



Overall Budget—Executive Linking Public Services, the Economy, and Quality of Life

Elected Officials

Kent Money, Mayor
 Leona Winger, Council District 1
 Brad Marlor, Council District 2
 Mary Wenner, Council District 3
 Dave Colton, Council District 4
 Ann Gayheart, Council District 5

Appointed Officials

Ricky A. Horst, City Manager
 Lindsay Shepherd, A.C.M. Public Safety
 Gary Whatcott, A.C.M. Comm Dev
 Rob Wall, A.C.M. Public Services
 Larry Ipson, Chief Financial Officer
 John Geilmann, City Attorney

Governmental budgeting allocates resources to public services and projects. Because it determines the total amount of taxes levied and on whom, governmental budgeting also allocates the burden of taxation. Budgeting balances the resources drawn from the public against the demand for services and projects, keeping taxes within acceptable limits and ensuring sufficient to allow for economic growth and social stability. Budgeting helps policy makers set goals, assist program managers and department heads to improve organizational performance, and ensures that both the elected and appointed officials are accountable to the public.

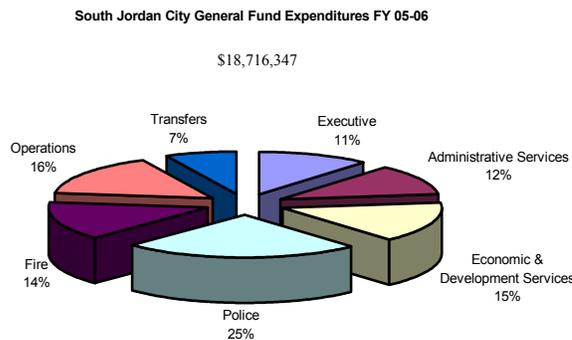
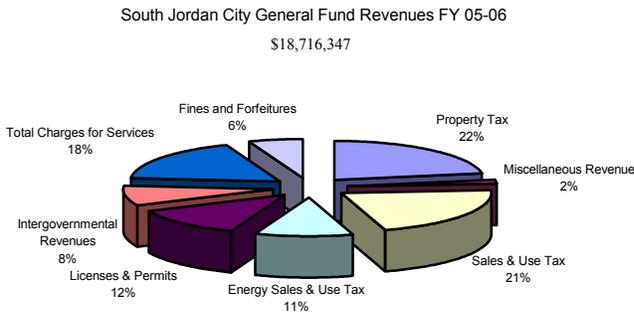
Property Tax is the only tax levied by municipal government in support of the general operation of municipal government. Other fees are levied to support direct services such as garbage or water use and consumption. So what is the essence of Property Tax within the City of South Jordan? Each year we are called upon to pay our property tax assessment. An average home in the City of South Jordan can pay well over \$2,000 per year. What portion of that tax bill goes to and benefits the City of South Jordan? Based on an average home value within the City, the amount of property tax assessed by the city is only \$278.30. This represents only 14% of your overall property tax assessment. Property tax collections represent \$3,653,259 or 54% of the Public Safety budget alone.

South Jordan residents know they must live within their means or face consequences. So should their municipal government. And although the pressures of a post 9/11 economies have softened it does not mean that we should sit back and tread water. To continue the trend of the past five years, the time to make government and public service more efficient and effective is now, when we are not staring down the barrel of a fiscal dilemma. We have the unique opportunity at this moment to build a sustainable community. A sustainability that will enable us to provide an adequate level of public service once the benefits of a growth economy have passed.

Our goal is to build on the tradition of fiscal responsibility for which our City is known and the momentum of optimism and municipal pride that prevails at this moment. We know that municipal (local) government can be the force that makes a positive difference in people's lives. In so doing, we are best served when we remember:

- Municipal government can't solve every problem and shouldn't try. Where it can help facilitate progress or protect the most vulnerable, it must.
- Municipal government must be accountable to the whole of the body that they represent.
- Municipal government should be a common sense, innovated customer service operation.

Ricky A. Horst
 City Manager



FY 2004/2005 Property Tax Rates

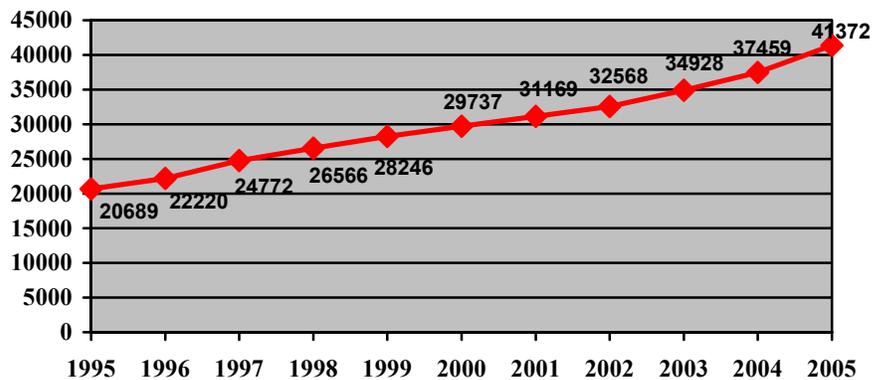
Salt Lake City	0.005540
West Jordan	0.002695
West Valley	0.002694
Midvale	0.002579
Herriman	0.002268
Holiday	0.002043
Murray	0.002006
Taylorsville	0.001881
South Jordan	0.001874
Sandy City	0.001844
Riverton	0.001502
South Salt Lake	0.001417
Alta	0.001350
Draper	0.001327
Bluffdale	0.001184



Overall Budget—Executive
Linking Public Services, the Economy, and Quality of Life

City-Wide Initiatives

- Public Art Initiative
- Homeland Security Initiative
- Cemetery Care Initiative
- Public Street Lighting Initiative
- Public Sign Initiative
- Streamlining Gov't Initiative
- Sustainability Plan Initiative
- Quality of Life Initiative



“It takes a certain type of initiative to start something while it takes a completely different type of effort to finish it.”

Growth Information

- Over the past ten years, the population of the City has increased by nearly 100% growing from 20,689 in 1995 to 41,372 currently in 2005.
- The City ranks second in the State of Utah in terms of population growth for a metropolitan area since 1990.

Historical Breakdown of Tax Revenue

The City of South Jordan’s total tax revenue has grown 216% since 1995. This indicates a healthy and rapidly growing consumer population.

Year Ended June 30	General Property Tax	Sales Tax	Utility Sales & Use Tax	Cell Phone Tax	Total
1995	\$1,026,679	\$1,004,369			\$2,031,048
1996	\$1,267,927	\$1,243,698			\$2,511,625
1997	\$1,498,674	\$1,441,361	\$832,399		\$3,772,434
1998	\$1,638,662	\$1,618,454	\$450,000		\$3,707,116
1999	\$1,882,116	\$1,928,777	\$564,212		\$4,375,105
2000	\$1,735,505	\$2,155,588	\$612,075		\$4,503,168
2001	\$2,333,098	\$2,618,546	\$849,905	\$61,193	\$5,862,742
2002	\$2,699,315	\$2,950,625	\$1,173,223	\$141,130	\$6,964,293
2003	\$2,885,846	\$2,843,809	\$1,210,835	\$162,681	\$7,103,171
2004	\$3,241,086	\$3,255,045	\$1,434,575	\$187,952	\$8,118,658

“Service delivery can no longer be based on who is complaining the most or the loudest. It depends on what is the best use of taxpayer money.”



Overall Budget—Finance & Administration Linking Public Services, the Economy, and Quality of Life

Department Objectives

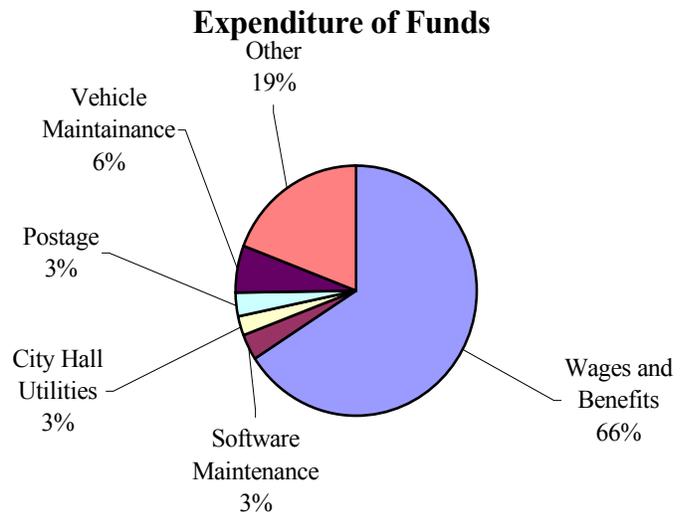
The objective of Finance and Administrative Services is to provide support services to other groups within the City. Our department also works to provide controls and support to keep the City in compliance with Federal and State regulations. Additionally, we are working to provide additional and more efficient ways for citizens to access City resources through e-government initiatives.

- Finance
- Human Resources
- Fleet
- City Recorder
- Utility Billing/Cashiering
- Information Services

FY-2006 Budget Proposal

South Jordan's rapid growth provides many challenges and opportunities for our group. For example, since July 1 the City has grown from 227 to 299 employees, and has added two recreation facilities. This type of growth requires us to seek better methods for performing our tasks and to take advantage of available technology to be more efficient.

Since we deal primarily in providing support services to other City departments, the majority of expenditures are for wages and benefits. Other significant expenditures include vehicle maintenance, postage, utilities, and software licensing and maintenance.



Highlights from the Current Year

Wireless Network. Providing a wireless network throughout City Hall. This network has created greater efficiency for employees by providing access to the City's network at any location throughout City Hall.

CAFR Award. The City's Comprehensive Annual Financial Report received the Certificate of Excellence from the Government Finance Officers Association for the eighteenth consecutive year.

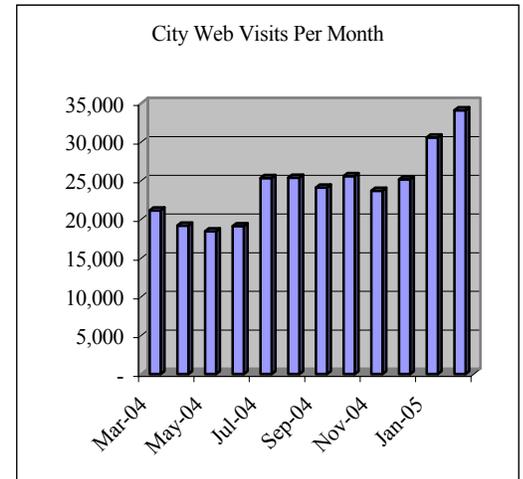
Online Utility Payments. Online payments by utility customer is currently at 650 per month. This represents an increase of 55% from one year ago.

Overall Budget—Finance & Administration Linking Public Services, the Economy, and Quality of Life

Upgraded Web Page Design. The improved web page design has allowed for increased services provided through our web page and has increased traffic through the City's web site.

New Applications. We currently have several new software applications planned for the upcoming year:

- Spillman – Public Safety Incident Management
- Govpartner – Planning and Building Permits
- SIRE – Database Collaboration Software
- Court Management Software
- Edge Modems – Allow for Greater Speed for Police Computers



Investment in Technology Saves Money.

Initiatives in technology ultimately result in cost savings to the City. For example, we estimate Spillman and Govpartner allow police officers and building inspectors to increase their time in the field by 20%. Furthermore, SIRE will save thousands of dollars each year in copying costs, storage space and research time.

Initiatives for the Upcoming Year

WP Requisition. This software will allow departments to better control their budgets. This software provides much greater flexibility on how requisitions are sent for approval.

Business Portal. This tool will allow employees to access a wide variety of data through an internet portal. Employees will also be able to submit changes to their W-4 information and access their paystubs online.

Internal Control Review. We are working on a comprehensive review and analysis of the City's controls over cash handling and disbursements.

e-government initiatives

We want to make work an event, not a place. This is made possible by allowing employees access to their applications and data from anywhere. We also are providing opportunity for customers to process more transactions online. Currently, twelve different business processes can be transacted online. We have plans to add the following processes during the upcoming year.

- Online Traffic School
- Dog License Renewal
- Limited Building Permits
- Public Access to Records
- "Hot Spots" at various locations in the City allowing internet access
- Improvements in responses to resident requests and concerns



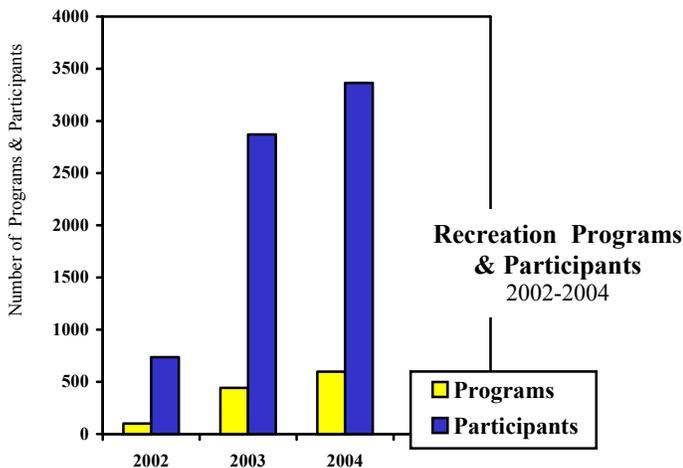
Overall Budget—Parks & Recreation Linking Public Services, the Economy, and Quality of Life

Highlights from the Current Year

- New Department.** Since July 2002, the Parks and Recreation Department has provided high-quality recreation programming and parks operations services, streetscape, trails and cemetery maintenance.
- Mulligan's.** Acquired & operated Mulligan's golf and games. This facility is self-sustaining.
- Leisure, Aquatic & Fitness Center.** Opened & managed the 77,000 sf facility since February.
- Park Development.** Developed Prospector Park, Jordan Ridge Park and Oquirrh Shadows Park for a total of 30 acres of neighborhood and special use areas. The 15,000 sf skate park opened April.

Our Mission . . .

Providing high-quality park and recreation services that meet the needs of South Jordan residents.
 The staff

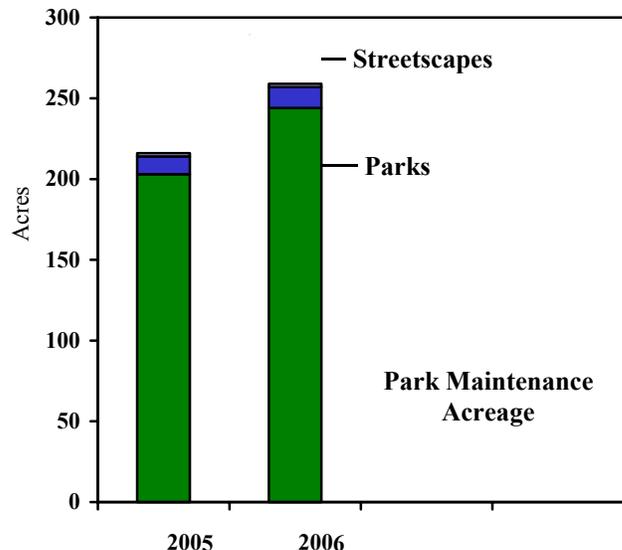


Leisure, Aquatic & Fitness Center (April 30, 2005)

Total Pass Holders <i>(annual, quarterly & monthly)</i>	3,523 Passes
Total Day Passes Sold	5,469 One-day Users
Total Attendance	24,626 Visits

Initiatives for FY '05 – '06

- Parks and Recreation Master Plan.** This is a long-range plan for parks and trail system development and improvements.
- Community Beautification.** The priority will be adding flowers, decorative plantings and trees in high-visibility areas of the city including parks and streetscapes.
- Planting & landscape displays on Main Street, parks and streetscapes
 - Phase I - shoreline improvements at Riverfront Park.
- Alternate Revenues.** We will seek opportunities for the community to contribute to enhanced services.
- Seek partnerships for facility improvements and Main Street community events.
 - Introduce the Round-up Program through utility billings for park beautification projects.
 - Design a gift program featuring a catalog of equipment and services needs.
- E-government Initiatives.** Our objective is to provide information that is up-to-date and easily accessible.
- Transition from the *Leisure Guide* magazine to on-line program and facility information.
 - Expanded on-line program registrations and facility reservations.





Overall Budget-Development Services Linking Public Services, the Economy, and Quality of Life

Summary

The proposed operating budget for the Community and Economic Development Department for the 2005-06 fiscal year will show there are no changes in staffing levels. The department will continue to provide the highest degree of service planning, building and other related services in an efficient and timely manner. Emphasis will be focused on the delivery of service and customer relations.

The following charts show the building permit activity for last year and this year. The overall number of permits are up from last year. These permits require 8-12 inspections per building.

YEAR	RESIDENTIAL	COMMERCIAL	BARNs, ETC.	OTHER	TOTAL
2000	310	60	69	225	664
2001	360	87	56	201	704
2002	599	64	45	334	1042
2003	681	43	68	388	1180
2004	913	78	58	402	1451
2005	1023	67	64	450	1604
2006	1146	75	72	558	1851
2007	1284	84	89	692	2149
2008	1438	94	110	858	2500
2009	1611	105	136	1064	2916

2003-2004 Accomplishments

- Highest amount of residential permits issued (987) in the state of Utah.
- \$219,350,392 in building valuations last year, resulting in an 88% increase from last year. (see table)
- More than 32,000 inspections were completed, a 29% increase from last year with the same staff
- Decreased inspection turn around time from last year.
- Decreased permit turn around time.
- Fostered and developed an economic balance between commercial and residential development plans by increasing quality of first reviews.
- Established a project tracking system.
- Reviewed 34 Commercial Site Plans and 62 Subdivision applications.
- Reviewed 913 residential building plans for zoning compliance.

- Implemented a design review team concept as directed by management.
- Established a good rapport with commercial and residential developers.

2004-2005 Goals

- Research and recommend Form Based Zoning.
- Train office Staff to become Certified Permit Technicians.
- Fully trained and certified staff as important to the growth of our City.
- Develop a comprehensive sustainability plan for the development of the City.
- Revise the Development Code and Zoning Ordinance to comply with recent LUDMA (Land Use Development Manager Act) changes made by the State Legislature.
- Establish a planning internship program with local universities.
- Incorporate the City's Core values in innovative ways to further serve the City's customers.

Building Valuations have increased dramatically in the last three years as the following chart indicates. From the years 200-2003 the valuations have remained relatively the same, but as you see in the following chart they have increased 88% in the last two years and it is anticipated that they will continue at a similar or increased rate due to the size and number of homes as well as the increased number of Commercial buildings planned in the city.

Building Valuations

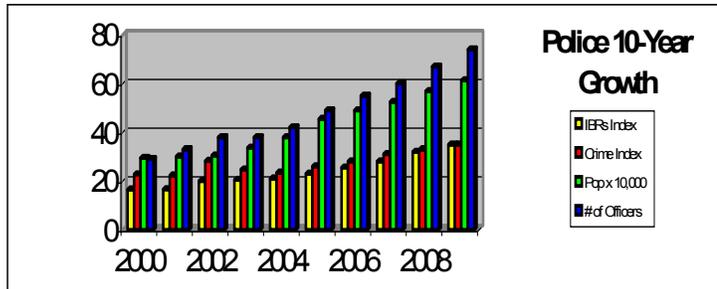
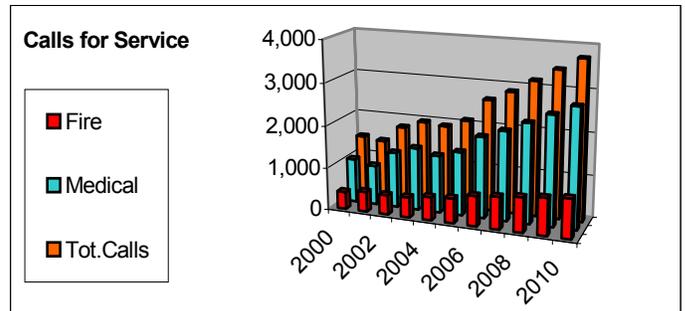
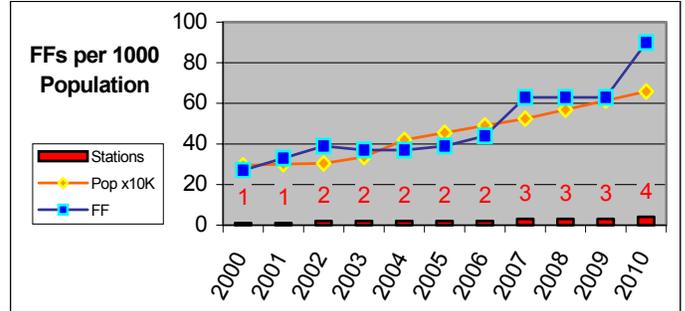
Month	2004	2003	Difference	%
January	\$9,330,600	\$7,089,500	\$2,241,100	32%
February	\$8,911,576	\$6,160,000	\$2,751,576	45%
March	\$19,492,000	\$6,807,000	\$12,685,000	186%
April	\$16,608,400	\$8,784,000	\$7,825,400	89%
May	\$15,121,550	\$11,379,300	\$3,742,250	32%
June	\$18,477,007	\$9,653,000	\$8,824,007	91%
July	\$25,206,180	\$14,121,000	\$11,085,180	78%
August	\$21,971,164	\$11,423,745	\$10,547,419	93%
September	\$21,289,748	\$13,393,900	\$7,895,848	59%
October	\$22,915,500	\$7,652,000	\$15,263,500	199%
November	\$16,315,857	\$9,309,600	\$7,006,257	75%
December	\$23,719,810	\$11,147,250	\$12,572,560	113%
TOTAL	\$219,359,392	\$116,920,295	\$102,467,097	88%



Overall Budget– Public Safety Linking Public Services, the Economy, and Quality of Life

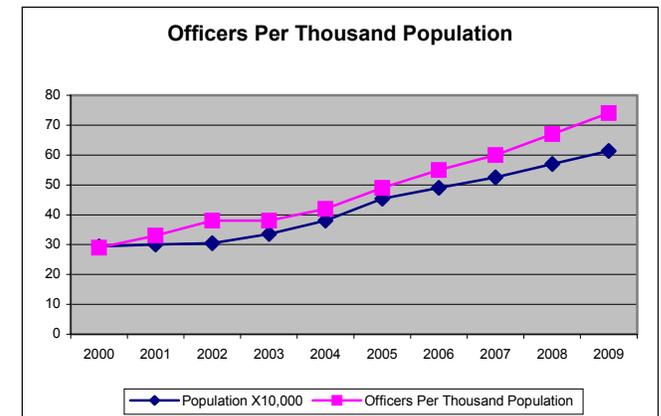
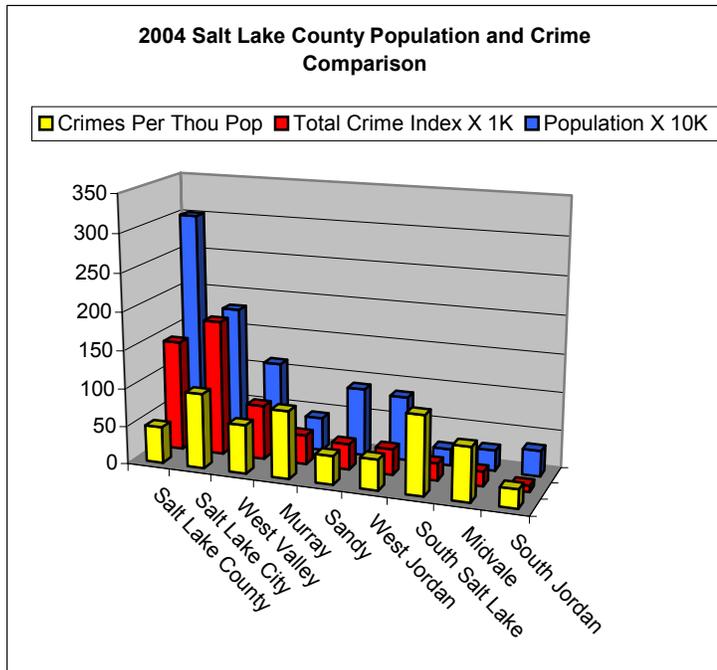
Fire Department:

Have plans to increase staffing to keep Ambulance 62 in service. We are continuing our effort to obtain a complete ambulance license. Completed a BYU Field Study. Continuing to develop additional citizen feed back processes and program analysis tools. Making preparations to qualify for Fire Department Accreditation. In 2004 we grant-funded the equipping and training of a technical rescue team. We will continue the development of our technical rescue team and complete training for the Hazardous Materials team. We will continue preparations to build and staff a third fire station within the next few years. We are increasing the base level of training for our firefighters from the EMT-Basic to the EMT-Intermediate level. We have benefited greatly as members of the Salt Lake Valley Fire Alliance and will continue our active participation in training, and programs/policy development. We are developing new processes for increasing citizen participation in safety and wellness programs.



Police Department:

First and foremost we will maintain our position as the safest city in Salt Lake Valley! We are gradually implementing a Dual Career Ladder. Traffic Enforcement Overtime Shifts. Complete Records System Upgrades. Complete security for front counter are of offices. Continue 5-year rotation plan for fleet. Added training funds to allow more opportunities for all police employees. Updating SWAT team weapons. Added operating fund to maintain reliability and stay current with technology. Increased K-9 operating budget slightly. Investigations training 2 additional CVSA examiners, allowing expanded use of valuable investigative tool. New evidence room records and tracking system comes on line.





Overall Budget—Public Safety

Linking Public Services, the Economy, and Quality of Life

Introductory Comments:

Our major challenge for 2005/06 will be to manage growth while continuing to provide the best possible service to the citizens and businesses in our community.

Fast response, customer service, a caring attitude and accountability at the lowest level is, and will continue to be, our focus.

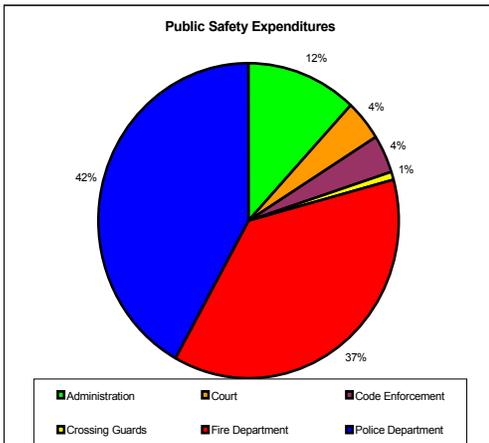
Growth Information

Residential and business growth will be significant over the next few years. Each brings with it unique challenges and requirements from a Public Safety standpoint. Calls for service will naturally increase and our ability to respond in an appropriate and timely manner will require aggressive planning and dedication of sufficient resources. Innovative use of resources is and will continue to be our priority!

Cooperation in planning among all city departments will be crucial in maintaining a desirable community environment thus sustaining our ability to meet the growing needs and expectations of quality service delivery.

Our planning and preparation must be for both anticipated growth as well as unforeseen events that can and will impact Homeland Security.

In anticipation of our growing needs, we have received and will continue to seek out grant and other funding opportunities to help meet our needs.



Highlights by Department-FY 2005:

Administration:

Continue Homeland Security/Emergency Management Initiative
 We will be expanding and adding programs for employees and citizens on safety awareness, security, preparedness and the like.

Our new records management system is coming on line and will be completed this year.

We will be working on projects to reduce duplication of data entry efforts across all divisions in Public Safety. Too much time is spent re-entering the same data. New software will reduce or eliminate this.

Court:

Software program to improve productivity and reduce duplication of data entry.

Legal Defender contract to reduce costs.

Code Enforcement/Animal Control:

All employees to be certified as Special Function Officers to assist in non-critical police functions.

Improve staff efficiency by adding MDT's to vehicles

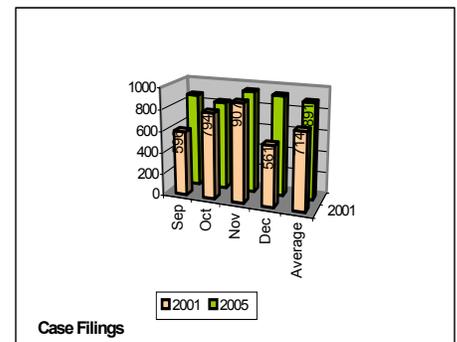
Continue planning for new animal control facility.

Crossing Guards:

New elementary school in Daybreak opens and adds 3 crossing guards.

We will be working with Riverton to ensure child safety at new 11800 crossing.

Maintain adequate pool of guards to ensure safety and protection of children.



Major Recommendations:

Working to acquire land for new fire station
 Fleet committee up and running. Will be a big help in deciding priorities and identifying funding

Implement staffing standards-maintain ratio (workforce to population)

Implement dual career ladder

Develop South Jordan Fire Corps

Web-based citizen feedback process improved

Continue work on competitive pay

Continue work on facility security

Increased Operating funds

Increased Training funds

Implement AVL/GPS mapping

Detective to Metro Gang Unit

Detective to Metro Drug Unit

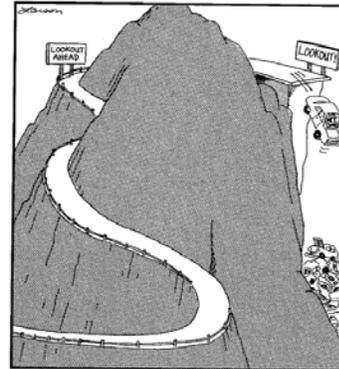
Improve Efficiency and Effectiveness



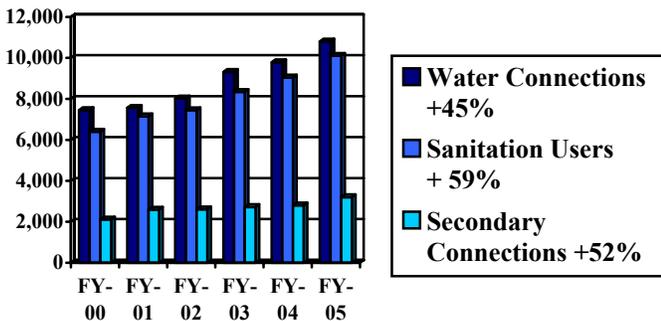
Overall Budget-Public Services Linking Public Services, the Economy, and Quality of Life

The Public Services budget focuses on further refining the 5-Year Strategic Leadership, Management & Operations Plan, the development of which started July 2004. The Plan is revisited monthly and includes engineering, capital projects management and field operations functions of Public Services. The Plan is based on growth trends in service, infrastructure, and population over the preceding 5 years and anticipated trends over the next 5 years.

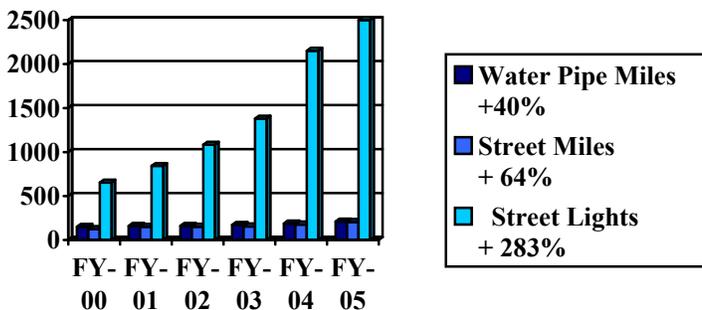
“RESPOND WITH THE END IN MIND”



Service Growth (5 year trend)



Infrastructure Growth (5 year trend)



Budget

Operations	\$ 798,889.00
Capital Projects**	<u>1,143,226.00</u>
TOTAL	\$1,942,115.00

**Excluding projects currently in progress

Capital Projects Recommendation

- Culinary Water System (in progress)
 - 1300 West Sidewalk
 - Bedstead Traffic Signal
 - Bangerter Ditch Alignment
 - City-wide Streetlights
 - Riverfront Park Drive & Parking Lot
 - 9800 South Completion
 - 9800 South Traffic Signal (UDOT)
 - 1055 West Traffic Signal (UDOT)
 - Riverfront Parkway Signal (UDOT)
 - Redwood Road Powerline Burial*
 - 10400 South Powerline Burial *
- *Subject to UDOT scheduling

Proposed Studies

- Culinary Water Rates
- Operations Facility
- Infrastructure Inventory
- Stormwater Master Plan, Capital Facilities Plan and Impact Fees (revisit to determine need to amend)
- Culinary Water Master Plan, Capital Facilities Plan and Impact Fees (revisit to determine need to amend)

ONE SIZE DOES NOT FIT ALL

While those who choose to make South Jordan home share certain commonalities, it is clear that a population base of well over 41,000 will express a myriad of opinions on any particular issue as they may and will arise as our community continues to grow. Those commonalities have brought us a community with a high quality of life, beautiful homes, parks, recreation venues, high quality shopping centers, places to work, play, and rest. Yet, as our city grows and as the strains of supporting that growth is realized, more and more we will be faced with tough decisions in support of the whole of the community. Yet, with these tough decisions come innovative ideas to minimize the impacts of growth. South Jordan is proving to be a leader in minimizing the impacts of growth while taking the benefits of growth and diverting them into enhanced public services, quality parks and recreation venues, and establishing and maintaining a high quality of life.

Utah's communities, inclusive of South Jordan City, face constant change. Municipal leaders need flexibility to respond to shifting demographics and enduring changes in the economy. Needed is the ability to continue to provide the quality services upon which we all have come to depend. *It's not a matter of chance; it's a matter of choice!*

We will to make the City's priorities and spending plans available to the public by publishing a "State of the City" document that will be distributed to the citizenry via general post. These budget summaries are succinct, but are intended to communicate critical information to our citizenry in a "user-friendly" and non-technical format.

The adopted budget for FY 2005/06 is formulated based on the following goals and objectives:

- Preserve and enhance our sense of community.
- Continue to build places worthy of our affection.
- Use City resources efficiently to ensure long-term fiscal stability.
- Continue to plan for, improve, and maintain the City's infrastructure.
- Provide responsive, cost effective service to the community.
- Manage growth and respond to change consistent with maintaining a livable and sustainable community.
- Maintain South Jordan as a leader in cooperative efforts with other organizations, both governmental and private.
- Provide and support a highly qualified and motivated work force.

The City's general financial objective is to provide an appropriate level of municipal services with the ability to adapt to local, regional, national and even world economic changes while sustaining and enhancing the sound fiscal condition of the City.

Across the nation, tax increases and budget cuts loom at the state level causing local jurisdictions to struggle to make ends meet. The causes of this fiscal concern are rooted in broader economic trends and politics. A growing trend in most states, inclusive of Utah, is for state budgets to divert revenues away from local governments and to retain them in support of state budgetary needs. We have been indeed fortunate that this year's legislative session saw a windfall of new monies that served as a diversion from legislation that would have continued to strip local funding.

"State governments have just begun to pass their problems down to cities and towns."

Dave Osborne, *The Price of Government*.

We are pleased, however to present a budget which sustains the level of service expectations of our citizens and seeks to provide sustainability of revenue sources through diversity of incomes. The General Fund Budget amounts to \$18,716,347, a 2.4% increase over the past fiscal year.

Tax Initiative

Key Elements:

- Street lighting to enhance public safety and protection
- Emergency Management - prepare for, respond to and recover from natural, technological, or terrorism related disasters.
- Cemetery Support and Maintenance

Needs: (Costs are approximate)

- \$814,000 in one time funding for street light construction within all remaining residential communities and public centers throughout the City.
- \$100,000 in operational and maintenance costs in support of street lighting throughout the City.
- \$227,000 in operational and support cost associated with the City’s Emergency Management Program.
- \$31,000 in operational and support cost associated with the City’s cemetery.

Program Descriptions:

- Street lighting Program: Streetlights have proven to deter crime and provide for added protection of both vehicles and pedestrian traffic. Due to the high rate of construction costs and the every escalating cost of providing electricity and maintenance, coupled with the public demand for street lighting, it has been determined to push forward the installation of all remaining street light needs within residential areas.

Benefits:

- Remaining street lighting needs in residential areas and public gathering places will be completed within one year verses a multi-year approach.
- This approach will fulfill public request for street lighting.
- Additional street lighting will facilitate enhanced public safety.
- *The current monthly fee assessment will be eliminated and rolled into a tax levy that will provide for a tax reduction to all citizens when filing annual income tax.*
- Low to moderate-income families will most likely realize a small reduction in the overall cost.
- This method will provide for a greater balance and accountability from the business and retail community in support of the public safety initiative.

Program Description:

- Emergency Management is a newly created division of the Public Safety Department. It is responsible for preparing this community to prevent, respond to and recover from a wide variety of natural, technological and terrorism related disasters. An expanding mission and pro-active requirements to assure such protection has placed a burden on the funding capabilities of the City.

Program Description:

- Cemetery Care and Maintenance: As the owner of the only cemetery within the City of South Jordan, the responsibility of its care and the funding required to maintain such a facility has outpaced current funding ability. A property tax increase in the amount, on average of \$0.25 per month is requested in order to maintain this historical cemetery for current and future generations.

Proposed Property Tax Increase

	Current Rate	Proposed Rate
Home Value	\$220,000	\$220,000
Exemption of 45%	99,000	99,000
Taxable Amount	\$121,000	\$121,000
Tax Rate	0.001874	0.002296
Tax Pd. To SJC	\$ 226.75	\$ 277.81
Total Increase per Year		\$ 51.06
Street Light Fee Reduction (average home)		(\$ 34.20)
Net Annual Increase		\$ 16.86
Net Monthly Increase		\$ 1.40
 Tax Use:	 Yearly	 Monthly
Street Lighting	\$36.04	\$3.00
Homeland Security	\$12.00	\$1.00
Cemetery	\$ 3.00	\$0.25
Street Light Fee Reduction	(\$34.20)	(\$2.85)
Additional Property Tax which is Tax Deductible:		\$ 51.06
Average tax savings:		\$ 11.23
Average Net Increase after Tax Deduction:		\$ 5.63



South Jordan City Hall
1600 W. Towne Center Drive
South Jordan, UT 84095
801-254-3742 Phone
801-254-3393 Fax
www.sjc.utah.gov

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SOUTH JORDAN, UTAH 84095



2005-2006 Annual Report



City of South Jordan

*1600 W. Towne Center Drive
South Jordan, Utah 84095*