



HOLLADAY@20 *Preparing for Tomorrow*

Citizen Advisory Group

Date: Wednesday, January 8, 2020
Time: 6:00 p.m.
Location: Little Cottonwood Room (lower level), Holladay City Hall, 4580 S. 2300 E., Holladay, UT 84117

INVITED ATTENDEES:

Citizen Members

John Norton, Vice Chair
Kim Blair
Alan Eastman
Larry Hoffmann
Julie (Yujie) McCracken
Jim Wilson

City Council Representatives

Mayor Rob Dahle
Council Member Brett Graham, District 2

City Staff

Paul Allred, Director of Community Development
Jared Bunch, City Engineer
Holly Smith, Assistant to the City Manager

Guests

Fred Philpot, LYRB
Kyrene Gibb, Y2 Analytics

Absent

John Ashton, Chair
Council Member Paul Fotheringham, District 3
Gina Chamness, City Manager

AGENDA

- I. 6:00-6:05 Introductions – John Norton
 - a. Guests
- II. 6:05-6:10 Process Timeline, Upcoming Milestones, & Outreach – Holly Smith
 - a. Update on Sign-up for Sm Group Presentations
 - b. Phase III Survey Timing
 - c. Mailer #2 Target
 - d. Open House #2
 - e. Weekly “Did You Know”
- III. 6:10-6:40 Phase II Survey Results – Kyrene Gibb
- IV. 6:40-7:10 Using the Financial Model to Develop Options – Fred Philpot
 - a. How survey #1 and #2 data and other feedback informs the model
 - b. Process for developing options
- V. 7:10-7:25 Other Business – John Norton
 - a. Questions and Comments
 - b. **(tabled for next meeting)** “Inside View” Role of City Manager – Gina Chamness
- VI. 7:25 Next steps and action items
 - a. Next Meetings – February 12 **and** 19, 2020, 6:00 p.m.-7:30 p.m.
 - b. Agenda – Development of Potential Revenue Options
- VII. 7:30 Adjourn

NOTES

- Vice Chairman Norton began the meeting at 6:10 p.m. and welcomed Kyrene Gibb and Fred Philpot.
- Holly Smith provided an update on the process timeline and community outreach efforts. The Group has provided 4 presentations to other committees and small groups, has 2 more scheduled within the next week, and working to schedule 9 additional meetings. Survey #3 and open house #2 are planned after the Group has determined some initial scenarios, which is tentatively targeted in early March. The City is also sharing

small tidbits in a weekly campaign known as “Did You Know” through an email blast, social media, and on the website to help communicate critical pieces of information to residents.

- The Group discussed the components of their potential recommendation, which would detail the preferred funding tools (anticipated to be a combination of different sources), acceptable trade-offs, and feedback on a reasonable target for a road condition standard, among other components of a scenario to help the City address maintenance and capital revenue shortfalls and unmet project needs. The recommendation would likely be communicated in written form with a verbal presentation to the City Council.
- Kyrene Gibb of Y2 Analytics provided a summary of the results of Survey #2. The top five findings included:
 - A majority of Holladay residents express positive sentiments about the city generally, but recognize needs in the community. 73% of residents agree that Holladay has a great deal of aging infrastructure that needs to be repaired or replaced.
 - More than half of residents initially support a tax increase or fee assessment to generate additional revenue for the City’s unmet infrastructure needs. Many residents express concerns or desires for more information, however.
 - Additional information about the needs of the City and current budgetary constraints increases final support for some type of revenue increase by 7-12 percentage points. Overall, these messages move 30% of residents to a more supportive position.
 - Residents overwhelmingly prefer the combination of fees and project-specific bonds over other ways of increasing city revenue. They find a property tax increase by council vote to be the least appealing option.
 - When presented with the trade-off, residents strongly prefer an incremental fee increase to address needs over time (71%) rather than a larger increase all at once.

Based on survey comments, members discussed the need to provide more information to residents on the City’s fiscal responsibility and the current state of the budget. The redevelopment of the Cotton Mall site should also be addressed. The Group considered the general pros and cons of bonding versus a pay as you go model, including the challenges of bonding for a built-out community like Holladay. A combination of funding tools may be best; this is consistent with tax policy research and would allow the City to implement a portion of high cost capital projects quickly while also providing ongoing funding for continued maintenance. The City has road survey data that assigns a condition rating to every road in Holladay. Members discussed potentially setting a target rating for the condition of Holladay roads. Considering survey data, the Group recognized that they should try to include some incremental cost phasing, consider including a funding tool that can be retired, and add elements to communicate the transparency in used of funds.

- To assist the Group in the development of a recommendation, Fred Philpot will work with City staff to develop three scenarios for analysis using the financial model that currently includes all of the City’s budget information and unmet needs. The working scenarios are: (1) a baseline scenario with no change and no new revenue, (2) a scenario including a property tax increase plus the implementation of a new fee, and (3) a scenario including a property tax increase plus the implementation of a new fee and bond. These scenarios will be evaluated and further refined over the course of the next few Group meetings and used to craft a recommendation. Jared Bunch also has an engineering model that can help estimate the level of road maintenance the City could achieve at different funding levels and how the improvements would raise the road condition rating over time and prevent more expensive fixes in the future.
- The Group will plan to meet on February 12 and 19 to work on the development of funding scenarios and a draft recommendation to share with residents for feedback. Future meetings will run from 6:00-8:00 p.m.
- The meeting concluded at approximately 7:50 p.m.

CITY STAFF ACTION ITEMS

- Work with LYRB to develop scenarios for analysis using the financial model.
- Produce new messaging pieces – including potential videos – to address needs identified in Survey#2.
- Continue to schedule and provide small group presentations.
- Review the February meeting agenda with the Group Chair and Vice Chair.
- Send agenda and materials by February 5 (or earlier) to the Group for the February 12 meeting.