- Competition for Potential Open Space Acquisitions
- Alternative Transportation

Trends & Opportunities

- Increasing Regulations
- Advanced Treatment & Monitoring
- Integrated Water Resources Planning
- Increased use of New Technology
- Energy Cost Inflation
- Public Information Availability
- Affordable Soil Disposal
- Improved Environmental Resources
- Regional Collaboration
- Sustainable Business Program
- Climate Adaptation Planning
- Renewable Energy Financing
- Advancing Technologies
- Recycling Center Relocation
- Collaboration with Jordanelle Special Service District
- Micro-Hydro Systems

Staff Action Plan

- Update Water Impact Fee Study
- Launch Water Customer Portal
- Mine Tunnel Treatment Master Plan
- Finalize Storm Water Master Plan
- Evaluate Energy Mitigation Strategies
- Municipal Carbon Footprint Reductions, including Financial Analysis and Savings
- Receive Policy Direction on Green Building Policy, City Codes and Solar PV



Action Plan for Preserving & Enhancing the Natural Environment

Staff Action Plan (Cont.)

- Mine Hazard Mitigation Ordinance Implementation
- Western Summit County Project Implementation
- Raw Water Delivery Coordination
- Finalize Water Research Foundation Study
- Maintain Water Efficiency Rebate Program
- Water Public Outreach/Public Information Program
- Implement Blue Ribbon Commission on the Soil Ordinance and Soil Disposal Options Recommendations
- Finalize Prospector Drain Engineering Evaluation/Cost Analysis
- Open Space Acquisition Funding
- Open Space Management Policy
- Highway 40 Wildlife Underpass

Staff Budget Plan FY15 & FY16

- Water: Budget increasing by \$363K to cover the increased cost for utilities, pumping, treatment, and training costs.
- Intergovernmental & Environment: Increase in legal and consulting fees due to loss of in-house environmental counsel. \$50K increase.

Council Action Plan Jan. 2014

High Priority

- Open Space Acquisition
- Municipal & Community Green Building Standards
- Community-wide renewable energy policy and action plan
- Water Conservation & Clean Soils
- Clean Soils

Department Business Plans

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



WORLD CLASS, MULTI-SEASONAL RESORT DESTINATION

2

Success of this priority is defined as:

The resort experience continues to exceed expectations. Park City is known as a premier resort destination because of its distinct and recognizable brand, a seamless network of multimodal transportation, and interconnected resorts. Visitors and residents feel safe throughout the community and find that Park City has struck a unique balance between tourism and local quality of life. Tourism remains a chief driver of Park City's economy due to its accessibility, quality snow, and

great summer weather. World-renowned recreational opportunities and an expansive trail network are the center of activity, complemented by multi-seasonal special events and unique, locally-owned businesses. Park City full and part-time residents recognize the exceptional benefits the economic base provides and the paramount importance of fostering and expanding the resort economy in harmony with community values.

Desired Outcomes

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

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



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

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

Key Strategies

WORLD CLASS, MULTI-SEASONAL RESORT DESTINATION (CONT.)

Key Indicators

KEY INDICATOR	YEAR				ASSESSMENT	
	2010	2011	2012	2013	Benchmark	Trend
Percentage of survey respondents who rate recreation programs as "good" or "excellent."	N/A	94%	94%	92%	Higher	Neutral
Percent of respondents who rate the golf course as "good" or "excellent."	98%	97%	97%	97%	N/A	Neutral
Satisfaction levels combining satisfied and very satisfied on satisfaction surveys for all Ice programs.	N/A	89%	92%	99%	N/A	Positive
Percent of McPolin Farm events sold out.	100%	100%	100%	100%	N/A	Neutral
Percent of respondents who rated the overall quality of City Parks as "good" or "excellent."	N/A	98%	98%	97%	Higher	Neutral
Percent of respondents who rated the quality of services for snow removal as "good" or "excellent."	N/A	77%	77%	83%	Higher	Positive
Percent of respondents who would recommend the tennis programs to friends.	N/A	N/A	N/A	93%	N/A	Neutral
Percent of respondents who rate the ease of travel by public transportation as "good" or "excellent."	N/A	N/A	N/A	89%	Much Higher	N/A
Percent of respondents who utilized bus services this year more than once a month.	N/A	N/A	N/A	74%	N/A	N/A
Percent of respondents who rated the overall Image and Reputation of Park City as "good" or "excellent."	N/A	96%	96%	92%	Higher	Negative
Percent of respondents who rate quality of Street Lighting as "good" or "excellent."	N/A	69%	69%	79%	Higher	Positive
Percent of respondents who would recommend the MARC to their friends.	N/A	N/A	N/A	99%	N/A	Neutral
Percent of respondents who rate ease of Public Parking as "good" or "excellent."	N/A	N/A	N/A	50%	N/A	N/A

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

Biennial Plan for World Class Multi-Seasonal Resort Destination

Recent Successes

- Selected as "Best Town in America" by Outside Magazine
- Repairing Sunken Sidewalks with Concrete Pumping
- Public Works Concrete & Asphalt Recycling
- Completed Public Art at PC MARC
- Extended Sundance Contract till 2026
- PC MARC won "Facility of the Year" by URPA
- Armstrong Trail Named as IMBA Epic 2013
- Sprinkler Head Upgrade at Golf Course
- Completion Stage 1 Main St Sidewalks
- Ice Facility 97% Booked
- \$367k in Trail-Related Grants
- Marsac Mill Historic Wall Completion
- Community Wellness Program
- Completion of City/County Mountain Recreation Strategic Action Plan
- Approval of Commission-based Marketing Position for Ice Facility
- Continued Expansion Winter Trails Program
- 86% of Walkability Projects Completed
- Community Partnerships
- Bringing in House Parking Staff

Current Challenges

- Federal Funding Uncertainty
- Continued Growth in PC and Surrounding Area
- Traffic, Congestion, & Parking
- Special Event vs. Local Use of Facilities
- Maintaining Aging Infrastructure
- Implementation of OTIS Projects
- Maintaining Commitment to Public Art (including funding)
- Keeping Pace with Supporting Technologies
- Satisfying Demand for Usage of Recreation Facilities
- Trail User Conflicts, Overuse and Dog-related Impacts
- Impacts of Water Line Construction on PC Golf Club
- Mitigation of Community & Traffic Impacts for Large Construction Projects
- Uncertainty of Resort Ownership
- Funding of Mtn Recreation Strategic Action Plan
- Onsite and Remote Snow Storage
- Public Works Maintenance and Operations Facilities Space Needs

Trends & Opportunities

- Increased Competition in Destination Tourism
- Contraction of Public Art Programs
- Fiber Infrastructure
- Business Accelerator/Incubator
- Golf Learning Center
- Social Media Presence
- Year-round Aquatic Programs/Water Parks
- Expanded Fields and Parks
- Walkable/Bikeable Communities & Complete Streets
- Expanded Regional Transit
- Smart Highway Technologies
- Bonanza Park & LPA Redevelopment
- Increased Use of New Technology
- Redevelopment of PCMR Resort Base
- Public Private Partnerships
- Connection of Main St. with Resort Bases
- Mountain Accord
- High Altitude Training
- User Specific and Directional Trails
- Expand Ice Facility

Action Plan for World Class Multi-Seasonal Resort Destination

Staff Action Plan

- Regional Transit Service Expansion
- Street and Sidewalk Condition Assessment
- Maintain Sequential Plow Priorities
- Continue Research Fiber/Broadband
- Business Retention and Attraction Plan
- Ongoing Participation in Mountain Accord
- Dan's to Jan's Walkability Implementation
- Main Street Sidewalk Reconstruction & Streetscape
- SR 224 Corridor Plan Implementation
- SR 248 Corridor Plan Implementation
- Parking Technology Rollout
- Continued Implementation of Trails Master Plan
- Implement In-house Concessions for Golf
- Determine Funding Options for Mtn Rec Strategic Action Plan
- Strategic Plan for City Facilities
- 50th Anniversary Celebration of Golf Course
- Joint Economic Development Task Force
- Way-finding and Signage
- Transit Marketing Technology
- PC-SLC Connect
- Continued Community Partnerships

Staff Budget Plan FY15 & FY16

- Parks, Streets, & Fields—ACA Provisions: \$200k net increase between in General Fund. Addition of 9 FTRs with full health benefits and \$100k decrease to departmental budgets.
- Transit: Adding health insurance for 14 employees (ACA) , offset with decrease in part-time and materials and supplies budget. Addition of Tech Coordinator FTR.
- Ice part-time staffing: \$15k increase for part-time staffing and \$6k for sports officials due to revenue generating programs being beyond capacity and longer hours of operation. Offset by revenue.
- Tennis: 23k increase in FY15 & \$49k in FY16 for part-time personnel due to increased demand for tennis programs: youth tournaments, pickleball, and tennis lessons. Offset by revenue.
- Recreation: \$49k part-time staffing increase to cover cost of growth from demand in camps, leagues, and group fitness. Offset by revenue.
- Golf: Golf reorg net savings. \$53k for new concessions program offset by revenue (profit).

Council Action Plan from Jan. 2014

High Priority

- Treasure Hill
- Broadband/
Fiber

Department Business Plans

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



AN INCLUSIVE COMMUNITY OF DIVERSE ECONOMIC & CULTURAL OPPORTUNITIES

3

Success of this Priority is defined as:

Park City is a community where residents can live, work and play. In order to maintain Park City's appeal, PCMC invests in those areas that ensure our continued success. Through our planning and economic development efforts, we balance the historic character and small town atmosphere with the varying needs of our residents and visitors. A mix of cultures, perspectives and lifestyles is welcomed and celebrated. There are diverse job opportunities that pay a living wage and enable full-time residents to live within a reasonable distance of their jobs. Part-time residents

are welcomed, engaged and contribute to the community character. Preserving our unique history is vital to the longevity of the City's character and is at the forefront when key planning and economic development decisions are made. The impact of regional growth pressures have been managed and mitigated by Park City's ongoing collaboration with local and regional stakeholders. These cooperative efforts result in innovative economic strategies, preservation of the natural setting, and partnerships that lead to prosperity throughout the region.

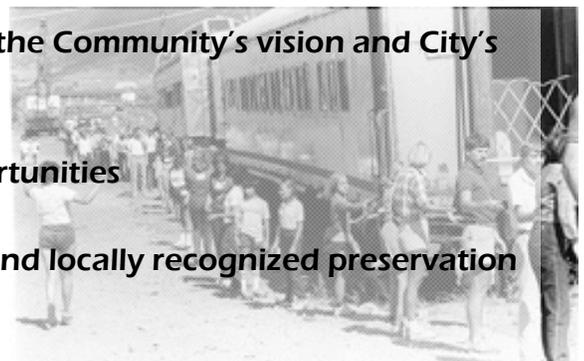
Desired Outcomes

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

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

Key Strategies

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



COMMUNITY OF DIVERSE ECONOMIC & CULTURAL OPP'S (CONT.)

Key Indicators

KEY INDICATOR	YEAR				ASSESSMENT	
	2010	2011	2012	2013	Benchmark	Trend
Annual number of Building Permits.	847	903	989	1042	N/A	Positive
Percent of residents who rate the opportunities to attend or participate in community matters as "good" or "excellent."	N/A	84%	84%	84%	Higher	Neutral
Percent of residents who rate Quality of Economic Development Services as "good" or "excellent."	N/A	58%	58%	57%	Similar	Neutral
Number of Community Preparedness outreach items (print, radio, newspaper, web, presentations etc.).	N/A	N/A	22	33	N/A	Positive
Percent of construction projects "Substantially" completed within a construction season.	N/A	N/A	N/A	50%	N/A	Neutral
Number of library visits per capita (annually).	15.83	16.05	14.60	14.21	Below	Negative
Annual number of planning applications.	262	282	332	424	N/A	Positive
Percent of resident who rate the quality of Police Services as "good" or "excellent."	N/A	81%	81%	77%	Similar	Negative
Percentage of housing units that are "affordable."	6.30%	6.50%	5.00%	5.10%	N/A	Negative

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



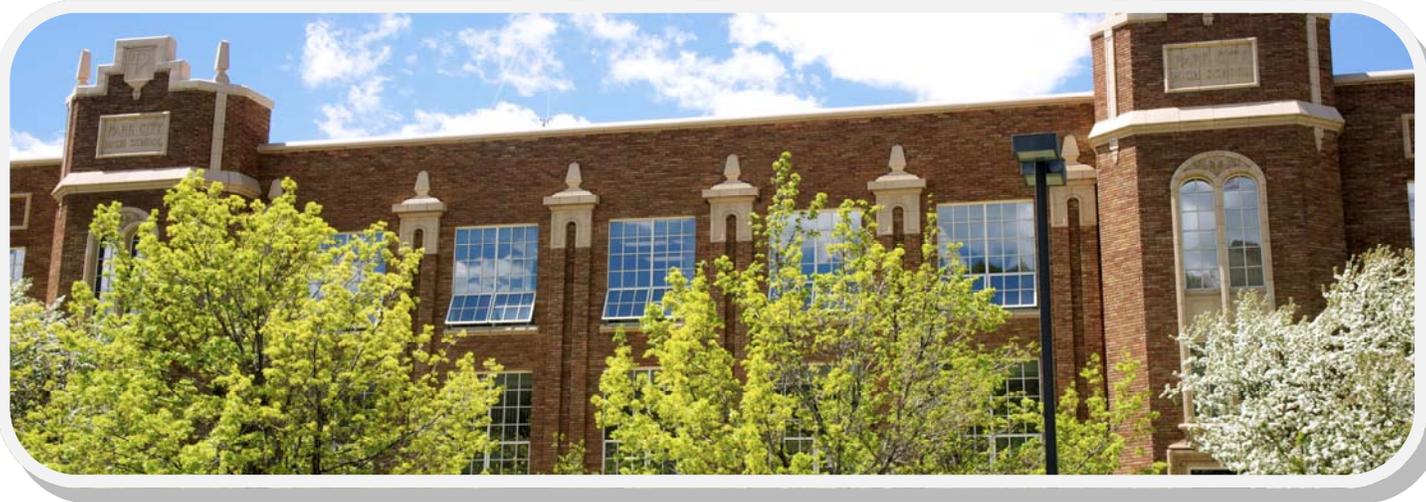
Biennial Plan for Community of Diverse Economic & Cultural Opp's

Recent Successes

- High Ratings on 2013 Community Engagement Survey
- PC MARC Public Art
- Increase in Library Participation, Programs, and Outreach
- Seed Program for Library Digital Lab
- Completed Memorial Wall in Cemetery
- ULI Workforce Housing Public Policy Award
- Increase in McPolin Farm Event Participation
- Partnership with Habitat for Humanity
- Student Library Cards Reciprocal Borrowing
- Transit Housing for Seasonal Employees
- Police Body Cams for Transparent Government
- Launch of Victim Advocate Program
- Instituted Several Components of Safety Program
- Historic Home Preservation through sale to Greenpark Cohousing

Current Challenges

- Balance Between Tourism & Quality of Life for Local Residents
- Volatility of Individual Mortgage Market
- Rapidly Changing Technology
- Local & Regional Growth Pressures
- Current Library Space
- Funding for Capital Projects
- Protection of Historic Fabric, Main Street Historic District Designation and Park City's Iconic McPolin Farm National Historic Designation
- Significant Increase in Planning Application and Building Permit Submittals
- Public Safety Staffing Pressures due to Special Events, Calls for Service, & Community Needs
- Meeting Workforce Housing Needs
- Staffing Needs due to McPolin Events
- Impact of Regional Development



Trends & Opportunities

- Aging Population
- Regional Collaborative Planning
- E-books & Digital Media Labs in Libraries
- Libraries as Community Centers
- Volatility of Individual Mortgage Markets
- Increased Demand for Technology
- Expanded Library Technology and Space
- Increased Technological Services, including New Programs
- Annexation Boundaries
- New Technology and Apps
- Partnerships with Private Developers and Property Owners
- Expanded Public Art Program
- 2nd Mortgage/Equity Sharing Programs
- Bonanza Park, Lower Park Avenue, & Prospector Square Area Plans
- Business Incubator

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

Staff Action Plan

- General Plan Update
- Bonanza Park Area Plan and Form Based Code
- Lower Park Redevelopment Area Plan, including Senior & Affordable Housing
- Prospector Square Area Plan
- Less Intensive Rocky Mountain Power Substation Upgrade
- Identify Target Properties & Development for Direct Business Recruitment Plan
- Staffing Needs due to Increased Bldg Activity
- Intensive Level Survey of Main Street Historic District
- Hire Architect/Engineer for McPolin Complex
- Infrastructure Improvement at McPolin Complex
- Complete Library Expansion Project
- Staffing Plan for Public Safety
- Staffing Plan for Post- Library Expansion
- Mortgage Assistance Tool
- Continued partnership with Summit County to carry out the Senior Strategic Plan through the Senior Working Group

Staff Budget Plan FY15 & FY16

- **Building:** Addition of two new FTR Building Inspectors to help alleviate demand pressure. Partially offset with Contract Inspector. Net increase of \$122K.
- **Planning:** Reclass of Contract Planner to FTR Planner I. Zero-sum.
- **Engineering:** Reclass of Analyst I to Analyst II. \$7K increase.
- **Emergency Management:** Increase in contract for the Emergency Manager (\$17.5), offset with decrease in IFT for Self-Ins.
- **Police:** Loss of a Detective, Sergeant and part-time Victim Advocate. They are replaced by a Lieutenant and a full-time Victim Advocate. \$44K budget reduction.
- **Library:** In FY 16 a Senior Librarian and \$40K in part-time money will be added along with \$20K for books and materials in order to support the Library renovation.
- **Dispatch:** Reclass 2 Dispatcher I's to a Dispatcher II & III (\$15k).
- **McPolin Barn:** Reclass of Analyst II to Golf Recreation Coordinator.



Council Action Plan from Jan. 2014

Top Priority

- Affordable, attainable, middle-income housing
- LPRDA Master Plan
- Historic Sites Plan
- Traffic Mitigation

Department Business Plans

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

4

RESPONSIVE, CUTTING-EDGE, & EFFECTIVE GOVERNMENT

Park City Municipal Corporation has earned the trust of the community by engaging its citizens, being responsible stewards of tax dollars and providing uncompromising quality and customer service. This is enabled by a customer-centered organizational structure; a culture that embraces accountability and adapts to change; and funding mechanisms and policies that support innovation. Investing in our people is essential to maintaining a

Success of this Priority is defined as:

high-performing and strategic-minded workforce. PCMC employees are equipped with the core skills that allow them to be self-managed, creative and flexible in anticipating and responding to community needs. Our investments are protected by ensuring that systems and infrastructure are maintained, making responsible and effective use of technology and being fiscally and legally sound.

Desired Outcomes

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

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

Key Strategies

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

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



RESPONSIVE, CUTTING-EDGE, & EFFECTIVE GOVERNMENT (CONT.)

Key Indicators

KEY INDICATOR	YEAR				ASSESSMENT	
	2010	2011	2012	2013	Benchmark	Trend
Annual percent conviction rate of misdemeanor charges.	100%	100%	90%	90%	N/A	Negative
General Obligation bond rating (Fitch and S&P).	AA	AA+	AA+	AA+	N/A	Neutral
Percent of respondents who rated the overall direction PCMC is taking as "good" or "excellent."	N/A	70%	70%	64%	Similar	Negative
Percent of respondents who rated the quality of services from PCMC as "good" or "excellent."	N/A	83%	83%	80%	Similar	Negative
Annual number of Audit Findings.	0	0	1	2	N/A	Negative
Percent of building repairs made within 30 days of receiving a complaint or request for service.	94%	93%	94%	94%	N/A	Neutral
Percentage of Fleet mechanic time spent servicing vehicles and equipment ("Wrench-turning" hours to total hours).	N/A	N/A	N/A	75%	N/A	Neutral
Percent of applicant pool qualified for the posted position.	N/A	N/A	N/A	90%	N/A	Neutral
Percentage of Facility customer complaints responded to within 72 hours, 24 hours for minor emergencies and 2 hours for major emergencies after receiving a service request.	95%	95%	95%	95%	N/A	Neutral
Percent of respondents who rated their overall confidence in Park City as "good" or "excellent."	N/A	N/A	N/A	66%	N/A	Neutral
Percent of respondents who rated the overall customer service from Park City as "good" or "excellent."	N/A	78%	78%	83%	Similar	Positive
Percent of respondents who rated the public information services in Park City as "good" or "excellent."	N/A	83%	83%	82%	Higher	Neutral
Annual number of website hits.	937,479	1,182,519	1,345,654	1,267,171	N/A	Positive
Annual number of website hits (mobile).	36,476	118,902	153,451	210,982	N/A	Positive

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

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

Recent Successes

- Building Security Plan Continued
- BFO & Capital Software Implementation
- Strategic Planning Adopted
- Clean Audit for 2013 & 25th consecutive GFOA Excellence in Financial Reporting Award
- Faster network connection to Ice Arena and Quinn's Water Treatment Plant
- Upgraded 2 miles of Fiber Optic Cable to Municipal Facilities
- Implemented Additional Resort Sales Tax for Open Space and Main St Projects
- Implemented New Performance Review Software
- Budget Savings due to Paperless Checks
- Update to Asset Management Plan
- Conducted 2nd National Citizen Survey
- Healthy Lifestyles Program
- Regular Staff Meetings & One Joint Council Meeting with Wasatch & Summit Counties and Heber City
- Regional Collaboration Initiatives
- Business & Community Partnerships

Current Challenges

- Engaging Diverse Constituencies
- New Facilities & Greater Complexity in Operating Systems (HVAC)
- Pace of Technology Improvements
- Resource Allocation, Staff Workload & Succession
- Limited Resources for Training, Professional, Legal and Licensing Requirements
- Increasingly Specialized Positions due to Digital Technology and Government Regulations
- Workforce Competition with Salt Lake Valley due to Cost of Housing and Commuting
- Funding Capital Improvement Programs (CIP) Priorities
- Long-term Fleet Fuel Strategy
- Expanding Risk Management Portfolio
- Increases to Health Care Costs due to Health Care Reform
- Reduced Sales Tax Projections
- Limited Opportunities for Additional Revenue

Trends & Opportunities

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

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

Staff Action Plan

- Connect, Collaborate and Create with Community In-Person and Virtually.
- Reduce Paperwork and Mailing Costs through Direct Paperless Billing (E-Commerce)
- Formal Organizational Development Program
- Invest in Security IT infrastructure
- New vehicle for Building Maintenance
- Implementation of Meeting Management Software
- Enhance Mobile Technology to Enhance Citizen Access and Communication
- LEAD PC—Employee Development Program
- Centralized Building Security System
- Expanded Computerized Control Systems for Maintenance
- Upgrade Fleet Management Software
- Implement Paperless Criminal Prosecution
- Website Remodel
- Issue RFP for Community Fiber
- Vacation Rental by Owner (VRBO) Compliance Software Implementation
- Enhance Workplace Safety
- Implement Meeting Management Council Software & Voice Recorded Meetings
- Joint Council Meetings with Regional Partners

Staff Budget Plan FY15 & FY16

- Executive: \$40k increase for LEAD training with \$20k Venture Fund decrease to offset.
- Community Affairs: Increase of \$8k for Let's Talk Park City and contract services.
- Building Maintenance: Addition of Building Maintenance IV due to increased demand (\$72k).
- Fleet: Addition of Mechanic due to increased demand (\$74k).
- HR: Increase of \$6k for pre-employment drug testing.
- Budget, Debt, & Grants: Addition of .25 of Budget Analyst due to loss increased demand (\$22k).
- Elections: Decrease in materials for FY15 by \$13K due to election off year.

Council Action Plan Jan. 2014

Top Priority

- Citizen Engagement

High Priority

- Improve Regional Relationship



Department Business Plans

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