## Points for Council Discussion

### 1. Approval of Desired Outcomes

### 2. Innovation & Technology

The availability and accessibility of technology is redefining the way we live, work and play, not to mention the way we govern. The speed of change will require us to reconsider the fundamentals about what we invest in, and how we conduct business. Identifying capacity and resources, developing staff and hiring skilled employees will be fundamental to our success.

The City's increase of assets and new technologies brings additional demands across the entire organization. The challenges we face are disrupting and requires us to reconsider new efficiencies and the costs to meet broader expectations. The questions before us are both immediate and long-term.

**How do we:**

- remain both flexible and cost conscious?
- manage and delineate IT responsibilities from departmental responsibilities?
- address new complexities in budgeting and asset maintenance?
- attract skilled and capable employees?
- measure the performance of employees?
- train and develop employees?
- ensure financial-information security and still provide flexibility?
- align our organizational objectives with technology?

**What technology and:**

- skills do we require to support our customers and the organization?
- training do we need to support or assets that are reliant on new technology?
- resources do we need to utilize social media and still communicate using traditional methods?

Technology advances translate to many cost savings, streamlining of processes, and maintenance of expectations of service levels of both citizens and visitors. Submission of capital requests, increased personnel and maintenance costs will be necessary to allow business continuity and smooth implementations of advances. Potential budget requests for the next 1—3 years:

- Increased personnel to meet the pressure and diversity of technology advancements and deployment, as well as system enhancements and project consulting.

- Advanced hardware and software acquisition and/or development.

# PARK CITY 1884 — OPEN AND RESPONSIVE GOVERNMENT

*We are a government that promotes public involvement, values transparency and seeks innovative solutions while providing high quality and excellent value for the money.*

Park City acknowledges that local government exists to protect and promote the interests of the community. The success of our community comes from a collaborative and synergistic effort by our residents, our business community, our visitors, and our public servants — staff, elected and appointed officials.

This open and cooperative spirit is aided by the City's emphasis in cutting edge technology, a highly professional and engaged staff, strategically-minded leadership, sound financial management, consistent community outreach and communication, and facilities that are safe, welcoming and convenient to the public. Unlike other communities where internal services such as legal, human resources, finance and budget, and information technology are considered overhead or the cost of doing business, in Park City we recognize these services as central to open and responsive government.

### Community Vision

The goal of Open and Responsive Government is central to the community vision of *"keeping Park City, Park City."* The strategic planning and public outreach efforts carried out under this goal are critical to preserving Park City's *Sense of Community* as well as its *Small Town* feel. Park City is recognized widely as having one of the best municipal staffs in the state, which is critical for providing high quality service, one of the City's many *Exceptional Resident Benefits*. And the City's dedication to innovation, technology and world-class facilities adds to the *Vibrancy* of Park City's community and culture.

### Desired Outcomes

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

- **Fiscally and legally sound**
- **Engaged, capable workforce**
- **Flexible and nimble to adjust quickly to changing environments**
- **Security, maintenance and preservation of city assets**
- **Connected with our citizens with a shared vision for the future**

### Key Strategies

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

- **Stewards of the Public Trust**
  ⇒ Asset Management, Maintenance & Inspections
  ⇒ Recording/Archiving
  ⇒ Financial & Risk Management
  ⇒ Legal Services
- **Engaged Workforce**
  ⇒ Competitive recruitment/retention
  ⇒ Training and education
  ⇒ Employee recognition
  ⇒ Compensation/benefit management
- **Access/Information**
  ⇒ Community Outreach & Surveys
  ⇒ Public Meetings & Open Houses
  ⇒ Website & Technology
  ⇒ Community & Media Relations
- **Strategic Leadership**
  ⇒ City Council & Council Support
  ⇒ Policy Implementation
  ⇒ Budget Management
  ⇒ Visioning

## The State of Open and Responsive Government

Park City's commitment to Open and Responsive Government is at the forefront of a technology revolution than can achieve advancement in quality, efficiency, productivity and customer service. According to the Center for Digital Government, "cities that are investing in technology are capturing cost savings that are critical to continuity of operations, and their ability to meet higher demand for services," Technology innovations can help make government more responsive to constituents and more transparent to taxpayers. Engaging citizens early and often helps develop greater connection, collaboration and a collective sense of ownership in solutions.

### Core Indicators

| Local Government Media Services and Information Dissemination Benchmarks | | | | |
| --- | --- | --- | --- | --- |
| | Park City avg rating | Rank | # of Jurisdictions for Comparison | Comparison to benchmark |
| Public information services | 69 | 15 | 229 | Much above |

**Rating of Services Provided by Local, State, and Federal Government**

| | Excellent | Good |
| --- | --- | --- |
| Services provided by the Park City Municipal Government | 19% | 63% |
| Services provided by the Federal Government | 8% | 36% |
| Services provided by the State Government | 6% | 35% |
| Services provided by the Summit County Government | 10% | 62% |

| Bond Ratings for Park City | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Description | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
| Moody's | Aa3 | Aa3 | Aa3 | Aa3 | Aa3 | Aa2 | Aa2 | Aa2 | Aa2 | Aa1 |
| S & P | A+ | A+ | AA- | AA- | AA- | AA- | AA- | AA | AA | AA |
| Fitch | AA- | AA- | AA- | AA- | AA- | AA- | AA- | AA | AA | AA+ |

| Internal Employee Engagement/Understanding of Council Goals | | | | | |
| --- | --- | --- | --- | --- | --- |
| | Park City Rating | | | | National Benchmark |
| | 2008 | 2009 | 2010 | 2011 | |
| I know what is expected of me at work | 4.36 | 4.46 | 4.38 | 4.41 | 3.29 |
| At work, I have the opportunity to do what I do best everyday | 4.14 | 4.19 | 4.15 | 4.09 | 2.98 |
| | 1=strongly disagree | | | 5=strongly agree | |

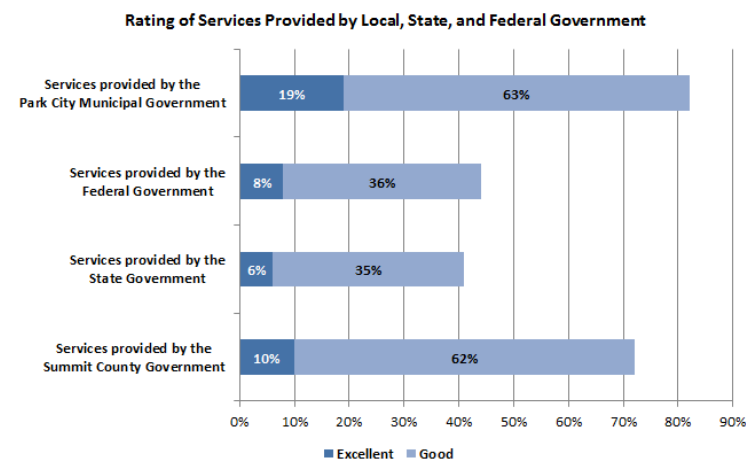### Recent Successes

#### Achievements

- Building Security Plan implementation
- Performance measurement , benchmarking and Budgeting for Outcomes implementation
- Strategic Planning Implementation
- Clean Audit for 2011 & 23rd consecutive GFOA Excellence in Financial Reporting Award
- Council documents digitized and searchable by the public
- Two national awards for website redesign

#### Efficiencies & Cost Savings

- Moved outside revenue management contracts into Budget Department with net savings of $50,000.
- Technology enhancements saving nearly 1400 pounds of $CO_2$ and 5 trees annually .
- Server consolidation saves 83 tons of $CO_2$ and $6,000 in energy costs annually.

#### Current Challenges

- Engaging diverse constituencies
- Conversion to Centralized HVAC
- New facilities & greater complexity in operating systems
- 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.
- Asset life cycle
- Funding Capital Improvement Programs (CIP) Priorities

## Where Do We Go From Here?

### Industry Trends

- Alternative energy and conservation infrastructure for capital assets
- Increasing regulatory environment requires monitoring and training for financial reporting
- Environmental friendly cleaning productions
- Consolidation of local government functions & joint initiatives aimed at overall cost reduction
- General information technology trends are changing how people give and expect to receive information
- Age and ethnic diversity 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

### Potential Level of Service Changes

- Additional building/system maintenance staff
- Enhanced & more diverse citizen engagement resources

### New Opportunities

- 2030 Strategic Plan
- Widget and Application development
- Victim Advocacy

## Action Plan

### 2013-2014 Biennium

#### Operating Plan

- Develop mid-range and long term Information Technology Strategic Deployment and Management Plan
- Connect, collaborate and create with community in person and virtually.
- Reduce paperwork and mailing costs through direct paperless billing and payroll
- Enhance centralized HR training program
- Invest in backup, storage & recovery

#### Capital Plan

- New vehicle for Building Maintenance
- Specialized software acquisition for BFO and Performance Reviews
- Streaming media software

### Other Targets for Action

- Enhance mobile technology to enhance citizen access and communication.
- Identify training needs & develop implementation plan for staff, elected and appointed officials.

### Long Term Action Plan

- Centralized building security system
- Expanded computerized control systems for maintenance
- In-house janitorial staff

### Related Documents of Note:

Communications Strategic Plan

National CItizesns Survey

Internal Services Survey

Employee Engagement Survey