



# **EAGLE MOUNTAIN CITY COUNCIL VISIONING CONFERENCE MEETING MINUTES**

January 25 and 26, 2024  
The Barn at Overland  
1713 Erickson Knoll Lane, Eagle Mountain, Utah 84005

## **THURSDAY, JANUARY 25, 2024**

**ELECTED OFFICIALS PRESENT:** Councilmembers Donna Burnham, Melissa Clark, Rich Wood, and Brett Wright. Councilmember Jared Gray and Mayor Tom Westmoreland were excused.

**CITY STAFF PRESENT:** Paul Jerome, City Administrator; Steve Mumford, Deputy City Administrator/Community Development Director; Fionnuala Kofoed, Assistant City Administrator/City Recorder; Cliff Strachan, Director of Legislative Affairs; Evan Berrett, Economic Development Director; Kimberly Ruesch, Finance Director; Tyler Maffitt, Communications Manager; Angela Valenzuela, Human Resource Manager; Brandon Larsen, Planning Director; Mack Straw, Public Utilities Manager; Zac Hilton, Streets and Storm Drain Manager/Parks and Recreation Manager; Jeff Weber, Fleet and Facilities/Operations Director; Brad Hickman, Public Works Director; David Ulibarri, Emergency Coordinator; and Dustin Blackburn, Assistant Building Official.

**CITY STAFF PRESENT ELECTRONICALLY:** Chris Trusty, City Engineer; and Michele Graves, Library Director.

### **1. MAYOR'S WELCOME AND INTRODUCTIONS**

City Administrator Paul Jerome welcomed the meeting participants and called the meeting to order.

### **2. STRATEGIC PLANNING UPDATE**

Economic Development Director Evan Berrett reviewed the structure and elements of a strategic plan vision, mission, core values, strategic goals, objectives, actions, and performance measures; how a strategic plan is used and evolves, and strategic planning influence on the budget.

Eagle Mountain's Core Values are:

- Health and Safety
- Service
- Innovation
- Efficiency
- Sustainability
- Accountability and Trust

Director of Legislative Affairs Cliff Strachan presented the Eagle Mountain City Strategic Goals and associated objectives and actions:

1. Diverse Economic Growth
  - a. Review and update commercial, business park, and technology zoning codes
  - b. Commercial Development Activity
  - c. Rebrand Eagle Mountain City

2. Robust Infrastructure Networks
  - a. Invest in smart city technologies
  - b. Adopt asset management policies and practices
  - c. Create a five-year Capital Improvement Plan (CIP) in the annual budget
3. Unique Reputational Evolution
  - a. Create property clean-up and assistance programs to benefit residents and improve neighborhoods
  - b. Establish a robust business expansion and retention program in cooperation with the Eagle Mountain Chamber of Commerce
  - c. Expand workforce attraction, retention, and development efforts
4. Proactive Generational Planning
  - a. Develop regional, community, and neighborhood parks
  - b. Update the Future Land Use and Transportation Corridor Maps
  - c. Develop a long-term facility plan and establish management practices to optimize the maintenance, renewal, and updating of buildings and other facilities
5. Interactive Environmental Stewardship
  - a. Make significant improvements to the Critical Wildlife Migration Corridor
  - b. Implement a new City-wide tree maintenance program
  - c. Create a Wildlife Conservation and Open Space Plan
6. Dynamic Service Enhancement
  - a. Improve functionality of utility bills (from the customer perspective)
  - b. Improve renter access to utility account information
  - c. Implement new community development software

Councilmember Clark suggested providing the mission statement and the core values to the public.

Councilmember Wright advocated posting the strategic goals and vision in the City Council Chambers or the lobby at City Hall to serve as information to the public and a reminder to the Council.

### 3. DIALOGUE WITH DEVELOPERS – JASON HARRIS / SCOT HAZARD / BILL GASKILL

Discussion ensued regarding the following topics:

- The impact of the housing recession and interest rates on people’s ability to purchase homes despite the need for additional housing;
- Desired and feasible housing unit types due to the cost of land and product and garage size;
- How the City can assist with accommodating the development of smaller, single-family homes on reasonably sized lots;
- Market resistance to small homes on large lots, house-to-lot size ratios, and infrastructure cost distribution over more lots making the units more affordable;
- The creation of standards for a cottage-size lot to assist with home affordability with approximately a 30-foot frontage, small setbacks, a one-car garage, a small backyard, and a house square footage maximum;
- Parking concerns about permitting a small frontage and single-car garage;
- Balancing affordable units with other types of products to mitigate traffic and infrastructure impacts;
- Developer requests for housing standards that address the needs/desires of the future generation through the adoption of a less restrictive policy that facilitates flexibility, creativity, and vision;
- Harmonizing zoning regulations with the General Plan;
- The value of mixing housing types and staff input and expertise;

- Encouraging the building of vested units;
- Constructing homes that include accessory dwelling units and planning infrastructure to support the additional strain;
- Informal meetings with the Council and developers to communicate the products and designs desired, to offer feedback earlier in the development process, and promote communication and collaboration; and
- Amenity requirements and the impact on the development and cost of the units.

#### 4. LOBBYIST UPDATE - DAVE STEWART

Lobbyist Dave Stewart gave an update on preparatory processes for the upcoming legislative session, the anticipated number of bills, surplus, and availability of Utah Department of Transportation (UDOT) funding, as well as proposed bills of concern to the Utah League of Cities and Towns (ULCT).

Councilmember Wright stated that he desires the public to be aware that the Councilmembers maintain frequent contact with State representatives on behalf of the residents.

Discussion ensued regarding the status of various bills of interest to the City and the advocacy of the City's transportation needs to the State.

#### 5. GRAMA TRAINING

Mr. Strachan presented a training on the Government Records Access and Management Act (GRAMA).

Assistant City Administrator/City Recorder Fionnuala Kofoed spoke about the importance of adhering to GRAMA requirements. Whether an item is a record or not depends on the context and content of the message rather than the method of communication used.

#### 6. DIALOGUE WITH MAG / UDOT - SHAWN ELIOT / ROBERT ALLEN / ERIC RASBAND

Utah Department of Transportation (UDOT) Representatives: Region Three Director Rob Clayton and Region 3 Planning Manager Eric Rasband.

Mountainland Association of Governments (MAG) Representatives: Senior Transportation Planner and Program Manager Robert Allen, Transportation Manager Shawn Eliot, Metropolitan Planning Organization Director LaNiece Davenport; and Analytics Manager Tim Hereth.

Deputy City Administrator/Community Development Director Steve Mumford introduced the item.

Analytics Manager Tim Hereth presented information regarding Utah County and Eagle Mountain growth and housing.

Transportation Manager Shawn Eliot presented information regarding the Regional Transportation Plan.

The TransPlan50, the Regional Transportation Plan (RTP) for Urban Utah County illustrates a coordinated system of highway, transit, and active transportation projects needed through 2050. The RTP is updated every four years, most recently in June 2023.

The Regional Transportation Plan:

1. Helps to develop regional policy
2. Addresses high growth and congestion
3. Minimizes impacts on society and the environment
4. Creates transportation choice
5. Maintains and preserves the transportation system
6. Develops projects
7. Forecasts funding

The full transportation plan consists of need-based project lists and a financial plan of proposed revenues and costs. The plan has four goals:

1. Update the regional highway system to a grid-based highway network
2. Expand and connect freeways, expressways, and arterials
3. Create a robust regional transit system
4. Build a regionally connected active transportation system

The RTP proposes an ideal highway grid of collectors, arterials, and freeways, sized and spaced to carry and disperse traffic. Utah County is behind other like-sized metro areas with the highway grid, especially freeway facilities. RTP needs-based projects satisfy congestion through 2050. RTP fiscally constrained projects do not satisfy congestion through 2050.

Highway Studies Informing the RTP: I-15 Payson Main ST Environmental, I-15 Spanish Fork Interchange Environmental, I-15 Springville/Spanish Fork Interchange, Mountainview Corridor South Environmental-Saratoga Springs, North Lakeshore Area Study, SR-73 Freeway Environmental, Vineyard Connector Environmental, and SR-92 Extension Study-Lehi.

Transit Studies Informing the RTP: Central Corridor Study, South Valley FrontRunner Commuter Rail Environmental, Northwest Utah, Valley Transit Study, Point of the Mountain Transit Study, and Point West Freshlook Transit Study.

Program Manager Robert Allen explained the Transportation Improvement Program (TIP) funding and project selection and prioritization process.

Discussion ensued regarding the following:

- Eagle Mountain City has lower density and more single-family housing than other cities impacting qualification for transit services;
- Frustration that cities with lower populations are receiving transit services partially funded by Eagle Mountain residents' taxes;
- Timeframes for major transportation projects;
- Circular route transit services within City boundaries;
- Legislative bills under consideration to increase transportation revenue sources;
- Utah Transit Authority (UTA) applying for TIP funding specifically for Eagle Mountain City; and
- Eagle Mountain City submitting a project request for TIP funding to convert the roundabout at Pony Express Parkway and Eagle Mountain Boulevard into a signalized intersection and a trail along the Tickville Wash from Porters Crossing Parkway to the eastern edge of the SilverLake subdivision.

UDOT Region Three Director Rob Clayton introduced and UDOT Region Three Planning Manager Eric Rasband explained the funding sources, some of which require match funding, and processes and project selection by the Transportation Commission members appointed by the Governor. UDOT has been tasked with focusing on good health, better mobility, a strong economy, and connective

communities. He noted project improvements to Utah County transportation corridors impacting Eagle Mountain and the efforts by the City to advocate for their project needs. The Transportation Commission uses the Capacity Project Prioritization TIF Highway Decision Support Tool to inform their decisions in addition to responsiveness to public needs. Requested projects were removed from consideration because they failed to meet the requisite affordable housing elements.

Discussion ensued regarding the Mid Valley Road and Hidden Valley study and the request by the City for funding to extend the portion of Old Airport Road to the new middle school and realign the intersection with Cory B. Wride Memorial Highway and methods to align efforts with neighboring cities to promote projects with mutual interest.

## 7. DEPARTMENT HEAD Q&A / PROJECT UPDATES

### Assistant Building Official Dustin Blackburn:

- Track home builders plan to double the number of homes constructed in the City last year resulting in 1,200 to 1,500 new homes
- The City currently has five building inspectors but one is unable to work due to an injury
- Additional inspectors are needed to handle the workload
- Commercial development is anticipated to increase; many businesses develop in a community following the construction of a Walmart
- Datacenter inspections are time-intensive
- Right now, the permit costs for the data centers are sufficient but might need to be raised once additional buildings are constructed
- Contracting with West Coast Code Consultants, Inc (WC<sup>3</sup>) has been beneficial to the City; they handle commercial and solar plan reviews
- The City will be taking over Facebook inspections from WC<sup>3</sup> later this year
- Neighborhood Improvement has plans for community outreach through community cleanup to demonstrate their improvement role to reduce the perception that they are only here for enforcement
- With the anticipated population increase in 2024, additional staff will likely be needed by 2025 or 2026

### Discussion:

- WC<sup>3</sup> commercial expertise, staff has been accompanying WC<sup>3</sup> during inspections to receive onsite training, and the costs and benefits of contracting with WC<sup>3</sup> versus hiring additional staff;
- OpenGov software reducing workload and improving customer service for the community;
- Being proactive rather than reactive in hiring additional personnel when deemed necessary to provide quality work;
- Workload impacts when current staff misses work due to illness or time off;
- Builders reducing customization options in response to the pandemic, housing shortages, and cost increases; and
- Lack of access to bathrooms and other facilities for inspectors working on projects far from their offices.

### Human Resource Manager Angela Valenzuela:

- Overall attrition rates have decreased as employees desire stability
- In 2023, the City averaged 13 to 14% turnover in the first three quarters and 1.7% for the fourth quarter

- The City has lost many entry-level employees and is looking to provide and celebrate further education and certification to provide career path opportunities
- The City currently has 211 total employees with 114 of those being full-time
- The Human Resources department plans to update the Policies and Procedures Manual

Discussion:

- Eagle Mountain City has lower turnover than some other cities;
- The impact of culture on employee retention;
- The compensation study;
- Applying for Mountainland Technical College (MTECH) State funding to support employee education; and
- Employee benefits provided, including anticipated cost increases to the City.

City Engineer Chris Trusty

- Cory B. Wride Memorial Park booster station improvements are planned to allow for higher pressures for the reuse water irrigation system
- Unity Pass booster station completion will enable water transport to fill the tanks in the City Center
- Drilling and testing were completed for Well 8 and staff is designing the well house;
- Well 7 experienced a collapse around 500 feet, once mitigation measures were in place, drilling resumed
- The availability of additional electrical infrastructure in the area will allow for upgrades to Well 5 to augment its capacity
- The White Hills Well is being upgraded and upsized by the Firefly developers for additional City use
- A license agreement for an additional water tank in the City Center will be presented to the Council at the February 6, 2024, City Council meeting to get authorization from the owner for the City to start soil testing and survey work for the parcel
- The headworks for wastewater treatment is almost completed
- Alpine School District has been installing a sewer line from the middle school to the Overland development; the sewer lines from Lone Tree and other areas will be connected to that system
- The City received funding and is completing design work for a tertiary system that will allow the conversion of wastewater effluent to a type one treated water; reverse osmosis treatment will be included in the process
- The City is conducting a study to see the impact of reduced water usage by the data centers on the viability of expanding the water reuse system
- Updates to Municipal Code construction standards will be included on the February 6, 2024 agenda that includes purple pipe standards
- Property purchase agreements for roads in Perry Homes and Patterson Homes developments are expected to be presented to the City Council in February
- The City is still negotiating with the landowner on a purchase agreement for the right-of-way and wildlife corridor
- The City asked MAG to increase the funding for Old Airport Road by 2.8 million dollars to help with additional scope and increased costs to tie into the new middle school
- The City is submitting for MAG TIP funding for:
  - The modification of the roundabout at Pony Express Parkway and Eagle Mountain Boulevard to a signalized intersection;
  - A trail from Smith Ranch Park through Evans Ranch in SilverLake to the City limits along the Tickville Wash;
  - Rapid flashing beacon road crossings; and

- A park and ride lot;
- The study for the Hidden Valley Highway will go before the MAG board for approval at their February 1, 2024 meeting for approval;
- Concept reports for the TIP funding are required to be submitted by February 12, 2024, with final determinations made this summer
- UDOT and MAG are working together to accelerate the timeframe for the study for the Cedar Valley Freeway to finalize alignment by April
- An update to the Transportation Impact Fee Analysis (IFA) will be presented to the Council in February or March 2024
- The City is considering having Zions Public Finance provide a second opinion after the City had concerns with the previous Public Safety IFA and Impact Fees Facility Plan (IFFP)

Discussion:

- Right-of-way acquisition and alignment for Old Airport Road with consideration of flooding mitigation;
- Difficulties with hiring an experienced engineer due to competition with the private sector; and
- Engineering Department personnel needs.

Emergency Coordinator David Ulibarri

- Expansion of current City emergency efforts
- Free community and other City programs are funded through a Federal Emergency Management Agency (FEMA) grant and Mr. Ulibarri has all the certifications that the State will begin requiring to apply and qualify for funding
- The first Community Emergency Response Team (CERT) training for the year was held the previous Saturday to assist with managing untrained volunteers during an emergency
- Eagle Mountain City in partnership with Cedar Valley High School offers the only Teen CERT Internship in the State; last year there were seven students and this year five students are participating
- The City offers Ham radio training and the Federal Communications Commission (FCC) testing; the City has around 300 licensed amateur operators
- Staff used grant funds to purchase a backup HAM radio and antenna for the Community Development Building to provide redundancy if the one at City Hall were to be non-operational
- Monthly, free Stop the Bleed, backed by the Department of Defense, classes are available for residents; last year over 50 employees were certified
- Cardiopulmonary resuscitation (CPR) and automated external defibrillator (AED) training with American Heart Associate certification were provided during Shocktoberfest in October of last year and around 60 people were trained and 20 certified
- He provides in-house safety training required by insurance and he will work with Risk Manager Linda Waters
- Fire extinguisher training is available for employees as a part of the CERT training
- In 2024, a pilot program for Scout Troops earn merit badges for first aid, fire safety, and emergency preparedness
- The City has two CERT trailers with equipment, ham radios, and response gear, one is stored at City Hall and one in the Ranches
- The City has two Starlink systems
- He will meet with LBiSat, a satellite communication company, to discuss an emergency response partnership
- The City's repeater, located in Unity Pass, can be linked with other repeaters or run independently to increase or decrease its traffic and range

- The City reviews the Emergency Operations Plan (EOP) annually and it will be updated this year to include an Emergency Coordinator position and any other edits deemed necessary
- Department heads conduct monthly Ham radio tests

#### Public Works Director Brad Hickman

- Staff has been training on the OpenGov Cartegraph software and have reached out to other cities to learn the pros and cons of the software and avoid mistakes made by other cities
- The software will assist with asset management and provide data to assist the City in making sound decisions
- The use of asset management software will likely necessitate additional geographic information system (GIS) staffing
- The City needs to provide OpenGov with the level and detail of the equipment to include in tracking
- The license provides tracking of an unlimited number of assets

#### Discussion:

- Benefits, capabilities, and parameters of the OpenGov Cartegraph software and training and implementation plans.

#### Library Director Michele Graves

- Comcast and Xfinity donated computer lab equipment that will be located in the Chamber of Commerce building for the classes for senior citizens; high school students will be recruited to assist with teaching senior citizens to use the internet; classes will start at the beginning of March or April

#### Planning Director Brandon Larsen

- GIS information is critical for planners and additional services would greatly benefit the Planning Department
- The Planning Department has been working with the implementation of the OpenGov software to enable the public to apply for building permits online
- Staff has begun preparation work for a General Plan update
- The Future Land Use Map will be amended to include additional annexation information, new road alignments, and updated land uses
- Wildlife Biologist/Environmental Planner Todd Black is finalizing the Wildlife Corridor Overlay Zone to be presented to the Planning Commission and City Council in the near future and is working with Camp Williams on a fencing project.

#### Discussion:

- Mr. Black evaluates plans as a part of the development review committee (DRC) to identify wildlife conflicts;
- Hold frequent meetings, events, and/or outreach programs to better connect with the public and developer;
- Current and future efforts planned for a building inspector with the special assignment of community liaison; and
- The benefits of the new OpenGov software for staff and the public

#### Fleet and Facilities/Operations Director Jeff Weber

- Staff is close to completing the Facilities Master Plan and it will be presented to the City Council at the end of April or the beginning of May
- The City is seeking to procure a 10,000-gallon diesel fuel tank for the Public Works Facilities

- The security cameras at City Hall need to be upgraded
- The remodel of the Recorder's Office and the Sheriff's Office has been completed
- Several projects have been undertaken for improvements to the Wastewater Plant and the Sewer Office Building
- Vehicle replacements continue on a five-year schedule with the City selling the surplus on GovDeals

Councilmember Wright asked Mr. Weber to email the Council a preview of the Facilities Master Plan.

Communications Manager Tyler Maffitt

- Spoke about the positive effect of the updated logo with branding and staff, and the long-term impacts on the residents
- The new resident magazine provides information about municipal services and introduces the tone the City wants to set with residents with the hope of attracting residents and businesses that align with Eagle Mountain's core values. The magazine is scheduled to roll out this spring with plans for a rerelease each spring
- The mobile app has assisted residents with contacting the City staff to address issues
- Data analysis found that positive sentiment from residents is at an all-time high for responsiveness, timeliness, and engagement
- He emphasized follow-through for the organization at all levels

8. GROWTH TRENDS

*This item was presented and discussed on Friday, January 26, 2024, before the other items on the agenda.*

Deputy City Administrator/Community Development Director Steve Mumford presented the item. The population estimate for Eagle Mountain as of January 1, 2024, is 65,464 based on building permit data (minus the last seven months). Homes in the City are 88% owner-occupied and 12% renter-occupied including legal and approved accessory dwelling units (ADUs). The generous vacancy rate is 2%. The current growth rate for fiscal year 2024 is 6.1%.

Demographic information of interest from the census is as follows:

- Living in the same house one year ago – 86%
- High school graduate or higher (age 25+) – 96.2%
- Bachelor's Degree or higher (age 25+) – 36.5%
- People with a disability (under age 65) – 4.2%
- Mean (average) travel time to work – 31.2 minutes
- Veterans – 898
- Languages other than English spoken at home – 10.5%
- Foreign born – 5.7%

Building permits issued in 2023: 868 new residential, 613 other, 351 basements, and 46 commercial. Residential growth housing types in 2023: 79% single-family homes and 21% multifamily homes. Eagle Mountain housing types as of January 1, 2024, 84% single-family homes and 16% multifamily units. 65% of new residential building permits are being issued in the south area and 35% in the north area of the City. In 2023, 122 ADU permits were approved – 115 basements (35 with the initial build), 5 attached, and 2 detached.

### Vested Units

Land estimates for the total area of the City equals approximately 52 square miles with approximately 30 square miles with vested approvals. The remaining approximately 20 to 22 square miles is mostly planned for business parks, employment centers, commercial, open space, foothill residential, and rural density excluding potential future annexations.

The total for vested units as of January 1, 2024, is 23,241. Of the total, 22,075 vested units are in master developments, and preliminary plats are not yet final platted. Vacant lots in recorded plats equal 1,116. Most of the north area vested units are in the Upper and Lower Hidden Valley. In the southern area, most of the vested units are in Harmony, Overland, and Firefly.

The total built (current population) and vacant final platted units/lots equal 77,107 with 83% single-family detached units and 17% single-family attached and multifamily. Unit types and lot size totals and percentages: duplex/twin 148 (1%), townhomes 2,394 (13%), condos/apartments 503 (3%), one-acre and above 878 (5%), ¼ to one-acre 2,456 (14%), and less than ¼ acre 11,368 (64%).

Unbuilt vested units (with an estimated vested population of 90,000 to 95,000) with unit types and lot sizes totals as follows: 69% single-family detached and 31% single-family attached and multifamily product, duplex/twin 484 (2%), townhomes 4,030 (18%), condos/apartments 2,354 (11%), one-acre and above 286 (1%), ¼ to one-acre 3,552 (16%), and less than ¼ acre 11,369 (52%).

The combined total of the platted and vested remaining has a distribution of 75% single-family detached and 25% single-family attached and multifamily with an estimated population of 160,000 to 175,000 (household sizes will likely reduce over time). Unit types and lot size totals and percentages: duplex/twin 632 (2%), townhomes 6,424 (16%), condos/apartments 2,857 (7%), one-acre and above 1,164 (3%), ¼ to one-acre 6,008 (15%), and less than ¼ acre 22,737 (57%).

## 9. ECONOMIC DEVELOPMENT UPDATE

Economic Development Director Evan Berrett presented Economic Development: Moving Into the Next Phase. Eagle Mountain is home to businesses of all sizes spanning several industries resulting in an expanded tax base, convenient access for all residents to essential goods and services, and growth of employment opportunities for workers at any stage of their careers.

### Operational Assumptions:

- Focus on families.
- Have enough retail to provide for the basic needs/wants of the community.
- Attract high-paying employers that can weather economic waves and have strong growth future.
- Attract commercial that complements the attraction of other services such as a hospital and higher education.
- Ensure there's a proper balance of large and small business opportunities and the presence of both national and local brands.

A new phase of economic development is possible due to the current and future population being in a good position to start conversations previously not possible, the data center foundation running on auto-pilot, and property owners and developers are on the move and in the works to make big things happen.

Mr. Berrett presented reasons to pursue, the factors affecting, and favorable and negative elements making Eagle Mountain attractive to retail, industrial, and tourism economic growth opportunities.

Discussion:

- Attracting trade schools to locate in the City;
- Designating additional space in the City for industrial uses;
- Eagle Mountain's limitation for warehousing opportunities despite an abundance of land and possible ways to mitigate transportation challenges;
- Increasing jobs in Eagle Mountain to reduce commuter traffic; and
- Tax benefits of businesses contrasted with infrastructure impacts.

**FRIDAY, JANUARY 26, 2024**

ELECTED OFFICIALS PRESENT: Councilmembers Donna Burnham, Melissa Clark, Rich Wood, and Brett Wright. Councilmember Jared Gray and Mayor Tom Westmoreland were excused.

CITY STAFF PRESENT: Paul Jerome, City Administrator; Steve Mumford, Deputy City Administrator/Community Development Director; Fionnuala Kofoed, Assistant City Administrator/City Recorder; Cliff Strachan, Director of Legislative Affairs; Kimberly Ruesch, Finance Director; Natalie Winterton, Grants Coordinator/Management Analyst; Brad Hickman, Public Works Director.

1. CITY ADMINISTRATOR'S WELCOME
2. ROLES AND RESPONSIBILITIES OF COUNCIL MEMBERS

Director of Legislative Affairs Cliff Strachan explained that his source material for the presentation is Getting to Great: Defining the Roles of the Governing Body and Local Government Manger by Julia D Novak, ICMA-CM; Tanisha Briley, ICMA-CM; and Dr. John Nalbandian, August 1, 2022, Public Manager Magazine – Article.

The order of the six governance roles that the City Council tends to gravitate towards is:

1. Representative/Constituent Advocate
2. Strategic Vision
3. Trustee-Steward
4. Decision-maker
5. Community Builder
6. Oversight

The order of the roles that have been found to provide the most effective governance for staff and City Councils and their associated activities is:

1. Strategic Vision
  - a. Strategic planning
  - b. Determining what is important in the short-term
  - c. Identifying community wants and needs
  - d. Seeing interconnections
2. Community Builder
  - a. Being present and listening to individuals and community groups
  - b. Convening important community conversations
  - c. Celebrating accomplishments
  - d. Participating in events

3. Trustee-Steward
  - a. Looking at long-term implications of decisions
  - b. Fiduciary role
4. Representative/Constituent Advocate
  - a. Answering calls and emails from residents
  - b. Connecting residents with staff to help resolve issues
5. Decision-maker
  - a. Reading briefing materials
  - b. Participating in study sessions
  - c. Listening to residents
  - d. Voting
6. Oversight
  - a. Evaluating performance and programs
  - b. Reviewing the audit

Things that staff can do to help the City Council achieve the best of their community:

- Intentionally plan for opportunities for the City Council to fulfill each role
- Create systems for efficiently addressing constituent concerns
- Refer to strategic plans and long-range goals when executing programs and projects
- Discuss both short and long-term consequences of action or inaction
- Support the City Council in establishing ground rules for civility and mutual accountability
- Demonstrate accountability to the City Council through status updates

The relationship between staff and the City Council is symbiotic. The Council has many roles. Management is a supporting and executing role. The staff has experience and expertise. It is important to work well together to achieve results. Using general and strategic plans so that the Council and staff are connected and committed to the long-term goals of the City is beneficial.

Discussion ensued regarding the roles of staff and the City Council, communication practices to convey needs, information, and progress statuses on projects to the elected officials, and cooperation methods to work better together more effectively.

### 3. LEGISLATIVE PRIORITIES LIST

*Due to time constraints, this item was omitted from the meeting.*

### 4. FINANCE AND BUDGET UPDATE

Finance Director Kimberly Ruesch presented the Finance and Budget Update. She spoke about the challenges facing the Finance Department due to the workload volume to meet reporting requirements which could be reduced through the implementation of additional software.

Themes for 2023:

- Tighter financial conditions due to interest rate hikes
- Inflation slowed but prices were still high
- Labor market soften but resilient
- Recession avoided

Outlook for 2024:

- Interest rate cuts

- Inflation is slowing but some areas will remain “sticky”
- Slowing labor market, increased unemployment
- Slowing U.S. economy but resilient
- Possible recession in late 2024

Utah in 2023:

- Best State Overall
- Best State for Fiscal Stability
- Best State for Economy
- Top 10 for Health Care, Education, Transportation
- People still moving to Utah
- 10% job growth from February 2020 to November 2023, second behind Idaho
- High labor participation – Low Unemployment
- Home prices relative to income are too high at 6.2x, preferred is 3x

Guidance for Utah Decision Makers: open mind, listen more, invest even more, fortify great institutions, and dignify and unify.

Eagle Mountain City Fiscal Year 2023:

- 60% decline in residential building permits
- 15% growth in Sales Tax down from a three-year average of 26%
- 114 full-time positions
- Fund balance 35% max
- Declining contribution toward capital

Eagle Mountain City Fiscal Year 2024:

- 40% increase in residential building permits
- 8% growth in sales tax lowest since 2014
- 124 full-time positions
- Fund balance 35% max
- Declining contribution toward capital

General Fund Revenue Source:

- Taxes 67.82%
- Charges for services 11.10%
- Intergovernmental revenue 8.98%
- Transfers 8.15%
- Other 3.95%

Percent of Tax

- Sales and use 61.34%
- Property 14.06%
- Energy 18.40%
- Transportation 5.60%
- Telecommunication 0.57%
- Transient Room 0.03%

Ms. Ruesch reviewed property tax and sales growth, property tax revenue per capita, and taxing entity percentages of the total property tax levy. The average household pays \$133.90 per year to

the City in property tax, which is only 37 cents a day. She presented the future financial outlook for the City and the budget timeline.

Discussion ensued regarding the following:

- State sales tax allocations to cities based on population;
- Drafting and adopting a reserve policy that specifies when and what those funds may be spent on to prevent tax increases during recessionary periods or for one-time expenditures;
- The impact of enterprise fund balance reserves on bond qualification;
- Unique impact fee challenges for Eagle Mountain due to rapid growth;
- Property tax revenues and stability as a funding source;
- Challenges and benefits, including tax revenue, with permitting short-term rentals;
- United Fire Authority and Public Safety funding;
- The City has not increased property tax to meet inflation since 2005 and sales tax revenue has declined;
- The impacts of inflation and the decreasing purchase power of the dollar;
- The City is not receiving the full value of growth due to taxing metrics and inflation;
- Utilizing technology and artificial intelligence (AI) to be more efficient and to save costs;
- Assessment of staff requirements to maintain an appropriate level of service based on the ratio between the number of residents and the City staff;
- Preparing for varying economic conditions and the importance of creating a range of operational goals to accommodate scenarios from financial abundance to downturns;
- Continue taking pride in efficiency and fiscal conservativeness while providing employees the tools they need to be successful and prevent burnout; and
- The cost of having a staff member oversee a contractor compared with hiring an employee to perform the task.

#### 5. ULCT PRESENTATION – RAPID GROWTH CITIES / KARSON EILERS

*The discussion of this item occurred prior to item 4.*


The Utah League of Cities and Town (ULCT) Policy Director Karson Eilers discussed the following topics with the City Council and staff:

- HB 306 which proposes allowing smaller lots in all residential subdivisions and cities' concerns with impact fee reductions, vested lots of consideration, product type imbalance, potential allowance to subdivide existing lots, and impact on the infrastructure of rapidly growing municipalities;
- The Governor's First Homes initiative and funding limitations to implementation;
- Rapid Growth caucus;
- Efforts to address ULCT concerns with HB 13, which modifies provisions related to infrastructure financing districts, and other infrastructure bills;
- A compromise that ULCT is working on for HB 256 Sentinel Landscape; and
- Eagle Mountain City requested that the ULCT monitor and report back on the legislation for Special Service Districts which impacts the City's representation on the Timpanogos Special Service District (TSSD) Board of Trustees.

#### 6. COUNCIL GENERAL DISCUSSION

*Due to time constraints, this discussion was not held. Councilmembers noted that they felt they had been able to provide adequate feedback throughout the discussion of other agenda items.*

Approved by the City Council on May 7, 2023.

  
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Fionnuala B. Kofoed, MMC  
City Recorder

