



STAFF REPORT

To: Summit County Council
From: Tom Fisher, County Manager
Janna Young, Deputy County Manager
Date of Meeting: May 13, 2020
Type of Item: Consideration and possible adoption of Revisions to the 2020 Work Plan
Process: Regular Session

Requested Council Action

Approve proposed revisions to the 2020 Work Plan to align with cuts made to the 2020 Budget as a consequence of projected revenue shortfalls from the COVID-19 pandemic.

Introduction

At the April 29, 2020 Council Meeting, County Manager Tom Fisher proposed to the Council the necessity of revising the 2020 Work Plan as the Council was revising the 2020 Budget due to projected revenue shortfalls as a consequence of the COVID-19 pandemic. The original Work Plan was adopted with the understanding the County had the budget and the personnel to complete the work. With so many staff resources devoted to the COVID-19 emergency response, combined with the reduced budget, it has become clear that we will not be able to complete all the projects expressed in the Work Plan.

Tom Fisher suggested the Council consider the following guiding principles in deciding how best to respond to the 2020 Work Plan:

Guiding Principles:

1. The COVID-19 pandemic is an unprecedented emergency that will reduce available revenue resources in the current year. We do not know how much future revenue will be decreased as a result of our response to this pandemic, especially in the next budget year.
2. Many of our staff resources have been directed to some sort of response role to the Emergency, which requires a diversion from normal duties and workloads.
3. Most department level leadership has been in a direct response role to this emergency.
4. Essential services have continued and will continue during the emergency, but in reduced or different capacities.

5. During the urgent phase of the emergency, employees that could, worked from home or remotely.
6. The strategic priorities of the Council have not changed, but need to be rebalanced with basic government service level needs and resources:
 - a. Transportation and Congestion
 - b. Environmental Stewardship
 - c. Workforce Housing
 - d. County General Plans and Development Codes
 - e. Mental Health/Substance Abuse
7. There are certain work plan items that need to be completed, but I would suggest that we need to be very cognizant of the cost of those services (i.e., trash collections, road design, RAP Tax reauthorization)
8. The Council has already implemented a hiring freeze, which depending on how long it lasts, will influence the amount of progress we will make on strategic and other planned work items.
9. We want to make sure that we prudently expend on or plan for future year work items that will leverage the County's resources in our community and state.
10. This emergency is going to continue to need varying levels of staffing and support to the Health Department and to our community through at least the next year. This can be accomplished under our current staffing levels but needs to be balanced with the ambition of our Work Plan.
11. Last, we have the most dedicated, most creative, and most professional staff that the County has ever had. While I never want to say "do more, with less", I do know that our staff will come up with new and innovative ways to do some of our services in ways that will better serve our citizens. These innovations are what will stretch our resources further and allow us to do more.

2020 Work Plan Revisions Recommendations

Based on the conversation Tom Fisher had with the Council on April 29th, we are proposing the following revisions to the 2020 Work Plan, which are reflected in the attached Work Plan:

Strategic Priority Projects that Should Remain on the Work Plan:

Transportation:

- Jeremy Ranch Interchange completion: Contracted
- Bitner/Silver Creek Connector Road Design and ROW acquisition: Contracted
- Old Ranch Road Segment Widening Design and ROW Acquisition: Contracted
- SR 224 BRT NEPA: Contracted

- UDOT SR 224 Corridor Planning: Contracted
- Transportation Impact Fee Study: Contracted
- Regional Transit Joint Planning with Wasatch County
- PC Transit Joint Governance
- BRT BUILD Grant Application Preparation and Processing: Almost Complete

Environmental Stewardship

- Net Zero Electrical Energy for County Operations
- Net Zero Electrical Energy Available Countywide
- Leachate System Capture and Evaporation – Landfill
- Changes to County Code for Community Wastewater Systems

Workforce Housing

- All current projects have been put on hold for Emergency Response
- There are developers that are seeking input to future projects in the County
- CVMA Workforce housing project have building permits to break ground this year

County General Plans and Development Codes

- Mixed Use Development and Neighborhood Mixed Use Zone development
- Cedar Crest Village Overlay Zone Process
- Tech Park Application Processing

Mental Health and Substance Abuse

- Mental Wellness Strategic Plan Phase II
- Regional Stabilization/Crisis Team Implementation
- Resort Community Behavioral Health Community Assessment

Strategic Priority Projects Recommended to be delayed:

Transportation:

- Kamas Park and Ride Improvement Project
- Bus Stop Accessibility Project

Environmental Stewardship

- Involuntary wastewater assessment areas process
- Eastern Summit County Water Concurrency
- Posi-shell Daily Cover Improvement – Landfill
- Fleet utilization study

Workforce Housing

- Research possible Housing Authority type organization to advance objectives

County General Plans and Development Codes

- Summit County Scenic Byway
- Gillmor Master Planning

Mental Health and Substance Abuse

- No projects or programs need to be delayed or cancelled

Other Items on Work Plan (not strategic priorities) that Will Continue to Move Forward:

- RAP Tax Reauthorization
- Trash and Recycle Collections Method and Contracting
- Waste to Energy: Council member Wright to lead an outside group to evaluate or explore proposals
- Open space bond; acquisition processes
- Update Animal Control Ordinance
- Procure and implement Animal Control Database
- Everbridge Opt-in campaign
- RAP and Restaurant Tax Grant Processes
- County Government Month
- Census 2020 – Longer deadline now
- Fairgrounds Master Plan Phase I project completion
- Election processes for 2020
- Develop grant project and application for future RAP Tax Bond
- Open+ Library Pilot at Coalville Branch
- 6-Year Capital Plan
- Quarterly Budget Updates
- Create Financial Services Web Page
- Bond Committee Meetings and 3-year planning
- Emergency Management Program Update
- Engineering Department to advance MS4 regulations

Other Items on the Work Plan (not strategic priorities) Recommended to be Delayed:

- East County Economic Development Plan: Delayed
- Ice House and EXEC Entrepreneurship Programs: Delayed
- Wasatch Back Economic Summit
- Health Mill Levy Increase
- County Fair: highly modified
- Senior Services Master Planning

- Exploring Child Care Benefit
- East County Infrastructure Study: delayed
- County Facilities Concept and Programming Study for US 40 Facilities
- Public Lands Policy Work: significantly delayed and smaller

Attachments

- Council-Manager Compact (REVISED)
- 2020 Work Plan (REVISED)



**Council-Manager Compact for County Work Plan
Summit County
2020 Fiscal Year
[Revised 05/13/2020]**

The Summit County Council and County Manager agree that this compact outlines the County's Fiscal Year 2020 Work Plan and how the Council, Manager, and Staff will share the responsibility for advancing the County's strategic priorities. It also describes the Council's and Manager's respective roles and responsibilities in directing staff to work on special projects, and a commitment to considering Staff resources and County budget when revising the Work Plan.

RATIONALE FOR COMPACT

- To have clear, well-defined and achievable accomplishments for Summit County.
- To communicate expectations clearly to the community, down to the specific project level.
- To consider Staff resources and budget when committing to projects, work, and activities.
- To better align the budget to the County's work.
- To focus on the projects/work that most significantly advance or set the foundation to advance the Council's strategic priorities within the limits of the County's resources.
- To more effectively plan for future (multi-year) tasks, projects, budget and resources and follow up on strategic priorities.
- To facilitate the Council thinking and performing at a strategic, big-picture level, setting direction for the County and empowering Staff to figure out and implement the details.

JOINTLY DEVELOPED

The Council, Manager and Staff of Summit County partnered together to develop this Council-Manager compact for achievement. The Council set the strategic priorities, the Manager worked with Staff to add projects to advance each strategic priority, and Staff provided input on the types of support they needed and data on the capacity of their departments to complete special projects. All parties partnered together to define their roles and responsibilities and came to agreement on how decisions will be made regarding the Work Plan and how it is revised. The Council and Manager will review this compact annually in January and make suggested revisions based on an evaluation of the needs of the community and feedback received from Staff and the community.

For this compact to be successful, it is first important to understand the Council's and Manager's goals for achievement:

COUNCIL'S GOALS:

- Provide excellent, ethical and efficient services that ensure quality of life for present and future generations.*
- Regional collaboration.*
- Take action in a timely manner, meeting the needs of citizens.*
- Preserve our air, water, land and culture.*
- Show leadership, motivating others to collaboratively achieve goals.*
- Stay focused on the tasks outlined in the Work Plan and be deliberate about new initiatives that may arise.*

MANAGER'S GOALS:

- Recruit and retain talented employees with expertise within their given field.*
- Avoid employee burnout.*
- Have tangible, meaningful accomplishments that best serve the residents of Summit County.*
- Avoid constant changes in direction to Staff and to the organization.*
- Provide Staff with focus-specific tasks that can be achieved in a reasonable amount of time.*
- Stay focused on the tasks outlined in the Work Plan and be deliberate about new initiatives that may arise.*

To meet these goals, the Council and Manager will work together to:

- Support Staff and lean on their expertise to facilitate tangible accomplishments.
- Focus on priorities and communicate frequently.
- Schedule Council work sessions to facilitate planning, discussion, and resources (budget and staff) around projects included in the Work Plan.
- Align budget and Staff resources with expectations involving projects and workload.
- Collaborate with Staff and the community on setting priorities and setting up the Work Plan.

The Council, Manager, and Staff commit to:

COUNCIL'S RESPONSIBILITIES:

- (1) Think and perform at a strategic level, collaborating and giving direction to County Manager and Staff on projects to advance the Council's strategic priorities; empowering Staff to figure out the implementation details.*
- (2) Respect County Manager and Staff process without unilateral redirection by individual Council members.*
- (3) Align the strategic priorities with the County budget.*
- (4) Go to the Manager with requests that require Staff resources, rather than directly to Staff.*
- (5) Before going to the Manager with a project request or work order, have a discussion on the issue with the full Council in a public meeting to confirm commitment of resources.*
- (6) Initiate a joint conversation with the full Council and Manager, as priorities change or new ones arise, about any revisions to the Work Plan outside the annual review, so resources and budget can be evaluated and a decision made about which project to remove from the Work Plan to accommodate the new work.*

MANGER’S RESPONSIBILITIES:

- (1) Direct and monitor Staff on projects, process, and progress.*
- (2) Help Staff figure out the “weeds” and implementation strategies as appropriate.*
- (3) Respond to Council requests.*
- (4) Communicate frequently with Council on progress made on projects and strategic priorities.*
- (5) Address barriers and challenges with the Council and Staff as barriers and challenges surface, impacting progress made on projects and strategic priorities.*
- (7) Engage in a joint conversation with the full Council, as priorities change or new ones arise, about any revisions to the Work Plan outside the annual review, so resources and budget can be evaluated and a decision made about which project to remove from the Work Plan to accommodate the new work.*
- (6) Remove a project from the Work Plan if a decision is made to add a new priority or project outside of the annual review.*

STAFF RESPONSIBILITIES:

- (1) Communicate to the Manager a change in capacity or resources that would impact progress made on agreed projects in the Work Plan.*
- (2) Provide quarterly updates to the Council on actions completed on projects.*
- (3) Communicate to the Manager progress made on projects and strategic priorities and any barriers or challenges encountered impacting that progress.*
- (4) Inform the Manager of any requests received from the Council or community.*
- (5) Help the Council and Manager communicate the Work Plan and progress made to the community.*
- (6) Provide feedback to the Council and Manager at the annual review of this compact and the Work Plan.*

COMMUNICATION ABOUT THE WORK PLAN:

Council and Manager are committed to frequent two-way communication with each other, Staff and the community about the County’s strategic priorities and Work Plan. Some examples of how the parties will communicate are:

- *Meetings*
- *Emails*
- *Strategic Plan portal/SharePoint sites*
- *Public meetings*
- *County website*
- *Newsletter to employees and the community*
- *Employee town halls*
- *Social Media*
- *Other*

THE FISCAL YEAR 2020 WORK PLAN:

The County's Strategic Priorities are:

- **Transportation and Congestion:** The County will plan for and make improvements to our transportation and transit systems to reduce traffic congestion and to enhance multimodal mobility for residents, employees, and visitors.
- **Workforce Housing:** The County will facilitate efforts to significantly decrease the deficit in workforce/affordable housing in order to have more community members who work and live in our County.
- **Environmental Stewardship:** Through environmental stewardship and leadership, the County will implement plans and policies to protect and conserve our climate, water, land and air quality for the present and future.
- **Refine County General Plans and Development Codes:** The County will review and refine the General Plans and Development Codes focusing on improving and connecting the region's physical, natural, and economic environments and communities.
- **Mental Health/Substance Abuse Issues:** The County, in collaboration with the Board of Health and the Summit County Mental Wellness Alliance, will promote community awareness of mental wellness and substance abuse issues, and increased access to effective treatment and prevention services and programs within Summit County.

Appendix:

1. Fiscal Year 2020 Work Plan Project List (REVISED)

County Council Signatures:

_____ Date: _____ _____ Date: _____
_____ Date: _____ _____ Date: _____
_____ Date: _____

County Manager Signature:

_____ Date: _____

Summit County 2020 Work Plan - REVISED (05/13/2020)

Council Strategic Priority	Project Description	Lead Department	Other Departments Involved in Project	Level of Effort (Low, Medium, High)	Budget Requested? (Y/N)	Carry Over to Subsequent Years?	Priority by Department
Transportation & Congestion	Communications Plan (2020 capital and road maintenance projects) [Refine and Improve]: Weekly Transportation Public Information Content	Communication	Transportation, Public Works	Medium	Yes	Yes	1
All 5	Public awareness campaigns for prioritized projects on the Work Plan led by departments (Community Development, Sustainability, Transportation and Transit, 2020 Census, Safe UT/Health U Behavioral health, women's suffrage)	Communication	Sustainability, Health, CCD, Public Works, Transportation Planning, Economic Development	Med	Yes	Yes	2
Refine County General Plans & Development Codes	Hoytsville (Cedar Crest) Overlay: In process in 2019; target date for VOZ Land Use Committee Recommendation, spring 2020	Community Development Department	City of Coalville, State Parks, UDOT, Engineering, Public Works, Transportation Planning, Economic Development Director	High	Yes	No	1
Refine County General Plans & Development Codes	Update Snyderville Basin Development Code: Chapter 2: User Guide; Chapter 3: RR, HS, MR Districts; Chapter 3: CC, SC, NC, under review; Chapter 4: Development processes; Chapter 5: Workforce Housing; Chapter 8: Accessory Buildings; Engineering Standards (subcommittee formed in 2019; SBPC review spring 2020)	Community Development Department	Engineering, Economic Development/Housing Director, Public Works, Transportation Planning	High	Yes	No	2
Workforce Housing	Affordable & Workforce Housing Programs: Prepare annual Moderate Income Housing Plan; prepare housing agreements and deed restrictions; monitor deed restricted units, manage deed restricted "buy back" program; Manage MCHT contract; international student housing (J1) housing program; participate and make presentations at various housing workshops and trainings; continue Governor's Council on Housing Affordability Participation. Secure Housing Development Finance Professional Certification (HDFP) from National Development Council (NDC) in 2020.	Economic Development/Housing	Community Dev., Legal, Facilities, Finance, Treasurer, Sustainability Outside: Mountain lands Community Housing Trust, Habitat for Humanity, Private Developers,	High	Yes	Yes	1
Environmental Stewardship	Implement changes to Summit County Code regarding Community Wastewater Systems and the creation of an Eastern Summit County Wastewater Special Service District.	Health Department (Environmental Health)	Building/ Planning, Legal, Communication	High	Yes	Yes	2

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Environmental Stewardship	Increase air quality monitoring in Summit County and actively report data trends in PM2.5 and Ozone concentrations.	Health Department (Environmental Health)	Sustainability, Legal, Communication	Medium	Yes	Yes	3
Environmental Stewardship	Identify upstream initiatives, like the BurnSmart fireplace exchange program, to improve air quality in Summit County. One example is a possible 'Cap and Trade' type program for solid fuel burning appliances in private residences.	Health Department (Environmental Health)	Building/ Planning, Sustainability, Legal, Communication	High	No	Yes	4
Mental Health/Substance Abuse issues	Implementation and coordination of new network model of service delivery with focus on Medicaid and unfunded residents.	Health Department (Behavioral Health)	SCSO, PCPD, Justice Court, Legal, Early Intervention, Local Education Authorities (LEAs)	High	Yes (Pass-through)	Yes	1
Mental Health/Substance Abuse issues	Review, update, and implementation of Summit County Mental Wellness Strategic Plan, Phase II.	Health Department (Behavioral Health)	SCSO, Justice Court, 3rd District Court, Legal, Early Intervention, LEAs, Community Partners	High	No	Yes	2
Mental Health/Substance Abuse issues	In partnership with Local Education Authorities (LEAs), expand coverage of School based Services within schools.	Health Department (Behavioral Health)	Healthy U Behavioral, LEAs	Medium	Yes (State)	Yes	3
Mental Health/Substance Abuse issues	Development and possible implementation of regional stabilization/crisis team for behavioral health.	Health Department (Behavioral Health)	SCSO, Legal, Healthy Utah Behavioral, IHC, Wasatch Sheriffs Office, Wasatch Mental Health	High	Yes (State with County in FY21)	Yes	4
Mental Health/Substance Abuse issues	Develop and implement a strategic plan to encourage greater utilization of Spanish language behavioral services and education.	Health Department (Behavioral Health)	Latino Affairs Committee, Healthy U Behavioral, LEAs	Medium	Yes (County)	Yes	5
Mental Health/Substance Abuse issues	In partnership with Katz-Amsterdam Foundation funding recipients, develop and implement a community assessment focused on the unique behavioral health issues facing resort communities.	Health Department (Behavioral Health)	Katz-Amsterdam Foundation Communities	Medium	No (KAF Funded)	Yes	6
Environmental Stewardship	Stormwater: Develop Standard Operating Procedures, Documentation, Education and Reporting	Public Works (Engineering)		Medium	Yes	Yes	1

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Transportation & Congestion	2020 capital and road maintenance projects	Public Works (Engineering)		Medium	Yes	No	2
Transportation & Congestion	Bitner/Silver Creek Connection (Alignment, Environmental, Property)	Public Works (Engineering)	Manager, Council	High	Yes	Yes	3
Transportation & Congestion	Old Ranch Road, East/West Segment, Phase I	Public Works (Engineering)		High	Yes	Yes	4
Transportation & Congestion	Jeremy Ranch Roundabout Project-Project Finalization	Public Works	Transportation Planning	Medium	Yes	No	1
Transportation & Congestion	TST/Corridor Preservation Project Applications (COG)	Public Works	Transportation Planning	Medium	Yes	Yes	2
Environmental Stewardship	Advancing solid waste master plan - Leachate Management	Public Works (Solid Waste)		Medium	Yes	Yes	1
Environmental Stewardship	Net 100% renewable energy for govt. operations (includes Districts)	Sustainability	Legal, Facilities, Finance, Partners, Service Districts	High	Yes	Yes	1
Environmental Stewardship	Net 100% renewable energy for countywide needs	Sustainability	Legal, Finance, Municipalities, Partners,	High	Yes	Yes	2
Environmental Stewardship	80% GHG emissions reduction goal by 2040 (County Operations): conduct energy usage analysis of county operations to determine projects to meet goal and draft new strategic plan.	Sustainability	Facilities, Fleet, Transit, Utilities	Medium	Yes	Yes	1
Environmental Stewardship	80% GHG emissions reduction goal (Countywide) by 2050: conduct five-year county GHG emissions inventory and draft strategic plan to reduce emissions.	Sustainability	Utilities, stakeholders, NPOs	Medium	Yes	Yes	2
Environmental Stewardship	Support SCPW delivery of countywide program (Countywide)	Sustainability	Communications, Health	Low	Yes	Yes	4
Environmental Stewardship	Fleet review committee, guide procurement of AFVs, EV(s) (County fleet)	Sustainability	Facilities, Fleet, Public Works	Low	Yes	Yes	5
Environmental Stewardship	Draft employee education/behavior change plan (County/Countywide) (delay implementation to next year)	Sustainability	Communications, Personnel, Health	High	No	No	6
Transportation & Congestion	Transit program - governance & short-term budget goals	Transportation Planning	Public Works, CDD, Finance	High	Yes	No	1
Transportation & Congestion	UDOT 224 Corridor Plan	Transportation Planning	Engineering	High	Yes	No	2

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Transportation & Congestion	SR-224 BRT, NEPA	Transportation	Public Works	Medium	Yes	Yes	3
Transportation & Congestion	FHWA Framework	Transportation Planning	Public Works, Economic Development	Medium	Yes	No	4
Other Prioritized Projects Proposed for 2020 that Don't Fall Directly Under a Strategic Priority							
	Project Description	Lead Department	Other Departments Involved in Project	Level of Effort (Low, Medium, High)	Budget Requested? (Y/N)	Carry Over to Subsequent Years?	Priority by Department
	Responding to requests from employees, public, and external partners and daily support of departments	All	All	High	Yes	Yes	1
	Oversight and support of County departments, offices and functions	Administration		High	Yes	Yes	1
	Land acquisitions	Administration	Council, Legal, Finance, Planning, Basin Rec	Medium	Yes	Yes	2
	Summit County public lands federal legislation	Administration	Planning, Council	High	Yes	Yes	4
	Legislative affairs and annual reception	Administration	Council, Legal, Planning, Health, Economic Development, Communications, IT, Facilities, Transportation Planning, Finance, Elected offices	High	Yes	Yes	5
	Employee engagement	Administration	Various	High	Yes	Yes	6
	Public Defender/Indigent Defense Program	Administration	Legal	Medium	Yes	Yes	7
	Update Animal Control codes to match current practices, policies and procedures.	Animal Control	Legal, Council	Medium	Yes	Maybe	1
	Enforcement on Rob's Trail and work with Council and Basin Recreation on long-term solution for dogs off leash and other issues on trails	Animal Control	Legal, Basin Recreation, Council, Sheriff's Office	High	No	Yes	2
	Procure and implement animal database system to replace ARMS.	Animal Control	IT, Finance/Purchasing	High	Yes	Yes	3
	Finalize MOU with Nuzzles and Co. re vaccination & vet services, euthanasia, adoption and other partnership issues.	Animal Control	Legal, Council	Low	Yes	Yes	4
	Adoption program	Animal Control	Communication	Low	No	Yes	5
	General alerts, specifically the Everbridge Public Opt-in Campaign (focus on fire education)	Communication	Emergency Management/Preparedness	High	Yes	Yes	1

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Ongoing Communications and Department Support, Success Stories, including Website critique and monitoring: ensure content is up to date and that links still work	Communication	IT	Medium	Yes	Yes	2
Census Local Participation Marketing: supplement federal government's messaging; why it's important to Summit County to complete the census; recruit HOAs to get rep on committee, especially from eastern Summit County and HTE populations	Communication	Economic Development	High	Yes	No	3
East Side Engagement Efforts: parity of coverage between east and west sides of the County	Communication	Planning & Building, Engineers	Medium	Yes	Yes	4
RAP Tax Reauthorization public engagement campaign	Communication	Admin, Advisory boards, Outside consultant	Medium	Yes	No	5
County Government Month	Communication	All departments	Medium	Yes	Yes	6
Why I Work in Summit County marketing	Communication	Personnel	Medium	No	Yes	7
Presidential Election (support)	Communication		Low	Yes	No	8
100th Anniversary of Women's Vote	Communication		Low	Yes	No	9
Engage and monitor state code changes related to planning and building	Community Development Department	Legal, Building	Low	Yes	Yes	2
Data Affiliate Services - Internal and External Clients	Economic Development/ Housing	IT, Finance, Purchasing, Legal, Transportation Planning	High	Yes	Yes	1
Census 2020: Continue to build the County's Complete Count Committee, focus on improving the County's 55% response rate. Each household hold that fails to respond to the Census represents a financial loss to the County of \$5,254 per household for a period of 10 years.	Economic Development/ Housing	Administration, Complete Count Committee, Media	High	Yes	Yes	2
GOED/edcUTAH Programs - ongoing business attraction efforts responding to RFIs.	Economic Development/ Housing	CDD, Legal	High	No	Yes	5
Project ABC - Annual Economic Impact Analysis	Economic Development/ Housing	Special Events	Low	No	Yes	6

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Various budgeted projects re security upgrades, maintenance of parking lots, grounds, and buildings, replacement of equipment, support of other departments & offices' work plans	Facilities	Sheriff/Inmate Crew, Public Works	High	Yes	Maybe	1
Responding to unexpected maintenance needs and requests from county departments/offices and the public	Facilities	Inmate Crew, Public Works	High	Yes	Yes	2
Management of county meeting rooms and facilities: scheduling; customer service; setup; cleanup; etc.	Facilities	IT	High	Yes	Yes	3
Quarterly reports with Council	Finance		High	Yes	Yes	1
2020 and 2021 Budget	Finance	All	High	No	No	1
CAFR and external audit	Finance	Auditor's Office, Administration, Treasurer	High	Yes	No	1
Transition to new department, including hiring and training staff	Finance	Admin, Legal, Auditor	High	Yes	No	2
Bond Capital Planning	Finance	Administration, Public Works, Facilities	Low	Yes	Yes	3
Manage and control E-cigarettes and flavored E-cigarette juice consistent with the Summit County Health Code and new State rules	Health Department	Sheriff, Building/ Planning, Business Licensing, Communication	High	No	Yes	2
Use Community Health Assessment to Complete Board of Health Strategic Planning effort	Health Department	All	High	No	Yes	3
Prepare for 2021 fee adjustment in all Health Department Programs	Health Department		Medium	No	Yes	4
Evaluate the Women's Health Program to increase efficiency, reduce cost, and determine the best means of delivery for the program	Health Department		Low	No	Yes	5
Develop plan for history program, create policies, begin inventory and digitization process	Heritage & Arts (History)	Personnel, Admin, IT	High	Yes	No	1
Capital Art Projects - Ledges, Jeremy Ranch Roundabouts	Heritage & Arts (Public Art)	Facilities, Public Works, Admin, Park City/Summit County Arts Council	High	Yes	Maybe	2
Open+ Pilot Program in Coalville	Heritage & Arts (Library)	Facilities, IT, Sheriff, Risk Management, Legal	High	Yes	Yes	3
Strategic planning	IT		High	No	Yes	1
Implement ADP HRIS	Personnel	IT, Auditor	High	Yes	No	1
Employee wellness	Personnel		Medium	Yes	Yes	2

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	Employee professional development/manager training	Personnel	Admin	Medium	Yes	Yes	3
	Update personnel policies to implement feedback from employee engagement efforts and scrub for unconscious bias	Personnel	Admin, Legal	High	Yes	Yes	4
	Collections Contract, In-House Planning/Drafting RFP	Public Works (Solid Waste)	Admin	High	No	Yes	1
	Developing marketing/branding plan for recruiting seniors for programming utilizing social media, newsletters and other communications tools	Senior Citizens Program	Communication/Public Engagement, IT	Medium	Yes	Yes	2
	Moving Park City center to new location	Senior Citizens Program	PCMC, Facilities, IT	Medium	No	No	3
	Monthly senior issues meetings: meet with Presidents of each center to discuss issues, programming and things they would like to see	Senior Citizens Program		Low	Yes	Yes	4
	Identify more volunteer opportunities to assist with and support the program	Senior Citizens Program	Public Engagement/Communication	Low	Yes	Yes	5
	Permitting and site visits	Special Events	Sheriff's Office, Health Dept, Legal, Admin, Facilities	Medium to High	Yes	Yes	2
	Additional County event coordination	Special Events	Facilities, Sheriff's Office, Health Dept, Legal, Admin	Low to High	Yes	Yes	3
	Celebrate successes via interviews, write technical content for press releases; Coordinate ribbon cutting events	Sustainability	Communication, Health	Low	Yes	Yes	1
	Day to day admin, sustainability & capital projects budgets, write RFPs, manage data, redline contracts	Sustainability	All departments	Medium	Yes	Yes	2
	Apply for local, state and national level recognition	Sustainability	Communication, All Departments	Low	Yes	Yes	3
	Support passage of Securitization legislation	Sustainability	Community Stakeholders	Low	No	Yes	4
Projects Delayed Due to COVID-19 Pandemic							
Council Strategic Priority	Project Description	Lead Department	Other Departments Involved in Project	Level of Effort (Low, Medium, High)	Budget Requested? (Y/N)	Carry Over to Subsequent Years?	Priority by Department
Refine County General Plans & Development Codes	Summit Heritage Scenic Byway: Design and approve concept in 2020	Community Development Department	State Parks, PCMC, Town of Coalville/COG, Utility Providers, UDOT, Public Works	Medium	Yes	Yes	3

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Workforce Housing	Housing Authority: devote time in 2020 to looking into/working on setting up a housing authority and identifying where in the County to build it.	Economic Development/ Housing	Community Development, Legal, regional partners, established housing authorities	High	Yes	Yes	2
Refine County General Plans & Development Codes	Eastside Economic Development Strategy: Elements will include: Demographic Assessment, Infrastructure Inventory, Incentives Analysis, Community Benchmarking and Regional Cluster Analysis.	Economic Development/ Housing	Community Dev., Public Works, Engineering, Legal Outside: Eastside governments and general public	High	No	Yes	3
Environmental Stewardship	Identify the process, use, mechanism, and application of HB321, legislation which allows involuntary assessment areas when health and safety are at risk due to public health situations (i.e. drinking water).	Health Department (Environmental Health)	Administration, Board of Health, Legal	Low	Yes	Yes	5
Environmental Stewardship	Implement responsible and relevant regulations like Water Concurrency in Eastern Summit County and Drinking Water Source Protection in order to preserve and protect drinking water in Summit County.	Health Department (Environmental Health)	Building/ Planning, Legal, Communication	High	Yes	Yes	1
Environmental Stewardship	Advancing solid waste master plan - Posi Shell Daily Cover (analyze environmental impacts of this material)	Public Works (Solid Waste)		Medium	Yes	Yes	2
Environmental Stewardship	Conduct fleet utilization study	Sustainability	Facilities, Public Works, Auditor, Fleet	High	Yes	Yes	3
Transportation & Congestion	Kamas Park and Ride Improvement Project	Transportation Planning	Public Works, Sustainability	Medium	Yes	No	5
Other Prioritized Projects that Are Delayed							
	Public Lands Policy: provide plan to Council for watershed restoration/protection and wildfire initiatives; withdraw staff support of the CWC; work session on cooperating agency commitments to see if County should scale back or withdraw participation.	Administration	Planning, Finance, Council, Wildland Fire	High	No	Yes	3
	Pet Fest at County Fair	Animal Control	Special Events, Communication	Low	Yes	Yes	6
	Communications campaign/public outreach on increase to Health Mill Levy (if decide to pursue)	Communication	Health Dept, Admin, Legal	High	No	No	10

Summit County 2020 Work Plan - REVISED (05/13/2020)

	Gillmor Master Planning & Subdivision Process	Community Development Department	Council, Admin, Legal, Public Works, Engineering, Transportation Planning, Economic Development/Housing, Senior Citizens Program	High	Yes	No	1
	Ice House and EXEC Entrepreneurship Programs (The 2020 Cohorts will be taught in Coalville and the Snyderville Basin)	Economic Development/Housing	Facilities, Pandolabs, Park City Business Resource Center	High	Yes	Yes	3
	Wasatch Back Economic Summit	Economic Development/Housing	Chamber of Commerce, Park City Economic Development, Wasatch County Chamber, Council, Other Departments as necessary	High	Yes	Yes	4
	Identify internal process and MOU for Health Mill Levy	Health Department	Administration, Legal, PIO,	High	No	Yes	1
	Exploring a potential childcare benefit for employees (include in discussions about programming the Gillmor parcel)	Personnel	Admin, Finance, Planning, Legal, Building, Facilities, IT	Medium	No	Yes	5
	Broadening Membership & Participation at Senior Centers for all ages: Conducting survey and clubs/meetings, engaging the seniors throughout the community to learn about services and programming the community wants	Senior Citizens Program	Admin, Personnel, Facilities, IT	High	Yes	Yes	1
	County Fair	Special Events	Facilities, IT, Public Works, Treasurer, Admin, Legal	High	Yes	Yes	1