

SOUTH JORDAN CITY
CITY COUNCIL SPECIAL STUDY MEETING

October 17, 2017

Present: Mayor David Alvord, Council Member Patrick Harris, Council Member Brad Marlor, Council Member Chris Rogers, Council Member Don Shelton, Council Member Tamara Zander, CM Gary Whatcott, ACM Dustin Lewis, Development Services Director Brad Klavano, Intern Jordan Johnston, Strategic Services Director Don Tingey, City Attorney Ryan Loose, IT Director Jon Day, City Council Secretary MaryAnn Dean

Others: Attachment A

Council Member Marlor made a motion to nominate Council Member Rogers as Mayor Pro Tempore. Council Member Zander seconded the motion. The vote was 4-0 in favor, with Council Member Rogers abstaining.

SPECIAL STUDY MEETING – 5:00 PM

Mayor Pro Tempore Rogers welcomed everyone present.

A. Invocation: *By Council Member Don Shelton*

Council Member Shelton offered the invocation.

B. Staff Item: Review of Strategic Priorities Action Items

Strategic Services Director Tingey reviewed a presentation outlining the 2017 year-end report, strategic objectives and action items (Attachment B).

Mayor Alvord arrived at this point of the meeting.

Mr. Tingey noted that the spending results include salaries, cars, and all hard costs. Staff figures time that is spent in the various programs. They continue to find ways to get tasks done in an efficient and economical way.

Council Member Zander asked if they are able to determine if increased time is spent by police dealing with mental health issues. Police Chief Carr said they have some of that information, but not specific data. He would estimate that they are spending more time on mental health issues.

Council Member Zander said she thinks they need to address mental health issues proactively. CM Whatcott said the bigger issue is that there are not adequate allocations for mental health resources.

CM Whatcott said he feels that the process that the city goes through allows them to pinpoint actual costs to operate different programs and that is an advantage to them.

CM Whatcott said this year, they will be able to evaluate and determine how much time it takes and how much it costs to process an application in the city. They will also have a way to notify the builder when they enter each step of the application process.

Council Member Harris asked for an update on the storage of police video. IT Director Day said it has been online for a few months. The amount of video is leveling off now. They have started deleting videos based on the retention schedule. They had to buy a new server and data storage, but it will save them money in the long run.

CM Whatcott complimented staff and indicated that they are efficient and determined to get better.

C. Staff Item: Review of First Quarter Strategic Priorities Action Items

Jordan Johnston, intern, reviewed a presentation on the 2018 first quarter strategic priorities (Attachment C). He noted that quartile 2 has increased. Staff noticed that there were some discrepancies found as they reviewed the checklist, and a realization that certain programs serve a larger portion of the community. Strategic Services Director Tingey said they were able to refine the programs better. There were some changes to be more accurate in their allocations for the budget.

Council Member Marlor asked for an update on the building of sidewalks, especially on safe walking routes for schools. Mr. Tingey said a lot of the area for Monte Vista is done. Development Services Director Klavano said 2200 West is still missing pieces. 2700 West is also missing pieces. They do the projects as they get funding. They have done a lot of the sidewalks with road projects. City Attorney Loose said sidewalk funding will be a focus for the transportation lobbyist.

They discussed plans for park developments for Highland Park, Welby Park, and River Heights Park. They also discussed projects that they are doing for conservation in the city, including LED lighting and facility upgrades.

CM Whatcott said they are looking at doing an annual report to outline how they are meeting their strategic priorities.

Mayor Alvord asked if they intend on keeping the strategic priorities indefinitely? CM Whatcott said they will address what the priorities are for the new City Council. He said one change they may have is if the City Council wants to increase priorities in certain areas.

Council Member Zander recommended the City Council do an exercise where the City Council puts their own value on the different strategic priority areas and then compares with the others.

Council Member Shelton said he is concerned at the number of goals that are included and asked if they are diffusing staff's efforts too far? CM Whatcott said as it funnels through the various departments, it starts to become workable at the staff level.

ADJOURNMENT

Council Member Zander made a motion to adjourn. Council Member Marlor seconded the motion. The vote was unanimous in favor.

The October 17, 2017 City Council meeting adjourned at 6:27 p.m.

2017 YEAR END REPORT

STRATEGIC OBJECTIVES AND ACTION ITEMS



SOUTH JORDAN
U T A H



STRATEGIC PRIORITIES

- **SAFE COMMUNITY**
- **CIVIC DEVELOPMENT**
- **BALANCED REGULATORY ENVIRONMENT**
- **DESIRABLE AMENITIES & OPEN SPACE**
- **ECONOMIC DEVELOPMENT**
- **SUSTAINABLE GROWTH**
- **ENGAGED COMMUNITY**
- **FISCAL RESPONSIBLE GOVERNANCE**



2017 STRATEGIC ACTION ITEMS

Safe Community



Civic Development



Balanced Regulatory Environment



Desirable Amenities & Open Space



Economic Development



Sustainable Growth



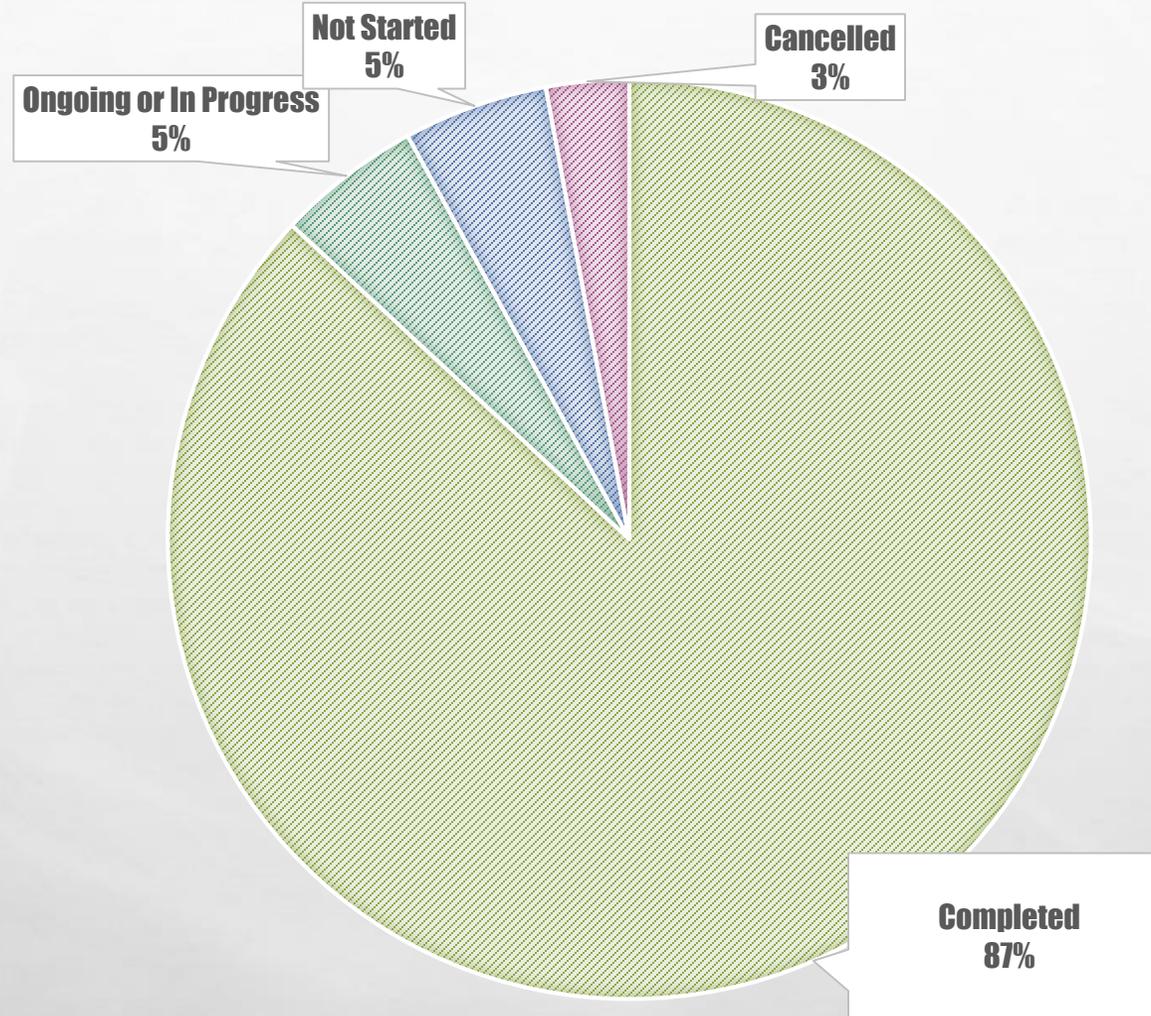
Engaged Community



Fiscally Responsible Governance



2017 STRATEGIC ACTION ITEMS STATUS



COMMUNITY AND GOVERNANCE SPENDING

Safe Community



Civic Development



Balanced Regulatory Environment



Desirable Amenities & Open Space



Economic Development



Sustainable Growth



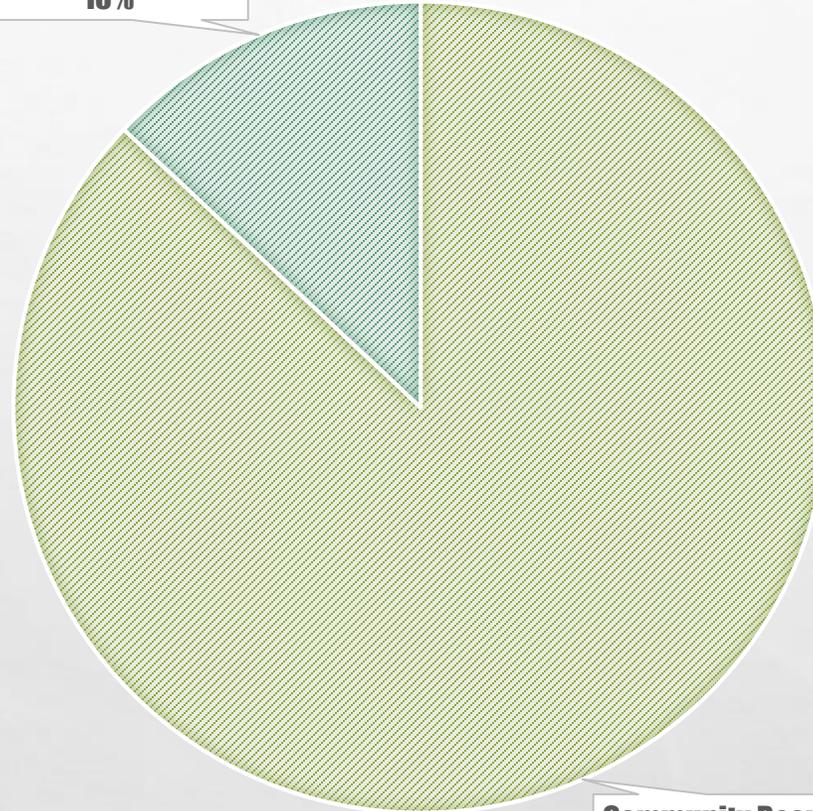
Engaged Community



Fiscally Responsible Governance



Governance Results
13%



Community Results
87%

PRIORITY BASED BUDGETING OVERVIEW

Spending toward Community Results



PRIORITY BASED BUDGETING OVERVIEW

Spending toward Governance Results

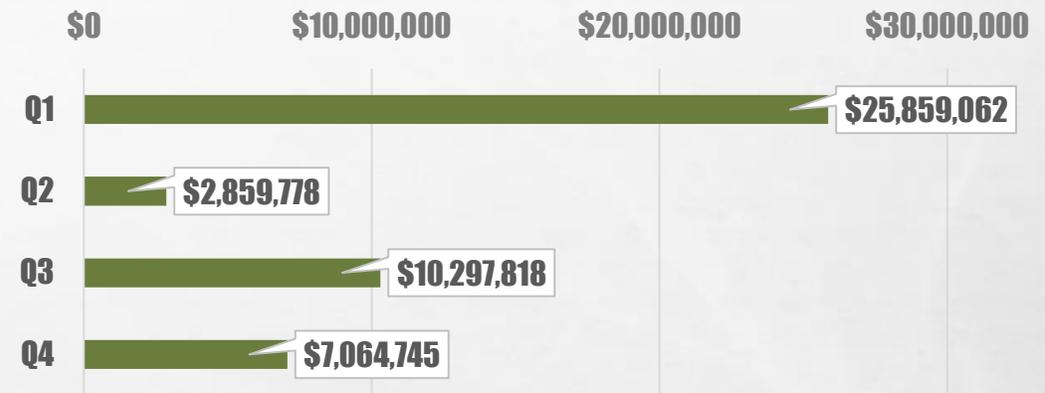


PRIORITY BASED BUDGETING OVERVIEW

ENTIRE ORGANIZATION RESOURCE ALIGNMENT



Community Result Resource Alignment



Governance Result Resource Alignment



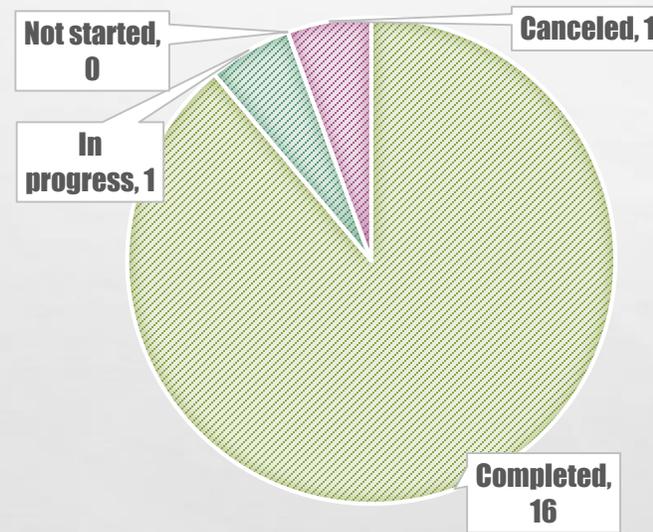
PRIORITY BASED BUDGETING OVERVIEW

Safe Community



OBJECTIVES

- **MAINTAIN A QUALITY RESPONSE LEVEL FOR PUBLIC SAFETY SERVICE**
- **ADDRESS SAFETY NEEDS RELATED TO PUBLIC INFRASTRUCTURE**
- **PARTICIPATE IN SPECIALIZED PUBLIC SAFETY TRAINING**
- **IDENTIFY AND APPROPRIATELY ADDRESS SAFE PEDESTRIAN WALKING ROUTES**
- **CONDUCT EFFECTIVE PUBLIC OUTREACH AND AWARENESS CAMPAIGNS**



Fire

- Hazardous Material Service
- Urban Search & Rescue trainings

Police

- New traffic unit established
- Community Policing
- Active Shooter training

Public Works

- Down street signs replaced within 24 hours
- Sidewalk repairs

Emergency Services

- Updates to Plan
- Trainings & Exercises

Funding directed to SAFE COMMUNITY Results: \$25,294,389

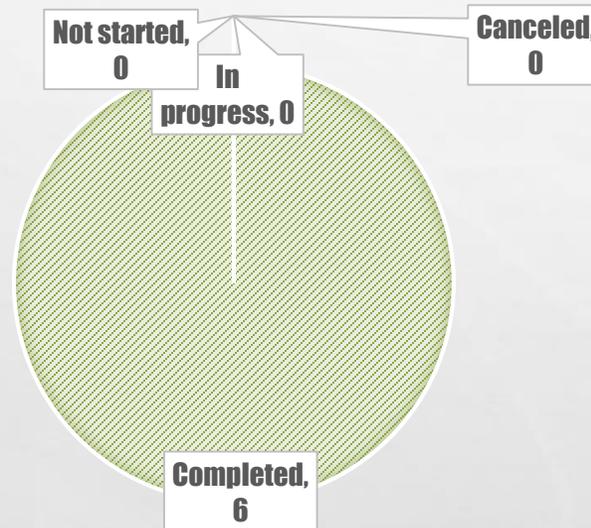
YEAR END REPORT: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Civic Development



OBJECTIVES

- **PLAN AND COMPLETE NEW INFRASTRUCTURE IMPROVEMENT PROJECTS**
- **PLAN AND COMPLETE INFRASTRUCTURE MAINTENANCE PROJECTS**



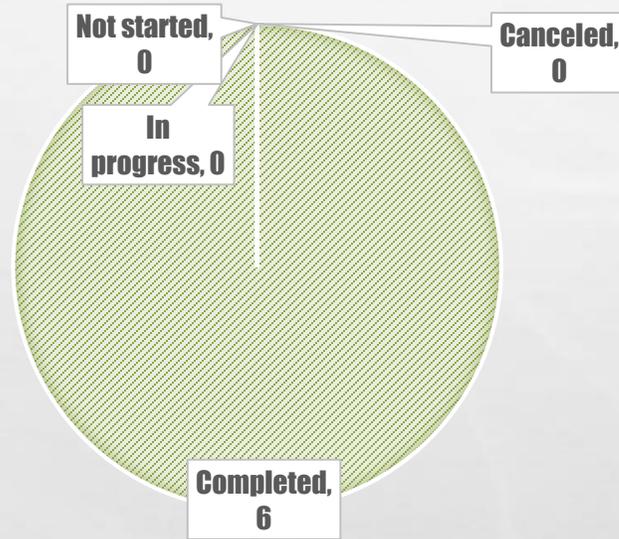
Funding directed to CIVIC DEVELOPMENT Results: \$14,164,064

YEAR END REPORT: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Balanced Regulatory Environment



- **MEET ALL LOCAL, STATE AND FEDERAL COMPLIANCE REQUIREMENTS**
- **IMPLEMENT LOCAL LAND USE CODE, POLICIES, AND GOALS**



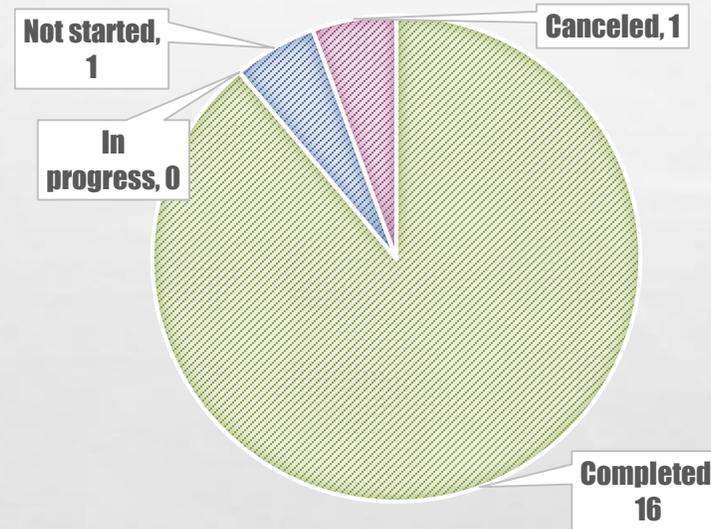
Funding directed to BALANCED REGULATORY ENVIRONMENT Results: \$4,693,746

Desirable Amenities & Open Space



OBJECTIVES

- **CONDUCT AND IMPLEMENT MASTER PLANS**
- **INCREASE THE QUALITY AND PARTICIPATION IN RECREATION PROGRAMS**
- **MAINTAIN HIGH QUALITY LEVEL OF SERVICE AT PARKS, TRAILS AND OPEN SPACE**



Master Plans
• Parks, Recreation, Trails & Open Space
• Mulligans
• Cemetery

Recreation Programming
• Events
• Recreation
• Fitness programs
• Senior

Tree Program
• Add tree variety to urban forest
• Educate

Cemetery
• New fence
• Public Awareness

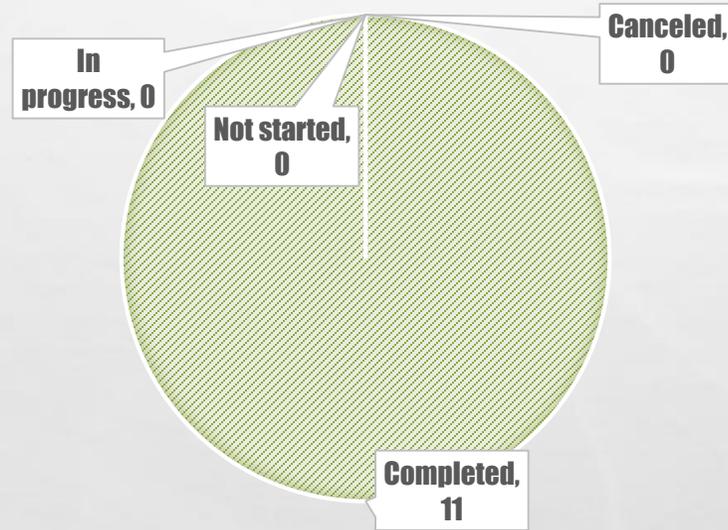
Funding directed to DESIRABLE AMENITIES & OPEN SPACE Results: \$8,036,768

Economic Development



OBJECTIVES

- **INCREASE TAX BASE AND COMMUNITY INVESTMENT THROUGH EFFECTIVE METHODS OF BUSINESS RECRUITMENT, RETENTION, AND EXPANSION**
- **FOSTER PARTNERSHIPS TO ACCOMPLISH RDA HOUSING INITIATIVES**



Funding directed to ECONOMIC DEVELOPMENT Results: \$721,708

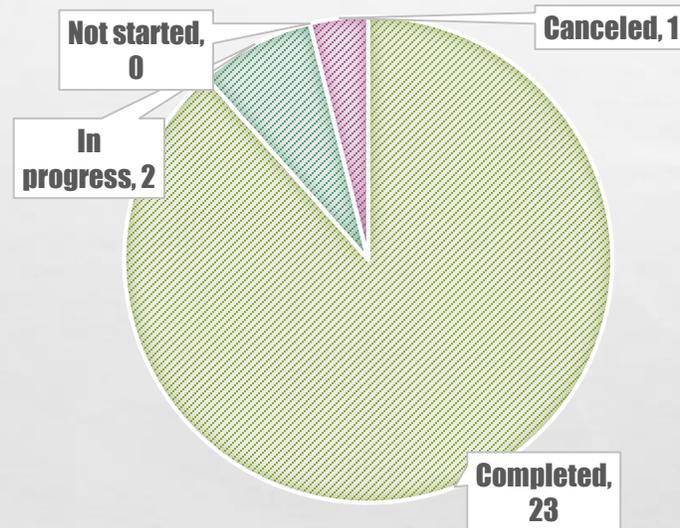
YEAR END REPORT: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Sustainable Growth



OBJECTIVES

- **UPDATE AND IMPLEMENT APPROVED COMPREHENSIVE GENERAL PLAN**
- **EXECUTE APPROVED PROJECTS AND PLANS**
- **ACCOMPLISH ALL APPROVED MAINTENANCE PROJECTS**
- **CONDUCT SCHEDULED UPGRADES AND IMPROVEMENTS**
- **IMPLEMENT STAFFING PLANS TO ENSURE APPROPRIATE LEVEL OF SERVICE**
- **REALIZE RESOURCE SAVINGS THROUGH EFFECTIVE CONSERVATION PLANS**



Land Use Text Amendments

- General Plan Update

Energy Conservation

- Facility Audits
- LED Street Light

Use of Technology

- Munis
- City View

Process & Program Improvements

Funding directed to SUSTAINABLE GROWTH Results: \$16,455,091

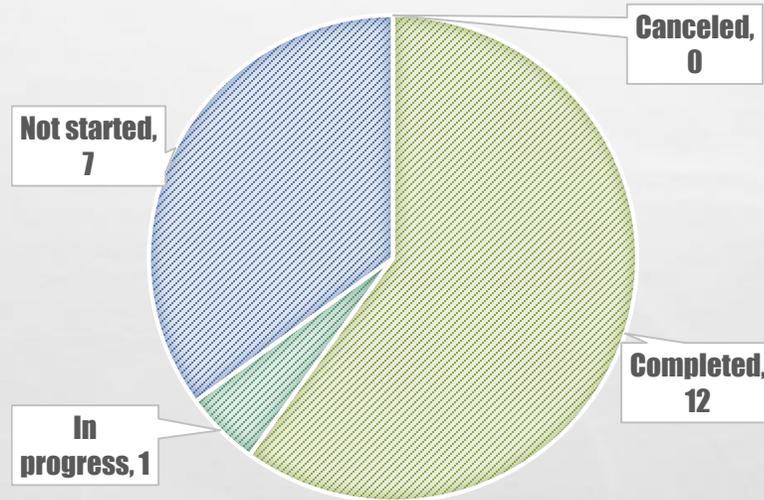
YEAR END REPORT: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Engaged Community



OBJECTIVES

- **IMPLEMENT SOCIAL MEDIA OUTREACH AND PROGRAM MARKETING**
- **LAUNCH NEW AND IMPROVED WEBSITE**
- **ENGAGE COMMUNITY THROUGH EFFECTIVE EVENT AND PROGRAM MARKETING**
- **INCREASE AWARENESS AND PARTICIPATION FOR COMMUNITY EVENTS AND PROGRAMS**



Public Outreach

- Branding
- Outreach
- Marketing

Social Media

- Website
- Twitter
- Facebook
- Email
- Text messaging

Emergency Mgt.

- Joint Information Systems

Community Events

- Increased participation

Funding directed to ENGAGED COMMUNITY Results: \$7,593,181

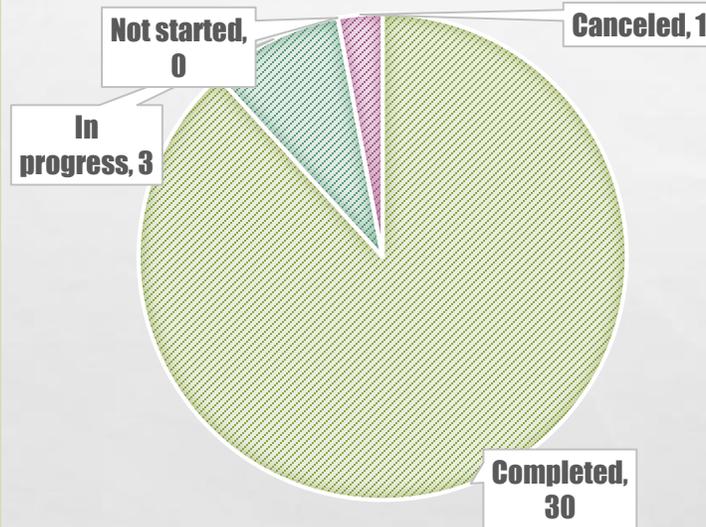
YEAR END REPORT: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Fiscally Responsible Governance



OBJECTIVES

- **IMPLEMENT BUDGETING AND FINANCIAL BEST PRACTICES**
- **INCREASE KNOWLEDGE, SKILLS AND ABILITIES THROUGH EFFECTIVE TRAINING**
- **IMPROVE CUSTOMER SERVICE DELIVERY**
- **IMPROVE RISK MANAGEMENT CULTURE**
- **IMPLEMENT NEW TECHNOLOGIES**



Staff

- Training
- Service Delivery
- Improvements
- Satisfaction
- Staffing Levels
- Police

Risk Mgt.

- eMod 0.85
- URMMA inspection >90%
- Training

Finance & Budgeting

- Priority Based Budgeting
- CAFR
- Forecasting model(s)

Technology Improvements

- Data storage
- OnBase
- Muis
- City View
- Legal

Funding directed to FISCALLY RESPONSIBLE GOVERNANCE Results: \$14,164,064

YEAR END REPORT: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

2018 1ST QUARTER UPDATE

STRATEGIC OBJECTIVES AND ACTION ITEMS



SOUTH JORDAN
U T A H



STRATEGIC PRIORITIES

- **SAFE COMMUNITY**
- **CIVIC DEVELOPMENT**
- **BALANCED REGULATORY ENVIRONMENT**
- **DESIRABLE AMENITIES & OPEN SPACE**
- **ECONOMIC DEVELOPMENT**
- **SUSTAINABLE GROWTH**
- **ENGAGED COMMUNITY**
- **FISCAL RESPONSIBLE GOVERNANCE**



2018 STRATEGIC ACTION ITEMS

Safe Community



Civic Development



Balanced Regulatory Environment



Desirable Amenities & Open Space



Economic Development



Sustainable Growth



Engaged Community



Fiscally Responsible Governance



1ST QUARTER UPDATE: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

2018 STRATEGIC ACTION ITEMS STATUS



Safe Community



Civic Development



Balanced Regulatory Environment



Desirable Amenities & Open Space



Economic Development



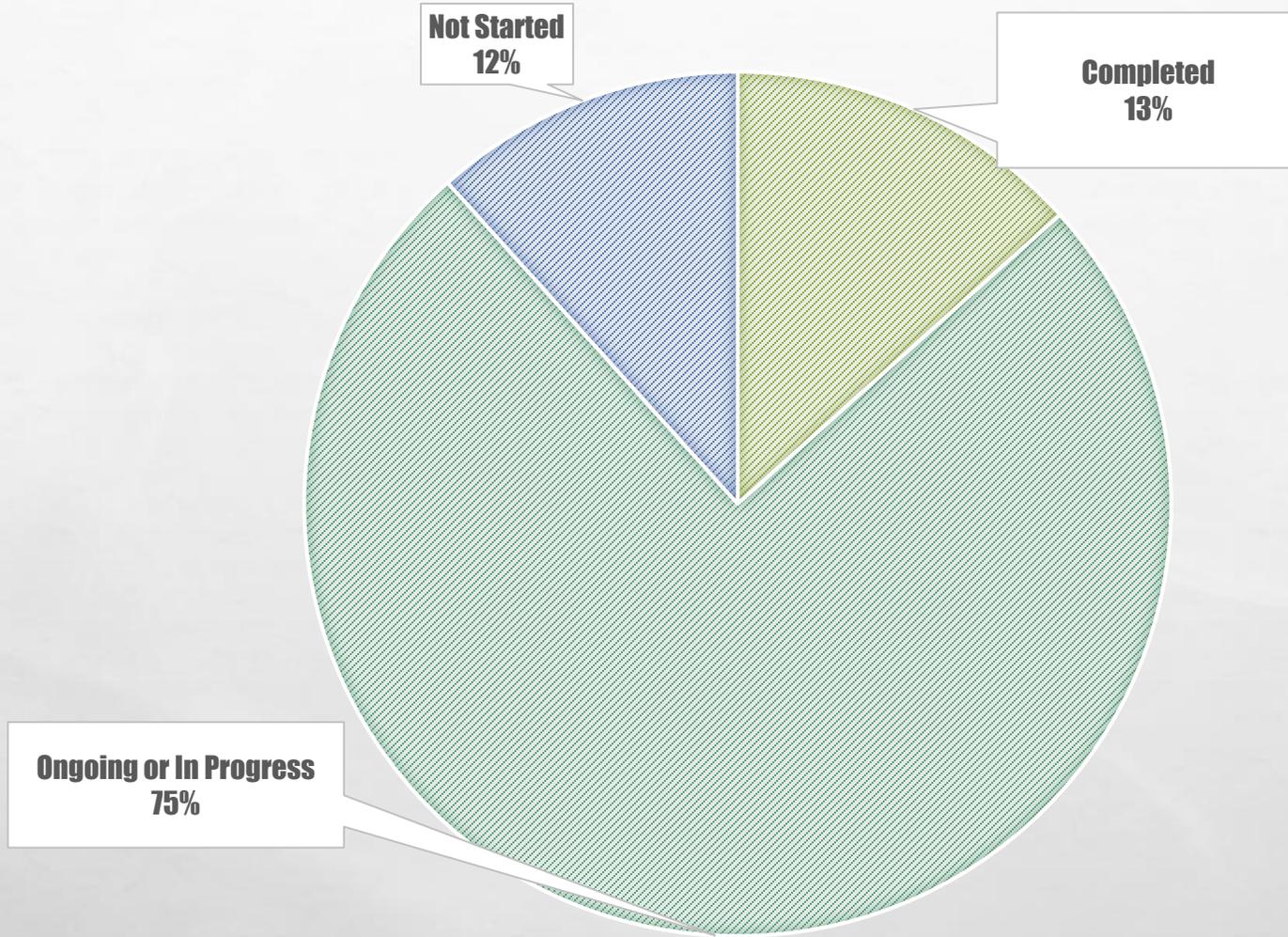
Sustainable Growth



Engaged Community



Fiscally Responsible Governance



1ST QUARTER UPDATE: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

COMMUNITY AND GOVERNANCE SPENDING

Safe Community



Civic Development



Balanced Regulatory Environment



Desirable Amenities & Open Space



Economic Development



Sustainable Growth



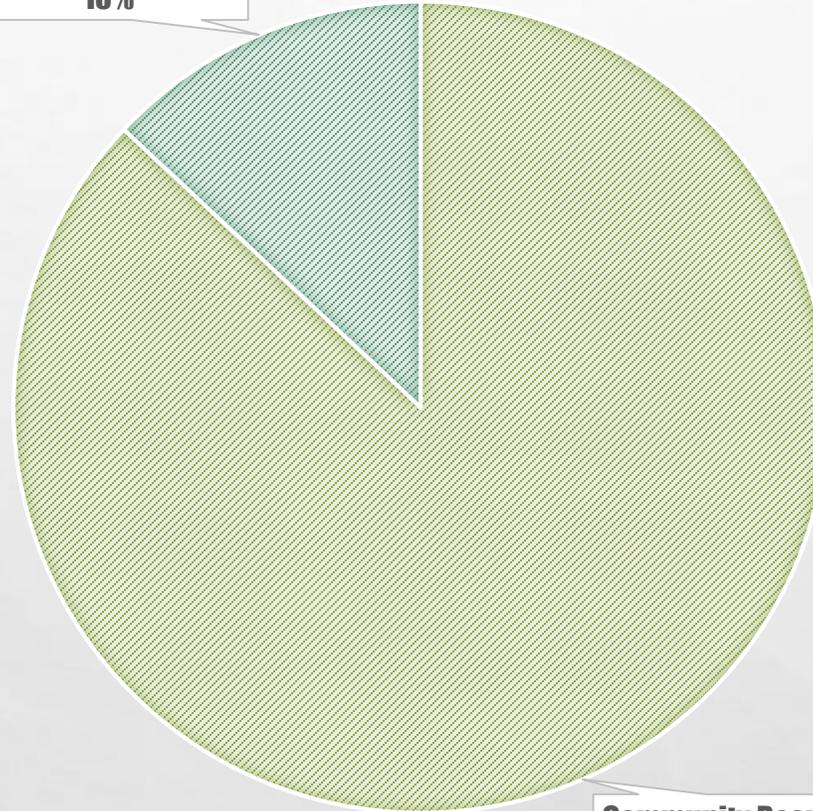
Engaged Community



Fiscally Responsible Governance



Governance Results
13%



Community Results
87%

PRIORITY BASED BUDGETING OVERVIEW

Spending toward Community Results



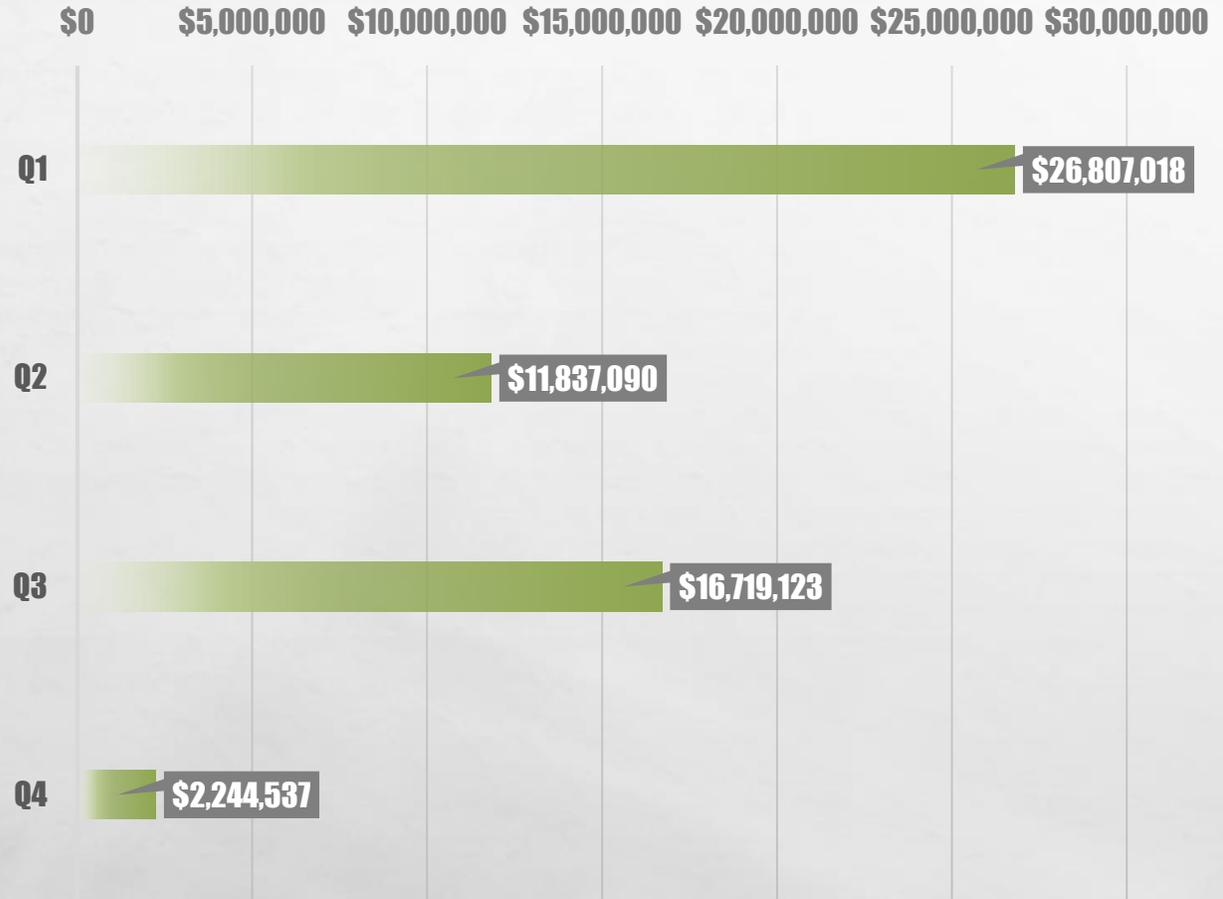
PRIORITY BASED BUDGETING OVERVIEW

Spending toward Governance Results



PRIORITY BASED BUDGETING OVERVIEW

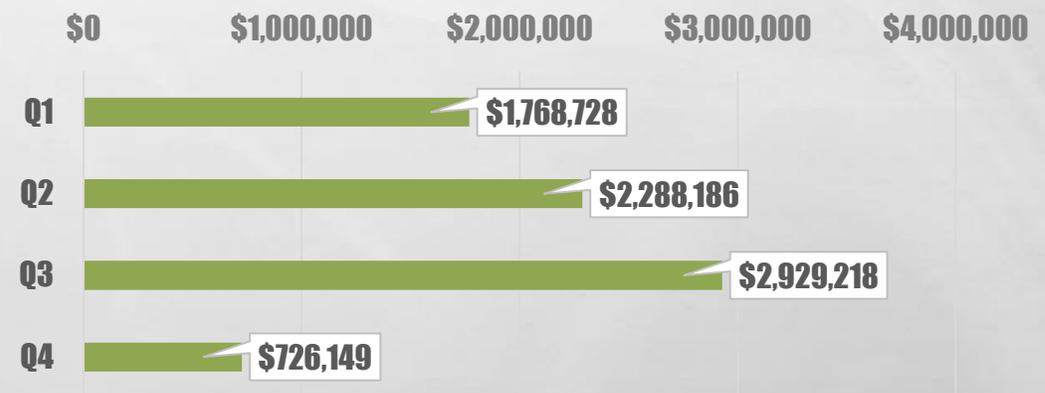
ENTIRE ORGANIZATION RESOURCE ALIGNMENT



Community Result Resource Alignment



Governance Result Resource Alignment

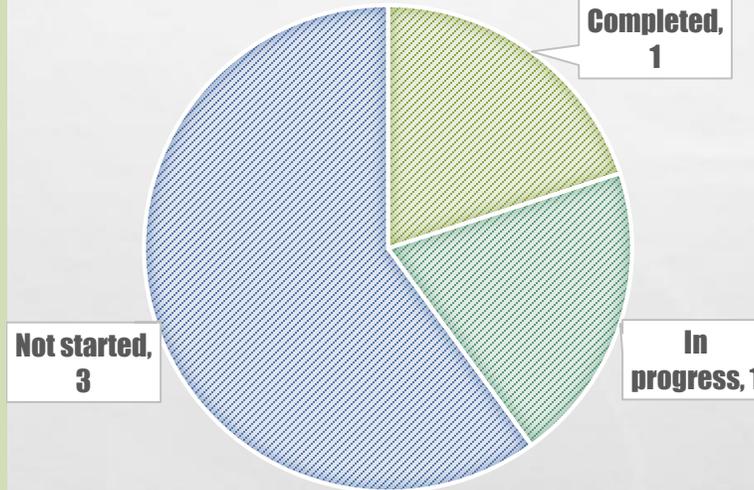


Safe Community



OBJECTIVES

- **CONDUCT EFFECTIVE PUBLIC OUTREACH AND AWARENESS CAMPAIGNS**
- **PARTICIPATE IN SPECIALIZED PUBLIC SAFETY TRAINING**
- **IDENTIFY AND APPROPRIATELY ADDRESS SAFETY NEEDS RELATED TO PUBLIC INFRASTRUCTURE**



Funding directed to SAFE COMMUNITY Results: \$28,787,775

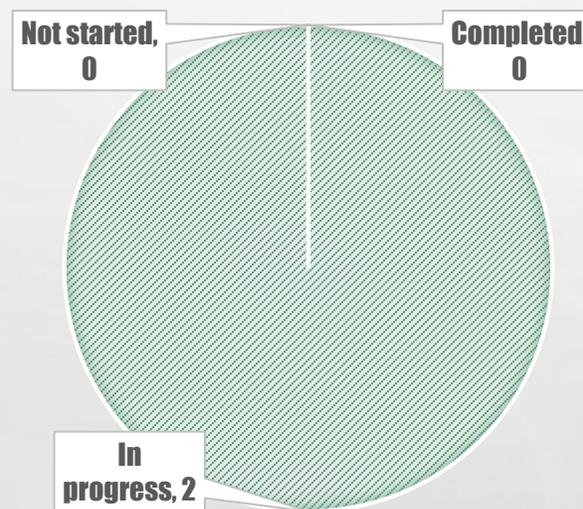
1ST QUARTER UPDATE: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Civic Development



OBJECTIVES

- **PLAN AND COMPLETE APPROVED INFRASTRUCTURE IMPROVEMENT PROJECTS**
- **PLAN AND COMPLETE INFRASTRUCTURE MAINTENANCE PROJECTS**



Infrastructure Maintenance (Existing)

Infrastructure Improvement (NEW)

Infrastructure Inventory & Management Plans
• Storm Water

Resident Satisfaction Rating
• Community Survey

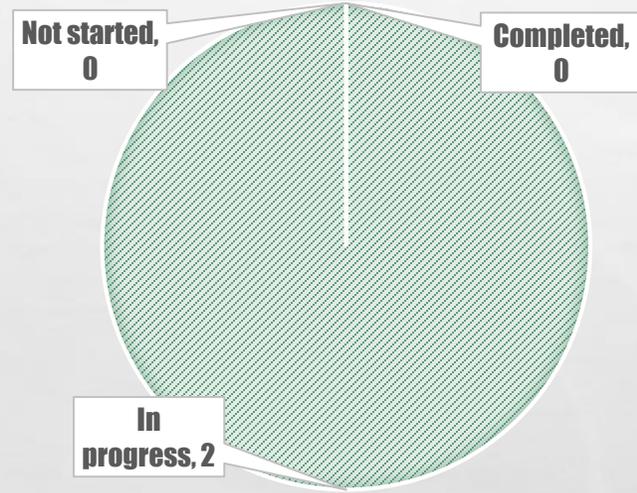
Funding directed to CIVIC DEVELOPMENT Results: \$18,320,000

1ST QUARTER UPDATE: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Balanced Regulatory Environment



- MEET ALL LOCAL, STATE AND FEDERAL COMPLIANCE REQUIREMENTS**



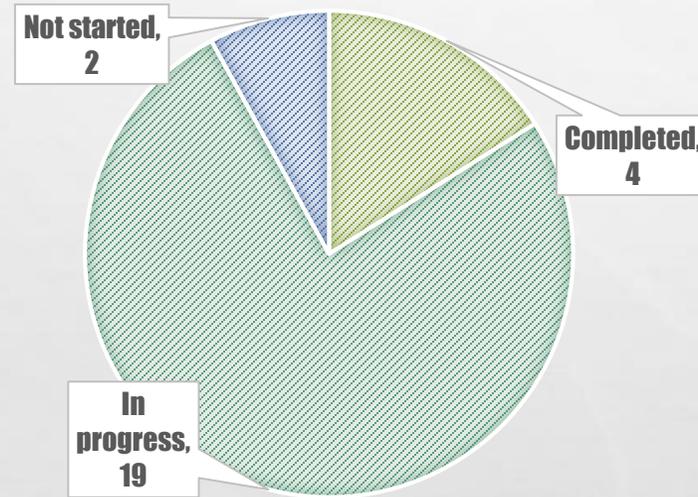
Funding directed to BALANCED REGULATORY ENVIRONMENT Results: \$3,298,896

Desirable Amenities & Open Space



OBJECTIVES

- EXECUTE THE DESIGN AND CONSTRUCTION AT MULLIGANS, PARKS, OPEN SPACE AND ASSOCIATED FACILITIES
- MAINTAIN HIGH QUALITY LEVEL OF SERVICE AT PARKS, CEMETERY, TRAILS AND OPEN SPACE
- INCREASE AWARENESS, QUALITY AND PARTICIPATION IN PARK AND RECREATION PROGRAMS
- UPDATE CEMETERY MASTER PLAN



Park Development

- Highland Park
- Welby Park
- River Heights Park

Recreation Programming

- Sports
- Fitness
- Events
- Seniors

Master Planning

- Park Impact Fee Update
- Mulligans Revitalization Plan

Cemetery

- New Section development

Funding directed to DESIRABLE AMENITIES & OPEN SPACE Results: **\$8,185,695**

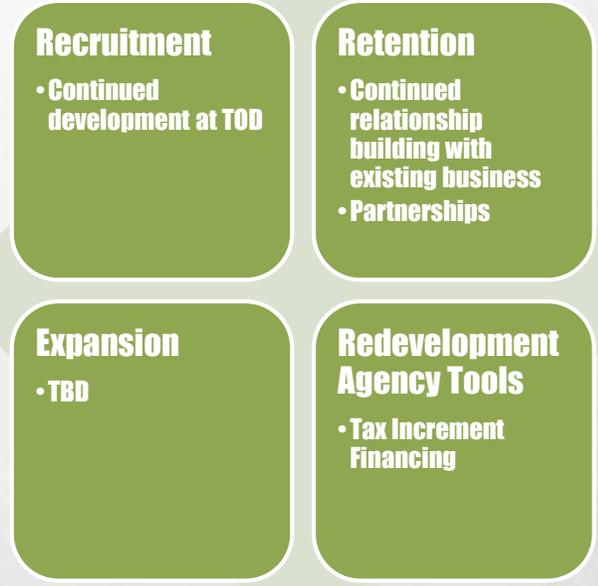
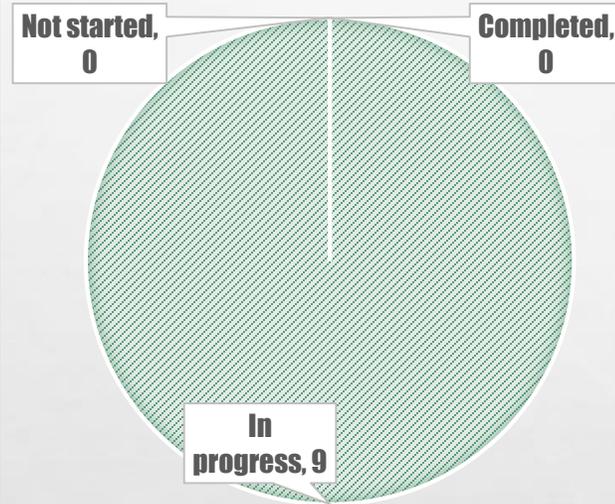
1ST QUARTER: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Economic Development



OBJECTIVES

- **INCREASE TAX BASE AND COMMUNITY INVESTMENT THROUGH EFFECTIVE METHODS OF BUSINESS RECRUITMENT, RETENTION, AND EXPANSION**
- **FOSTER PARTNERSHIPS TO ACCOMPLISH ECONOMIC DEVELOPMENT INITIATIVES**



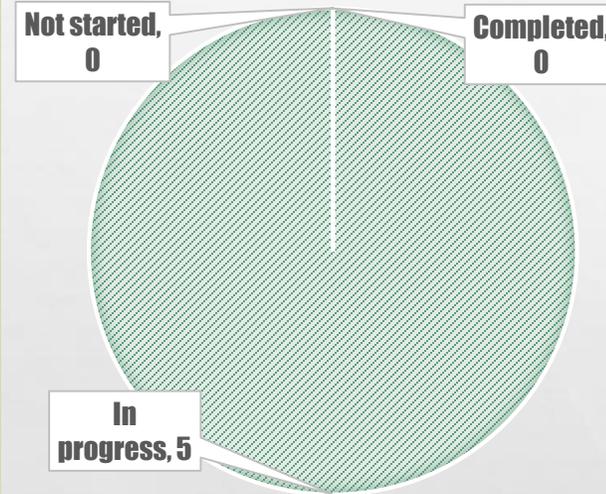
Funding directed to ECONOMIC DEVELOPMENT Results: \$5,186,745

Sustainable Growth



OBJECTIVES

- **UPDATE AND IMPLEMENT APPROVED COMPREHENSIVE GENERAL PLAN**
- **PREPARE FOR AND PERFORM SCHEDULED INFRASTRUCTURE MAINTENANCE**
- **EDUCATE COMMUNITY ABOUT EFFECTIVE RECYCLING AND WATER CONSERVATION**



Funding directed to SUSTAINABLE GROWTH Results: \$17,638,823

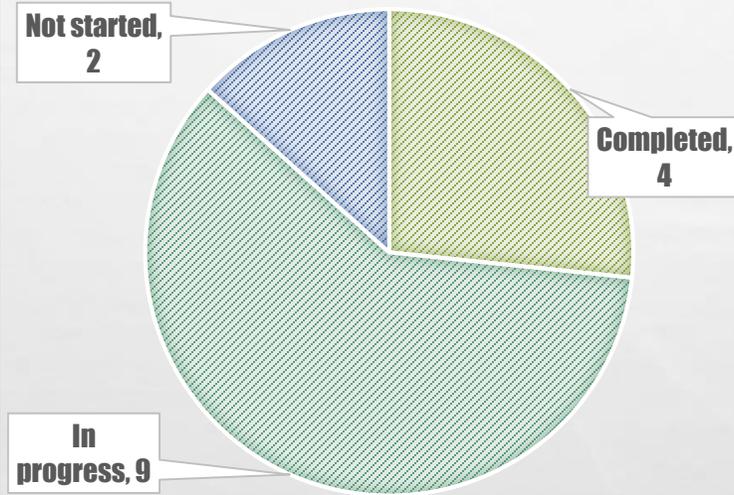
1ST QUARTER UPDATE: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Engaged Community



OBJECTIVES

- **IMPLEMENT EFFECTIVE OUTREACH STRATEGIES THROUGH SOCIAL MEDIA, DIGITAL MARKETING AND EXCELLENT CUSTOMER SERVICE**
- **IMPROVE FUNCTIONALITY AND USE OF CITY'S WEBSITE AND ASSOCIATED ONLINE SERVICES**
- **EXPAND MARKETING, STAKEHOLDER COORDINATION AND PARTICIPATION FOR EVENTS AND PROGRAMS**



Community

- Annual Community Survey
- Improvements as needed

Social Media

- Website
- Facebook
- Twitter
- Text
-

Program Outreach

- Recreation & Events
- Public Works
- Police

Digital Marketing

- Recreation
- Mulligans
- Events

Funding directed to ENGAGED COMMUNITY Results: \$8,157,511

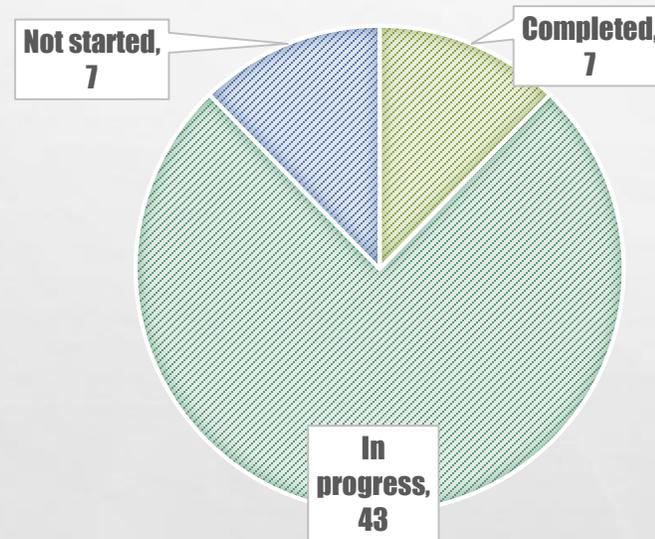
1ST QUARTER UPDATE: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS

Fiscally Responsible Governance



OBJECTIVES

- **IMPLEMENT BEST PRACTICES AND EFFECTIVE STRATEGIES IN RESOURCES ALIGNMENT**
- **ENGAGE WITH AND REPORT TO STAKEHOLDERS THROUGH A VARIETY OF OUTREACH METHODS**
- **INSPIRE LEADERSHIP THROUGH TRAINING, MENTORING, AND SPECIFIC PROJECT OPPORTUNITIES**
- **INCREASE STAFF'S KNOWLEDGE, SKILLS AND ABILITIES THROUGH EFFECTIVE TRAINING**
- **IMPROVE THE LEVEL OF SERVICE IN CORE PROGRAMS**
- **PROPAGATE A CULTURE OF RISK MANAGEMENT THROUGHOUT THE ORGANIZATION AND COMMUNITY**
- **IMPLEMENT NEW TECHNOLOGIES TO IMPROVE EFFICIENCY, EFFECTIVENESS AND TRANSPARENCY**



Technology

- Network upgrades
- Server upgrades
- Software implement
- City View
- Munis
- Legal

Risk Management

- eMod <.79
- URMMA Inspection >90%
- Leadership training
- Safety & Risk Culture

Program Improvements

- Process improvements
- Program Evaluations

Dashboards

- Key performance indicators
- Benchmarks

Funding directed to FISCALLY RESPONSIBLE GOVERNANCE Results: \$26,267,666

QUARTER 1: STRATEGIC PRIORITIES, OBJECTIVES AND ACTION ITEMS