



3200 WEST 300 NORTH
WEST POINT CITY, UT 84015

WEST POINT CITY COUNCIL PLANNING & VISIONING SESSION MEETING MINUTES MARCH 1-2, 2024

Mayor:

Brian Vincent

City Council:

Jerry Chatterton, *Mayor Pro Tem*

Annette Judd

Michele Swenson

Brad Lee

Trent Yarbrough

City Manager:

Kyle Laws

Friday, March 1st, 2024

8:00 AM

Minutes for the West Point City Council Annual Planning and Visioning Session held on March 1st – 2nd, 2024 with Mayor Brian Vincent presiding. This meeting was held at the Utah Local Government's Trust Building located at 55 S Hwy 89, North Salt Lake, UT 84054.

MAYOR AND COUNCIL MEMBERS PRESENT: Mayor Brian Vincent, Council Member Jerry Chatterton, Council Member Annette Judd, Council Member Michele Swenson, Council Member Brad Lee, and Council Member Trent Yarbrough

EXCUSED: None

CITY EMPLOYEES PRESENT: Kyle Laws, City Manager; Boyd Davis, Assistant City Manager; Bryn MacDonald, Community Development Director; Ryan Harvey, Administrative Services Director; Paul Rochell, Public Works Director; Karly Norwood, Recreation Manager; and Casey Arnold, City Recorder

EXCUSED: None

VISITORS PRESENT: Jeff Call with Focus&Execute

1. Welcome and Call to Order

Mayor Vincent welcomed Council Members and Staff Members from Management Team to the first session of the two-day 2024 Planning & Visioning Session. He shared his thoughts parallels between historical architectural achievements and the symbiotic relationship between City Council and City Staff in creating a prosperous community. Specifically, the role the City Council plays in envisioning the City's future and the role of City Staff in executing those plans. He explained that the goal of this session is to create a strategic plan that will guide the City's development and make it a prosperous and resilient community.

2. Strategic Planning Session – *Facilitated by Jeff Call with Focus&Execute*

Mayor Vincent introduced Jeff Call from the consulting firm Focus&Execute, who will help guide the group the strategic planning activities. Mr. Call shared his background, including his work with Franklin Covey and mentorship by Stephen Covey. He emphasized the importance of discipline leadership, which involves engaging in disciplined thinking, taking disciplined action, and making discipline a habit. He explained that the mindset of effective organization starts with the question, "What do you need and how can I help?"

Mr. Call stated that during today's discussion, the results of the survey taken ahead of time by each attendee will be analyzed. The survey is intended to capture all opinions from both groups (Council and Staff) to ensure everyone's input is considered, and help to identify common priorities and themes. The discussion will also involve candid conversations about strengths, weaknesses, opportunities, threats, setting goals, and action plans. Ultimately, the goal is to create a strategic plan for the City that is both visionary and executable, with regular updates and reviews to ensure progress. While the City Council will take the lead in defining direction, City Staff will execute the plans and he emphasized the importance of engagement and collaboration between the two.

Mr. Call presented key themes in strategy execution, transparency, and effective governance. He discussed the challenges of strategy execution, emphasizing the need to balance urgent tasks with strategic priorities. The session aimed to shift focus from less important tasks to long-term goals, fostering a culture where strategic priorities are consistently addressed and reviewed. Transparency and trust were highlighted through a story about Ford Motor Company's turnaround, demonstrating how admitting vulnerabilities and seeking collaboration can drive success. The goal was to build a culture of openness and teamwork, valuing everyone's input to progress effectively.

Call also outlined the characteristics of an effective city council, stressing the importance of clarity, preparation, root cause analysis, unanimity, and humility in decision-making. The hope of this meeting is to create a cohesive council capable of advancing the city's strategic vision. The Council and Staff expressed their support of this planning process, and were excited to begin.

The discussion then transitioned into West Point's future planning and development. Staff highlighted the need for improved public facilities, including an updated Public Works building and additional recreation space, with long-term plans involving the junior high. Ms. Arnold emphasized the need for cemetery expansion to meet resident needs, echoed by Mayor Vincent. Staffing levels were identified as a priority, with discussions on expanding City Hall, hiring of specialized staff positions, and exploring remote or contracted positions to manage workload efficiently.

The lack of a central community gathering place was addressed, with all in favor of looking to create a unique gathering spot to further encapsulate the small-town feel. While feasibility concerns were raised, discussions included potential for a new community center while preserving existing spaces. Economic development and property acquisitions were emphasized, including opportunities for commercial development near the interchange and partnerships with real estate agents. The Council was in agreement of the desire to create something exceptional at new development sites.

Department Directors then provided a presentation of accomplishments and current projects of their respective departments. Mr. Laws and Ms. Arnold presented on behalf of the Executive Department, highlighting various initiatives and priorities to enhance city operations, community engagement, and staff development. They discussed the successful formation of the West Point Arts Council and the implementation of a web-based cemetery program to improve accessibility and accuracy. The importance of placing the right people in key positions and fostering staff development was emphasized, alongside the potential creation of an economic development position to keep the city competitive. City events were recognized as vital for fostering community connection, with youth council noted for their success. Efforts to reduce waste and improve efficiency included the adoption of paperless City Council packets. Updates to the Employee Policies and Procedures Manual has been a major project that will hope to be completed this year. Training and succession planning for staff were prioritized to maintain a skilled workforce. The city's pursuit of the Healthy Utah designation was also addressed, with a focus on leveraging existing practices and exploring new initiatives to meet the criteria. Future plans emphasized economic development, community engagement, and volunteer opportunities, and the importance of ongoing training and development of staff as critical to achieving the city's goals.

Mrs. MacDonald, Director of Community Development, followed: The parks master plan was completed, introducing new standards, updated park impact fees, and a map identifying areas in need of parks, including annexation areas. The subdivision code was rewritten, and all building permits are now processed online, improving accessibility. The city aims to complete its general plan by June, focusing on extensive outreach and updates to zoning ordinances, including small area plans and new zones like the "missing middle." Code amendments regarding accessory buildings and PRUD are also priorities, along with commercial standards. Mr. Davis provided a presentation regarding engineering projects, emphasizing the importance of infrastructure, including sewer expansion and road projects, and the challenges faced during construction. The sewer expansion project is a significant achievement, with a million and a half dollars spent on design and construction. He also highlighted the completion of the 1300 North storm drain project and the updates to standard drawings and specifications. Grants were applied for and received, including \$2 million for 700 South and \$22 million for the sewer expansion. Priority projects for the upcoming year include sewer expansion, 4500 West sidewalk, and road projects like 300 North and Cold Springs Road. A committee is being formed to incorporate council and staff ideas into road project designs, including landscaping and lighting. Updating the water master plan is on the agenda for the upcoming year.

Ryan Harvey, Director of Administrative Services, followed: efforts to enhance administrative services included implementing advanced metering infrastructure (AMI) for water meters, and there has been a focus on working with customers on their past due balances, reducing shut-offs from 30-50 per month to 11 or less, and introducing online timesheets for efficiency. No financial findings in the audit for 2023 was also a significant accomplishment.

A summary of Recreation Manager Karly Norwood's presentation is as follows: Recreation programs saw significant growth, including the success of youth football, collaboration with other cities, and plans for new offerings like pickleball and archery. The transition to the new junior high will provide additional space and equipment for expanded programs, with potential revenue from off-season tournaments and leagues. She emphasized the importance of social connections and building relationships through sports and recreation programs.

Paul Rochell, Director of Public Works, presented as follows: The implementation of advanced metering infrastructure (AMI) for water meters has been a major project over the past year. The new system sends updates to City Hall every 15 seconds, improving accuracy and efficiency. The lead and copper rule revision (LCRR) was completed, with 750 unknown lead services identified. A 10-year replacement plan for lead services is required by 2027, with ongoing efforts to narrow down unknowns. The citywide street sign audit was started, with plans to replace fading signs and improve visibility.

Mr. Laws expresses gratitude for the passion and dedication of the management team. The importance of getting the right people on the bus and their positive impact on the city was acknowledged and both the Council and department directors expressed their appreciation for each other's work.

Mr. Call then introduced the next portion of the meeting, which was the Strengths, Weaknesses, Threats, and Opportunities (SWOT) Analysis. The Council and Management Team each completed the SWOT survey before the meeting and participants were now divided into four groups to discuss strengths, weaknesses, threats, and opportunities presented in the survey. Strengths are defined as strategic advantages, while weaknesses are internal misalignments, and threats are external factors like government regulations and competition. Each group was asked to read their assigned sections, identify patterns and views, and create a list of the top five priorities.

Strengths Group Discussion:

- Council Member Swenson volunteered to be the spokesperson for the strengths group. The top five strengths identified include community, fiscal soundness, quality staff, location, and respect among council members.
- Ms. Arnold highlighted the consensus on community and fiscal soundness, noting the Council's conservative budgeting practices.
- Mr. Davis mentioned the recurring comments of a small but effective staff, emphasizing the quality and training of staff members.

Weaknesses Group Discussion:

- Mr. Laws presented the top five weaknesses: delayed public works facility upgrade, misalignment between city council and planning committee, staff burnout, inadequate resident education, and insufficient revenue generation.
- The group also discussed the recurring theme of staffing issues and the need for better communication and alignment within the city council and planning committee.
- The importance of educating residents and ensuring adequate revenue generation was also highlighted.

Threats Group Discussion:

- Mayor Vincent outlined the top five external threats: unmanaged growth, legislative mandates, staffing challenges, other taxing entities, and cybersecurity risks.
- Mr. Call emphasized the importance of identifying external threats and their impact on the city's strategic planning.
- The group discussed the challenges of managing growth, the impact of legislative mandates, and the competition from other cities for staff and resources.
- The potential risks to cybersecurity and economic growth outside the city were also highlighted.

Opportunities Group Discussion:

- Mr. Harvey presented the top five opportunities: West Davis corridor property development, increasing sales tax base, public works facility, employee opportunities, and alternative housing options.
- The group discussed the importance of the best location to create the most economic development to increase sales tax revenue and the need for a new public works facility.
- Employee opportunities and alternative housing options were emphasized as key areas for development.
- The group also considered the potential for gathering spaces and the importance of strategic planning for economic growth.

Mr. Call inquired if there are any issues that should be added to what has been mentioned. Ms. Arnold suggested that educating residents and communicating the city's vision should be included. Mr. Laws also emphasized the importance of communicating the city's vision to the planning commission and other stakeholders.

The group discusses the need for a unified vision and strategic plan to guide the city's development and address both internal and external challenges.

Mr. Call explained that the next step is to create a Strategic Plan based upon creating goals and action plans based on the SWOT analysis and strategic priorities. Mr. Laws outlined nine strategic priorities that he, Mayor Vincent, and Mr. Call drafted in preparation of this meeting: reliable public infrastructure, planning and vision, economic development, fiscal sustainability, employee development, responsible governance, community engagement, quality programs and events, and regional cooperation. The group discussed the importance of prioritizing these strategic priorities and aligning them with the city's goals and action plans. Mr. Call emphasizes the need for measurable goals and action plans to ensure accountability and track progress, and the group agreed of the importance of having clear, measurable goals and action plans to achieve the city's strategic priorities. Participants were encouraged to brainstorm goals and action plans for each strategic priority, ensuring they are specific, measurable, achievable, relevant, and time-bound.

Mr. Call then introduced the concept of infinity diagramming, emphasizing the use of post-it notes to identify patterns and themes. The exercise involves distilling one or two goals under each category, focusing on end-in-mind statements. He explained the difference between goals and action plans, noting that action plans will be added later by Staff – the intent at this time is to create a rough draft of goals, with a focus on priority and brainstorming. He then separated the Council and Staff into groups, and using the Focus&Execute web tool, brainstorm goals for their assigned categories. He emphasized the importance of limiting goals to two or three per category to avoid overcomplication. The groups began brainstorming and clustering goals related to public infrastructure, employee development, and other categories. The groups then presented their created goals. In regards to fiscal sustainability, the goals created included increasing ongoing revenues, maintaining a conservative budget philosophy, and conducting analysis of future services. Employee development goals focused on prioritized training and education opportunities, workforce evaluation, and career path planning. Responsible governance goals included increased public transparency, resident education, and community engagement. The importance of transparency and ethical governance was also highlighted, with action steps for improving communication with residents. In regards to community engagement, goals were created aimed at increasing social media presence and engagement, holding volunteer appreciation events, and conducting resident surveys. Goals of creating new youth programs and also adult recreation programs were discussed, as well improving the online presence of city resources. The need for collaboration with outside entities, including UDOT and neighboring cities, was also emphasized.

As the final exercise, Mr. Call instructed participants to write down their vision for the city and its ideal future, emphasizing the importance of a compelling mission statement. They each then shared their vision statements, with varying themes including sales tax revenue, housing opportunities, and community engagement. Mr. Call explained the importance of having a tangible document that reflects the City Council's best thinking and buy-in.

Both the Council and Staff thanked Mr. Call for his time and expressed their satisfaction with the day's exercises and discussion, noting the increased camaraderie and shared focus. The meeting concluded with a commitment from Staff to finalize the strategic plan and goals discussed, and propose a follow-up meeting with the City Council in the near future.

Mayor Vincent adjourned the Friday session of the meeting at approximately 5:15 PM.

Following this meeting, Staff and Council met socially for dinner at Café Sabor - 200 S Main Street, Layton, Utah



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Saturday, March 2nd, 2024

8:00 AM

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MAYOR AND COUNCIL MEMBERS PRESENT: Mayor Brian Vincent, Council Member Jerry Chatterton, Council Member Annette Judd, Council Member Michele Swenson, Council Member Brad Lee, and Council Member Trent Yarbrough

EXCUSED: None

CITY EMPLOYEES PRESENT: Kyle Laws, City Manager; Boyd Davis, Assistant City Manager; Bryn MacDonald, Community Development Director; Ryan Harvey, Administrative Services Director; Paul Rochell, Public Works Director; Karly Norwood, Recreation Manager; and Casey Arnold, City Recorder

EXCUSED: None

VISITORS PRESENT: None

1. **Welcome and Call to Order** – Mayor Vincent called the second session of this year's Planning & Visioning meeting to order.
2. **Planning Discussion of Projects, Priorities & Needs, and City Department Updates**

Mr. Laws initiated the discussion by asking for suggestions on projects the city needs, emphasizing the need for a broad list. A broad list was created that included pickleball courts, a public works facility, additional park space, a bike park, and an amphitheater. The group emphasized the importance of these projects based on resident needs and community benefits. Mr. Laws and Mr. Harvey highlighted the financial realities of undertaking major initiatives, such as a commercial property bond, a new junior high facility, a public works building, and Loy Blake Park expansion, estimating a combined cost of \$30 million. The Council discussed the need to prioritize projects and their impact on the city's financial outlook.

A significant topic was the increasing cost of the police contract, projected to rise from \$476,000 to over \$1 million within five years. Flexibility in the agreement allows for annual reviews and adjustments. The Council debated the potential costs and benefits of increasing patrol hours in response to community needs. Mr. Laws and Mr. Harvey presented data on the costs of establishing a local police department, which could exceed \$3 million annually. The Council discussed the data, acknowledging that the current contract with Davis County Sheriff's Office does not just include patrol hours, but also personnel management, crime investigation, evidence storage, record keeping, administrative costs, etc., etc. and ultimately agreeing that it is not fiscally feasible at this time, and that there are many factors that must be considered. The conversation addressed public perception of police services, the impact of new developments like apartments on crime rates, and the importance of using data-driven decisions for city planning. It was agreed that the public needs to be better informed on why a city police department is not the best use of resources at this time.

Plans for the junior high facility were also detailed, including shared spaces for recreation, features like pickleball courts and a ninja warrior course, and significant storage for the city's recreation department. Financial aspects, including bonding options and the use of park impact fees, were discussed alongside the importance of maintenance and long-term sustainability.

The need for a public works facility expansion was addressed, with discussions on future growth, additional storage, and leasing options with Rocky Mountain Power. Pickleball courts were a focal point in park development discussions, with Council Members weighing their priority against other projects and the use of park impact fees. Community feedback on park accessibility and noise concerns was also considered.

Discussions also covered the need for additional staff and infrastructure to support the city's growth, emphasizing phased construction for the public works building and pursuing grants to fund projects. Revenue sources, such as property taxes, sales tax, and the potential for a RAP tax, were considered critical for long-term financial health. Council Members and Staff both highlighted the importance of transparent communication and public engagement, suggesting open houses and educational events to involve residents in city decisions.

Mr. Laws and Mr. Harvey emphasized the importance of a master plan approach to ensure integrated and community-beneficial projects, and the need to focus on balancing financial realities with community needs to guide project prioritization and funding decisions.

The City Council and Staff then reviewed the completion of key projects from 2023, including road maintenance, new subdivisions, and fleet acquisitions. Significant expenditures included grants for the 1300 North storm project and fixed base water meters. Over the past two years, 3.6 miles of new roads were added, increasing maintenance costs. Developer-funded improvements totaling \$8 million were capitalized on or will be in FY2024. Looking ahead, the discussion centered on plans for new and reconstructed roads, sewer expansions, and water line upgrades. The need to align future high-density housing and commercial developments with the city's long-term vision was also emphasized, and concerns were expressed about the height and aesthetics of proposed apartment complexes.

The discussion also highlighted future infrastructure projects, including roundabouts and intersection realignments to reduce emissions, and stressed the importance of coordinating with neighboring cities on projects like the 700 South and 4000 West roundabout. Updates to the water master plan, park projects, and public works equipment needs were also discussed. The Council and Staff also reviewed potential developments like the Main Street concept and commercial core areas, underscoring the importance of preserving space for civic and gathering areas. A key topic was the allocation of the \$2 million park impact fee balance, with suggestions including investing \$500,000 in new pickleball courts, enhancing existing parks, replanting trees, and using remaining funds to pay down debt. Fundraising options were explored, inspired by successful efforts in neighboring cities, and the council considered matching public contributions to increase funding for city projects.

The City Council and Staff then focused on preparing for an upcoming Planning Commission meeting, emphasizing transparency and engagement. Discussions centered on sharing the city's vision for commercial development and higher-density areas, ensuring the Planning Commission is aware of city needs and financial constraints. Council Members proposed providing a synopsis of major decisions, including financial impacts, to help the Planning Commission understand the broader context. They also highlighted the importance of educating residents about city projects and fostering informed public engagement.

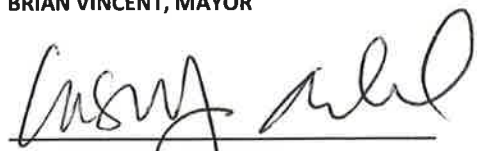
The Council recognized the importance of developing a clear vision and mission statement to guide decision-making and unify the Council, Planning Commission, and City Staff. Mayor Vincent emphasized balancing quality of life for residents with financial realities, advocating for decisions that benefit the majority even amidst opposition.

The meeting concluded with a commitment from all to continued collaboration, engagement, and refinement of ideas in future discussions.

Mayor Vincent adjourned the meeting at approximately 1:30 PM.

APPROVED THIS 4 DAY OF February, 2025:


BRIAN VINCENT, MAYOR


CASEY ARNOLD, CITY RECORDER

