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Fiscal Year **2020-2021**

Strategic Plan, Goals & Objectives



City of South Jordan
State of Utah

Vision Statement

We are a family oriented community, founded upon principles of accountability, integrity, industry and innovation with an unwillingness to compromise in securing a sustainable environment for future generations.

Mission Statement

South Jordan City provides service oriented, responsible government, consistent with the communities' values, priorities and expectations for a high quality of life, enhancing the City's health, providing professional and innovative services and managing the City's resources, while planning for the future.

Core Service Values

Integrity

"We do the right thing, even when no one is looking"

Service

"We listen, understand and deliver"

Professionalism

"We are committed to be the best"

Communication

"We are respectful and collaborative"

Excellence

"We continue to raise the bar on our performance"

Strategic Priorities

Balanced Regulatory Environment

South Jordan City establishes and implements clear and effective regulations to protect the health, safety and welfare of the community.

Civic Development

South Jordan City plans, constructs, and maintains reliable public facilities that align with community needs.

Desirable Amenities & Open Space

South Jordan City promotes a strong sense of place by providing parks, trails, open space, and a variety of cultural and recreational opportunities.

Economic Development

South Jordan City promotes economic development by facilitating efforts with employers and developers to increase the City's tax base for a sustainable future.

Engaged Community

South Jordan City promotes an engaged and informed community through a variety of effective methods to inform, educate, and connect with its residents.

Fiscally Responsible Governance

South Jordan City provides fiscally efficient and effective governance through best practices, innovation, program evaluation, competitive pay, professionalism, and continuous improvement.

Safe Community

South Jordan City promotes a strong safety culture for the entire community and its employees.

Sustainable Growth

South Jordan City promotes a sustainable community by planning for growth while aligning its resources.

Goals & Objectives

Administrative Services

Arts

- 1. Standardize recreation program evaluation process for Arts. Evaluate the Adult Art Classes program and provide programming recommendations based on evaluations. Complete by January 1, 2021.
- DESIRABLE AMENITIES AND OPEN SPACE

Communications

- 1. Identify key actions taken by residents on website (paying bills, signing up for recreation programs etc.) and make it so they can get to them in 3 clicks or less by February 2021.
- FISCALLY RESPONSIBLE GOVERNANCE

Events

- 1. Standardize recreation program evaluation process for Events. Evaluate the Movies in the Parks Series program and provide programming recommendations based on evaluations. Complete by January 1, 2021.
- DESIRABLE AMENITIES AND OPEN SPACE

Facilities

- 1. All building information and assets set up in Elements, we will be trained completely and using Elements for all work orders, preventative maintenance and asset management. This will be completed by June 2021.
- FISCALLY RESPONSIBLE GOVERNANCE

Gale Center

- 1. Standardize recreation program evaluation process at Gale Center. Evaluate the Terrific Tuesday program and provide programming recommendations based on evaluations. Complete by January 1, 2021.
- DESIRABLE AMENITIES AND OPEN SPACE

Information Center

- 1. Answer calls on the first contact 22% of the time, as measured in the annual community survey.
- ENGAGED COMMUNITY

Information Technology

- 1. Complete Voice and Data needed in Station 64 by September 30, 2020.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Upgrade Core Router by October 28, 2020.
- FISCALLY RESPONSIBLE GOVERNANCE

Mulligans

- 1. Work with City staff, Mulligans' staff and outside professionals to create an executable site plan of the facility to include: irrigation upgrades, future site of batting cages, future site of new 18 hole mini golf course, and patio upgrades. Plans will be ready for implementation by June 2021.

- DESIRABLE AMENITIES AND OPEN SPACE

Parks

- 1. Implement the revised Parks Division Safety Plan and reduce the number of safety related incidents in the Parks Division from the previous year. Completed by December 31, 2020.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Complete the active sports field renovations detailed in the IIMO budget and create a program to rest a number of fields every spring, while still providing an acceptable level of service for recreation programming. Completed by June 30, 2021.
- DESIRABLE AMENITIES AND OPEN SPACE

Recreation

- 1. Race series expansion/improvements. Track and evaluate race series. Create sponsorship package and implement for 2021 series. Formalize marketing plan implemented for full 2021 series. Make a recommendation for possible addition of rotating race in series. Completed by November 1, 2020.
- DESIRABLE AMENITIES AND OPEN SPACE
- 2. Standardize recreation program evaluation process. Evaluate programming in sports, events, senior programs, arts, and gale center. Provide programming recommendations based on evaluations. Establish evaluation schedule and procedures. Completed by January 1, 2021.
- DESIRABLE AMENITIES AND OPEN SPACE

Risk & Emergency Management

- 1. Maintain an e-mod better than 0.90 by April 2021.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Conduct a quarterly risk management meeting with the Leadership Team to encourage a culture of risk management and accountability among employees.
- FISCALLY RESPONSIBLE GOVERNANCE
- 3. Maintain an URMMA annual inspection score of 90% or higher by June 2021.
- FISCALLY RESPONSIBLE GOVERNANCE
- 4. Build on recent workshops, tabletop exercises, and drills that have taken place by conducting a functional exercise, to help validate the coordination, command, and control, of our Emergency Operation Center by June 2021.
- FISCALLY RESPONSIBLE GOVERNANCE

Senior Programs

- 1. Standardize recreation program evaluation process at Senior Center. Evaluate the Trips and Banquets program and provide programming recommendations based on evaluations. Complete by January 1, 2021.
- DESIRABLE AMENITIES AND OPEN SPACE

Assistant City Manager

Assistant City Manager

- 1. Identify metrics to be included in the City’s annual report to provide more information regarding the effectiveness and efficiency of City programs and services.
- FISCALLY RESPONSIBLE GOVERNANCE

City Attorney’s Office

City Attorney’s Office

- 1. Increase efficiency through the appropriate use of technology and personnel during FY2020-21.
- FISCALLY RESPONSIBLE GOVERNANCE

City Manager

City Manager

- 1. Provide a Strategic Planning meeting with City Council by the end of 2020.
- SUSTAINABLE GROWTH
- 2. Create methods to implement a more flexible work environment by the end of FY2021.
- FISCALLY RESPONSIBLE GOVERNANCE
- 3. Develop methods that will reduce employee turn over by the end of FY2021.
- FISCALLY RESPONSIBLE GOVERNANCE
- 4. Complete Fire Station 64 on or under budget by end of 2020.
- FISCALLY RESPONSIBLE GOVERNANCE
- 5. Conduct an annual strategic planning session with elected officials and leadership.
- FISCALLY RESPONSIBLE GOVERNANCE

Strategic Services

- 1. Strengthen the citywide program and service evaluation program by implementing a program metric to track ongoing citywide program re-appropriations and savings.
- FISCALLY RESPONSIBLE GOVERNANCE

City Recorder

City Recorder

- 1. Receive appropriate training and begin certifications for new City Recorder.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Receive and process all GRAMA requests within statutory guidelines.
- FISCALLY RESPONSIBLE GOVERNANCE
- 3. Prepare agendas, packets and meeting minutes in accordance to statutory requirements for the Planning Commission, City Council, Redevelopment Agency and other assigned City committees.
- FISCALLY RESPONSIBLE GOVERNANCE

Engineering Services

Engineering & Building

- 1. Establish an action plan and carry out a cost evaluation of Development and Building projects to determine fee accuracy.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Partner with UDOT to ensure that the 10400 S Bangerter interchange is constructed in a manner that minimizes east west travel delay as much as possible (while considering other project constraints including safety, productivity, business access, etc.).
- CIVIC DEVELOPMENT
- 3. Create a Development Bond Tracking system that incorporates when the bond will expire versus project status to ensure the bond covers the project through the warranty period and can be 100% released before expiration.
- FISCALLY RESPONSIBLE GOVERNANCE

Economic Development

Economic Development

- 1. Working with the Planning Department, before the end of FY2020-21, using the insights and recommendations from the 2020 Redwood Road Small Area Plan, propose possible changes to the Redwood Road Mixed Use Zones in the Title 17 for new regulatory concepts and/or incentive options to the City Council that will allow the Redwood Road Small Area Plan to be implemented.
- ECONOMIC DEVELOPMENT

Finance

Finance

- 1. Align resources to increase efficiencies and provide a more convenient experience for our residents through technology
 - Provide convenient delivery of utility bill information through text and email by educating and promoting our online paperless bill options and increase its utilization to 40% of all active accounts by June 2021.
- FISCALLY RESPONSIBLE GOVERNANCE
 - Improve process efficiency by increasing the percentage of electronic file transfer (EFT) payments for repeat vendors to 40% by June 2022.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Adapt to and utilize advancements of technology to provide a better and more convenient service to customers.
 - Increase convenience and take advantage of technological options by integrating the City’s dog license and other general billing functions to utilize the same online payment system as utility billing by June 2022.
- FISCALLY RESPONSIBLE GOVERNANCE

Fire

Fire

- 1. Hire and train nine qualified personnel to be ready to staff Station 64 by January 1, 2021.
- SAFE COMMUNITY
- 2. Reduce vehicle collision risk by implementing a new driver training and testing program for all Department Apparatus Operators, to be completed by May 2021.
- FISCALLY RESPONSIBLE GOVERNANCE

Human Resources

Human Resources

- 1. Implement an updated onboarding process for new City employees, to include more involvement and cooperation with City departments by June 2021.
- FISCALLY RESPONSIBLE GOVERNANCE
- 2. Provide two (2) supervisory and general employee trainings throughout the year.
- FISCALLY RESPONSIBLE GOVERNANCE

Planning

Planning

- 1. Use the General Plan priority list and timeline created in FY2019-20 to schedule and present bimonthly text amendments and other discussions before the City Council throughout FY2020-21.
- BALANCED REGULATORY GOVERNMENT
- 2. Before the end of FY2020-21, physically visit each approved conditional use permit (CUP) that the City has records of and that have specific conditions that can be enforced, and then work with property owners and the City's code enforcement officers to make sure the CUP is enforced.
- BALANCED REGULATORY GOVERNMENT
- 3. Before the end of FY2020-21, using the insights and recommendations from the 2020 Redwood Road Small Area Plan, propose possible changes to the Redwood Road Mixed Use Zones in the Title 17 for new regulatory concepts and/or incentive options to the City Council that will allow the Redwood Road Small Area Plan to be implemented.
- SUSTAINABLE GROWTH

Police

Police

- 1. Three Town Hall Meetings will be held during FY 20-21. One will be held at the Senior Center focused on financial fraud and other senior crimes. The Second will be held in Daybreak focused on general crime. The third will be a virtual Town Hall on crime prevention with a Q&A session.
- SAFE COMMUNITY
- 2. The Chief, Senior Staff, and the School Resource Officers will conduct a 4S pledge focusing on new drivers. The goal will be

to have all drivers at Bingham High School sign the 4S pledge. We will also make an effort at the other high schools in the city including Paradigm and Valley.

- SAFE COMMUNITY

- 3. Ensure that the 20-21 Training year includes classes: 1) Virtual Reality Training for decision making, 2) Self-defense and Arrest Control Tactics, 3) Detention and Search and Seizure, and 4) Policy and Legislation Review
- FISCALLY RESPONSIBLE GOVERNANCE

Public Works

Streets

- 1. Successful implementation of plow truck technology upgrade to improve snow plowing resource management during storms. To be completed by November 2020.
- FISCALLY RESPONSIBLE GOVERNANCE

Water

- 1. Complete water distribution system water quality assessment and implement best practices to continue meet water quality standards. To be completed by March 2021.
- SAFE COMMUNITY

Storm Water

- 1. Complete updates to storm water master plan. To be completed by December 2020.
- SUSTAINABLE GROWTH

Street Lighting

- 1. Replace approximately 30 Rocky Mountain Power owned streetlights by June 2021.
- CIVIC DEVELOPMENT

Sanitation

- 1. Expand capacity of neighborhood dumpster service, to meet growing demand for service. To be completed by January 2021.
- SUSTAINABLE GROWTH

Fleet

- 1. Improve vehicle parts management by optimizing parts storage organization and location in the Fleet shop. To be completed by December 2020.
- FISCALLY RESPONSIBLE GOVERNANCE

Cemetery

- 1. Complete new marketing plan for newly expanded cemetery. To be completed by September 2020.
- DESIRABLE AMENITIES AND OPEN SPACE

Public Works Admin/Operations Support

- 1. Compete cross-function training for all support staff to optimize level of service to all maintenance divisions and residents. To be completed by March 2021.
- FISCALLY RESPONSIBLE GOVERNANCE

Strategic Plan, Goals & Objectives Scorecard

Administrative Services

Arts

1. Q1 Q2 Q3 Q4

Communications

1. Q1 Q2 Q3 Q4

Events

1. Q1 Q2 Q3 Q4

Facilities

1. Q1 Q2 Q3 Q4

Gale Center

1. Q1 Q2 Q3 Q4

Information Center

1. Q1 Q2 Q3 Q4

Information Technology

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

Mulligans

1. Q1 Q2 Q3 Q4

Parks

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

Recreation

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

Risk & Emergency Management

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

3. Q1 Q2 Q3 Q4

4. Q1 Q2 Q3 Q4

Senior Programs

1. Q1 Q2 Q3 Q4

Assistant City Manager

Assistant City Manager

1. Q1 Q2 Q3 Q4

City Attorney's Office

City Attorney's Office

1. Q1 Q2 Q3 Q4

City Manager

City Manager

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

3. Q1 Q2 Q3 Q4

4. Q1 Q2 Q3 Q4

5. Q1 Q2 Q3 Q4

Strategic Services

1. Q1 Q2 Q3 Q4

City Recorder

City Recorder

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

3. Q1 Q2 Q3 Q4

Engineering Services

Engineering & Building

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

3. Q1 Q2 Q3 Q4

Economic Development

Economic Development

1. Q1 Q2 Q3 Q4

Finance

Finance

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

Fire

Fire

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

Human Resources

Human Resources

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

Planning

Planning

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

3. Q1 Q2 Q3 Q4

Police

Police

1. Q1 Q2 Q3 Q4

2. Q1 Q2 Q3 Q4

3. Q1 Q2 Q3 Q4

Public Works

Streets

1. Q1 Q2 Q3 Q4

Water

1. Q1 Q2 Q3 Q4

Storm Water

1. Q1 Q2 Q3 Q4

Street Lighting

1. Q1 Q2 Q3 Q4

Sanitation

1. Q1 Q2 Q3 Q4

Fleet

1. Q1 Q2 Q3 Q4

Cemetery

1. Q1 Q2 Q3 Q4

Public Works Admin/Operations Support

1. Q1 Q2 Q3 Q4