

Heber City Corporation
Strategic Planning / Budget Priorities
January 10, 2015

8:00 a.m. Breakfast

8:15 a.m. Mayor McDonald - Welcome

8:30 a.m. Mark Anderson - City Manager Report - Update on Budget

8:50 a.m. Tony Kohler - Planning & Business Licenses

9:40 a.m. Bart Mumford - Engineering - Capital Projects

10:30 a.m. Break

10:45 a.m. Planning Commission Priorities/Concerns

11:15 a.m. Michelle Kellogg - Recorder/Human Resources

11:45 a.m. Mark Rounds - Parks/Cemetery

12:10 p.m. Lunch

12:40 p.m. David Booth - Police/Animal Control

1:45 p.m. Wes Greenhalgh - Building Inspection

2:30 p.m. Stephen Tozier - Public Works

3:30 p.m. Historic Preservation Commission Presentation

3:40 p.m. Mark Anderson - Miscellaneous Topics of Concern

4:15 p.m. Council Priorities/Concerns

Adjourn

Memo

To: Mayor McDonald and City Council
From: Mark K. Anderson
CC:
Date: 1/8/2015
Re: Administration and Airport Accomplishments for Calendar Year 2014 and Upcoming Organizational Challenges

Overview:

The City currently has 55 full-time, 28 part-time and 6 legislative employees. This does not include seasonal parks/cemetery employees.

Total annual budget for 2014/15 for all funds is approximately \$23,560,480. Due to a late start, the \$6,700,000 Public Safety Building will not be fully completed in this budget year.

Estimated population of Heber City is ~13,300 – United States Census population estimates Heber City population for 2013 at 12,911. (See enclosed Census QuickFacts and summary of building permit activity)

Unemployment rate for Wasatch County is 3.9% as of October 2014. This represents a .8% reduction in the eleven months. (See enclosed Wasatch County Economic Snapshot)

The Consumer Price Index increased 1.3% from December 2013 to November 2014.

Sales Tax collections for Fiscal Year 2013/14 are 10.92% higher than Fiscal Year 2012/13. On a calendar year basis, sales tax collections are 11.64% higher in 2014 than 2013. Current sales tax collections suggest an annual rate of increase of 9%-11% for Fiscal year 2014/15.

Heber City has approximately 123 residential lots outside of the Red Ledges development that have been accepted by the City and are eligible for a building permit. This is down 122 lots from last year. There are an additional 138 lots (outside of Red Ledges) that have been recorded, but not yet accepted by the City. Within Red Ledges, there are approximately 237 buildable lots and 68 that have not yet been accepted by the City. In addition, there are approximately 331 lots that have been approved, but not yet recorded or are in the planning process. (See enclosed summary of Vacant Single Family Building Lots)

The City has 4 annexation petitions that are currently being processed that include 164.81 acres of land.

2014 Accomplishments:

Fiscal year 2013/14 ended with good General Fund surpluses.

The City began to set aside funds for vehicle replacement in the 2014/15 budget.

Heber City was recognized as the 8th most livable City with a population of 20,000 or less by Livability.com (see enclosed article)

Heber was recognized as the 18th best Small City in the USA by City Described.com. (They used the same article from Livability.com.)

Heber City/Wasatch County was recognized as the 6th Fastest Growing Micropolitan Area in the United States for 2013.

Thanks to many wonderful volunteers, the City successfully celebrated its 125th Anniversary

The last remaining City owned hangar was sold.

The airport runway and apron rehabilitation has been bid out and construction will commence in April or May

The City adopted a Hangar Lease Rates and Charges policy

City financially supported successful events such as the Utah State High School Rodeo, Cowboy Poetry Gathering, and Farmer's Market.

City budget was adopted subject to Utah State guidelines.

The Public Safety Building construction began.

The City obtained a 30 year, \$6.7 million dollar CIB loan at fixed interest rate of 1.5%.

RFP for development of the Airport Industrial Property was developed and distributed.

Challenges / Projects:

Completion of the Public Safety Building.

Creation of a clear vision of how we envision Heber City.

Improving quality and timeliness of financial reporting.

Increasing in-house information technology (IT) services

Finalizing hangar lease terms, rates, architectural guidelines and how additional hangars will be constructed.

Development of 38.5 acres of City owned property by the airport.

Replacement of the Social Hall roof.

Pressurized irrigation system expansion.

Expansion of the Public Works Building to provide additional storage of vehicles.

Economic Development – Downtown Revitalization

Reducing the operating losses in the water and sewer funds

2014/15 Budget Highlights
Heber City Strategic Plan
January 10, 2015

General Fund Revenues:

- Sales Tax – On target to exceed budget by \$80,000 - \$100,000. (See attached report).
- Building Permits – Single Family Permits and Commercial Permits have remained stronger than anticipated – On target to exceed budget by \$50,000 - \$100,000.
- Cemetery Burials – On target to exceed budget by \$15,000.
- Court Fines / Bail Forfeitures – Based on current collections, revenues will fall short by \$170,000.
- Sale of Fixed Assets – Will exceed budget by \$130,000 based on the sale of two building lots that were not budgeted.
- Heber Light & Power Dividend – Will exceed budget by \$56,250 as the dividend withheld in FY 2013/14 has been approved for release.

General Fund Expenses:

- Buildings – Will exceed budget by \$20,000+ due to two grants received for the Social Hall north entry remodel. The City will receive more grant revenue than budgeted as well.
- Professional Services – Building Department – Will likely exceed the budget by \$20,000 if building activity increases again in the spring.

Other:

- Capital Projects Fund – Due to the late start on the Public Safety Building, only about half of the \$7,500,000 budget will be expended in this budget year.
- Airport Capital Projects – Based on bids, actual costs will likely come in about \$1,000,000 less than budgeted. This results in a savings of \$46,900 in City matching funds

- Industrial Park Fund – The \$700,000 budgeted for improvements may or may not be spent depending on proposals the City receives.
- Transportation Tax – Subsidized impact fees for commercial business will likely exceed the \$80,000 budget by \$50,000+.
- Hydro Excavator – The City will need to determine whether or pay cash or enter into a capital lease for this \$435,000 piece of equipment.
- Based on the above projections, additional funds will need to be expended or identified for other needed City projects prior to the fiscal year end to stay within General Fund surplus limits – Consideration could be given to appropriating additional funds to do the following:
 - Establish the Bond Reserve for the CIB Loan
 - Transfer funds to the Internal Service Fund for vehicle replacement
 - Identify priority projects during the budget process that could be funded in the current budget year

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State & County QuickFacts

Heber (city), Utah

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People QuickFacts	Heber	Utah
Population, 2013 estimate	12,911	2,900,872
Population, 2010 (April 1) estimates base	11,365	2,763,885
Population, percent change, April 1, 2010 to July 1, 2013	13.6%	5.0%
Population, 2010	11,362	2,763,885
Persons under 5 years, percent, 2010	11.5%	9.5%
Persons under 18 years, percent, 2010	37.1%	31.5%
Persons 65 years and over, percent, 2010	6.3%	9.0%
Female persons, percent, 2010	49.4%	49.8%

White alone, percent, 2010 (a)	87.7%	86.1%
Black or African American alone, percent, 2010 (a)	0.4%	1.1%
American Indian and Alaska Native alone, percent, 2010 (a)	0.8%	1.2%
Asian alone, percent, 2010 (a)	1.1%	2.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	0.1%	0.9%
Two or More Races, percent, 2010	1.6%	2.7%
Hispanic or Latino, percent, 2010 (b)	18.4%	13.0%
White alone, not Hispanic or Latino, percent, 2010	79.1%	80.4%

Living in same house 1 year & over, percent, 2009-2013	84.6%	82.8%
Foreign born persons, percent, 2009-2013	15.5%	8.2%
Language other than English spoken at home, pct age 5+, 2009-2013	20.9%	14.3%
High school graduate or higher, percent of persons age 25+, 2009-2013	84.8%	90.9%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	26.1%	30.3%
Veterans, 2009-2013	249	143,771
Mean travel time to work (minutes), workers age 16+, 2009-2013	22.6	21.4
Housing units, 2010	3,637	979,709
Homeownership rate, 2009-2013	67.6%	70.1%
Housing units in multi-unit structures, percent, 2009-2013	14.7%	21.4%
Median value of owner-occupied housing units, 2009-2013	\$249,600	\$212,800
Households, 2009-2013	3,337	886,770
Persons per household, 2009-2013	3.52	3.12
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$19,687	\$23,873
Median household income, 2009-2013	\$58,883	\$58,821
Persons below poverty level, percent, 2009-2013	13.6%	12.7%

Business QuickFacts	Heber	Utah
Total number of firms, 2007	1,959	246,393
Black-owned firms, percent, 2007	F	0.5%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.6%
Asian-owned firms, percent, 2007	F	1.9%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	0.3%
Hispanic-owned firms, percent, 2007	4.7%	3.7%
Women-owned firms, percent, 2007	20.2%	24.9%

Manufacturers shipments, 2007 (\$1000)	0 ¹	42,431,657
Merchant wholesaler sales, 2007 (\$1000)	D	25,417,368

Retail sales, 2007 (\$1000)	216,698	36,574,240
Retail sales per capita, 2007	\$22,407	\$13,730
Accommodation and food services sales, 2007 (\$1000)	18,455	3,980,570

Geography QuickFacts

	Heber	Utah
Land area in square miles, 2010	8.41	82,169.62
Persons per square mile, 2010	1,351.3	33.6
FIPS Code	34200	49

Counties

1: Counties with 500 employees or less are excluded.

(a) Includes persons reporting only one race.
 (b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information
 F: Fewer than 25 firms
 FN: Footnote on this item for this area in place of data
 NA: Not available
 S: Suppressed; does not meet publication standards
 X: Not applicable
 Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, County Business Patterns, Economic Census, Survey of Business Owners, Building Permits, Census of Governments
 Last Revised: Thursday, 04-Dec-2014 09:57:59 EST

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|||

ECONOMIC SNAPSHOT



Wasatch County

Utah Department of Workforce Services

Year-to-Year Change in Nonfarm Jobs

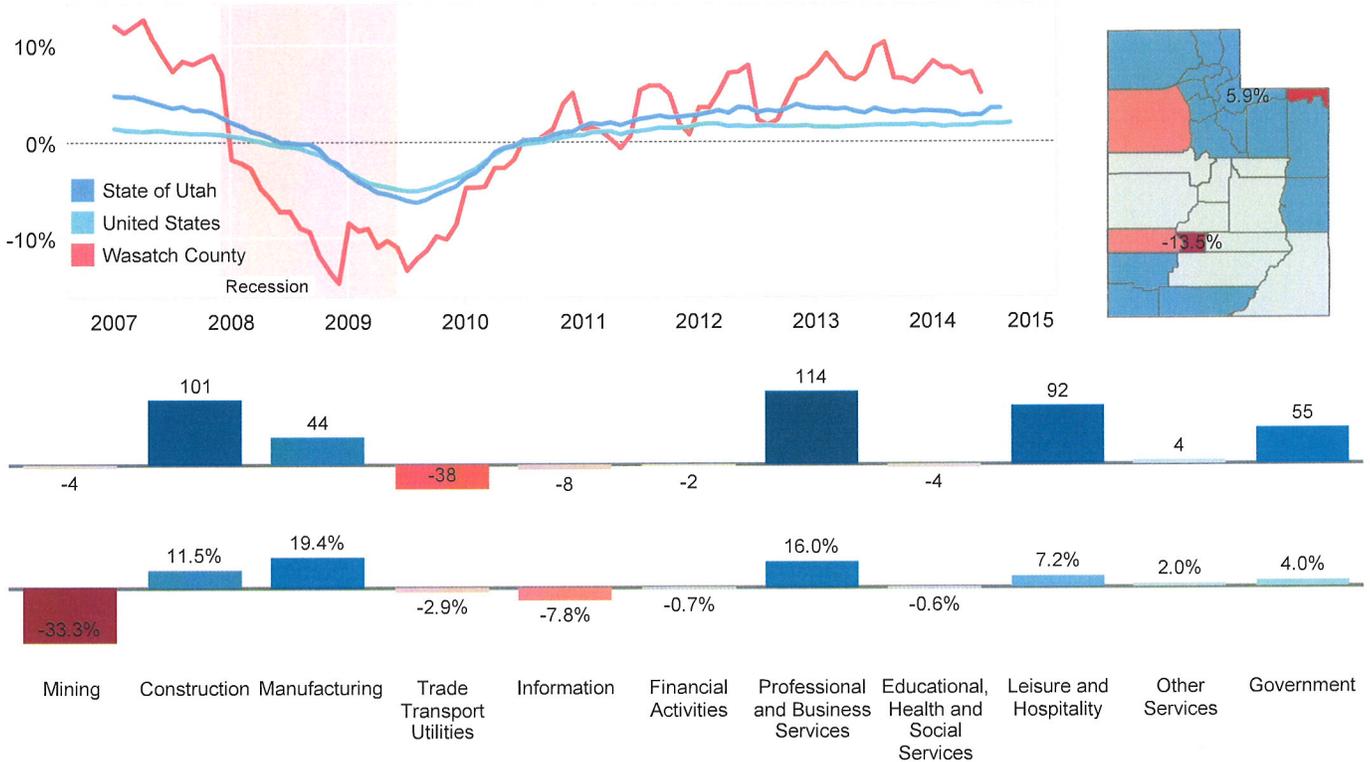
JUNE 2014*

↑ 354

2.8%
State of Utah

1.9%
United States

5.0%
Wasatch County



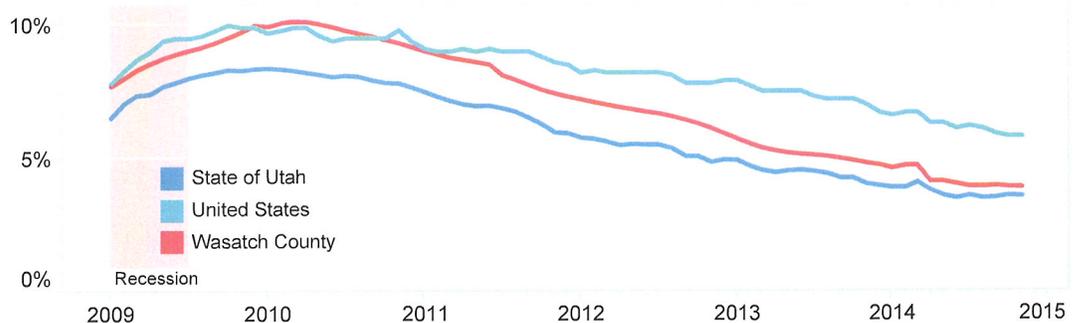
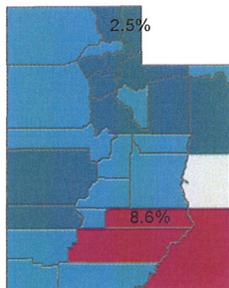
Seasonally Adjusted Unemployment Rate

OCTOBER 2014*

3.6%
State of Utah

5.8%
United States

3.9%
Wasatch County



*Preliminary Updated 12/22/2014.
Source: U.S. Bureau of Labor Statistics; Utah Department of Workforce Services.

Jim Robson, 801-526-9626, jrobson@utah.gov

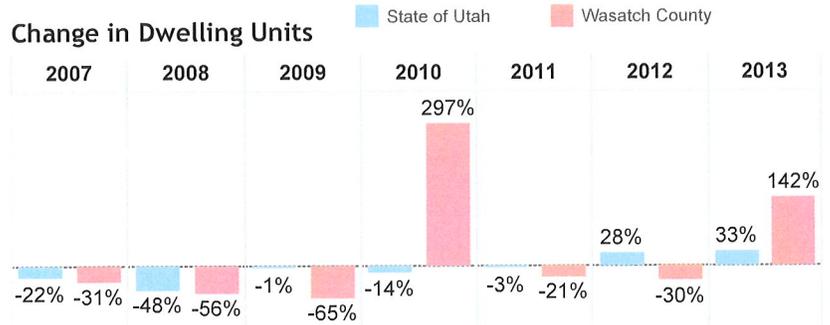
Construction Permitting ANNUAL 2013

Dwelling Unit Permits

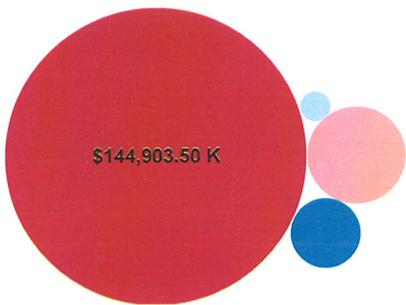


- New Residential
- New Nonresidential
- Residential Additions Alterations Repair
- Nonresidential Additions Alterations Repair

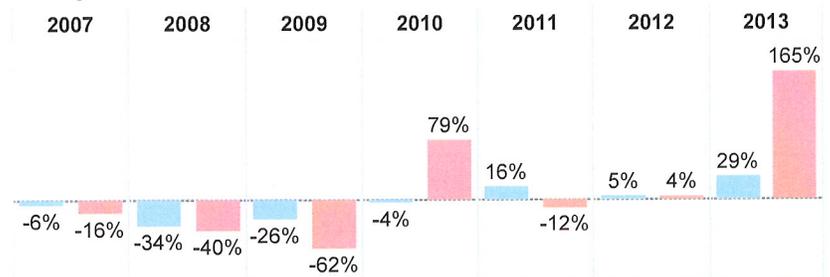
Change in Dwelling Units



Annual Values

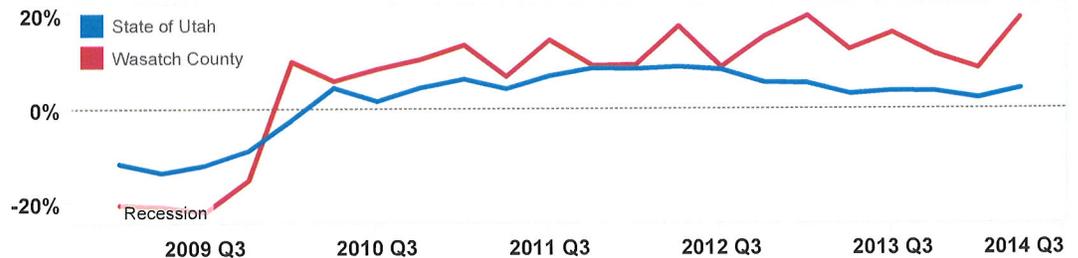
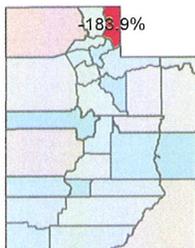


Change In Total Construction Values



Year-to-Year Change In Gross Taxable Sales SECOND QUARTER 2014

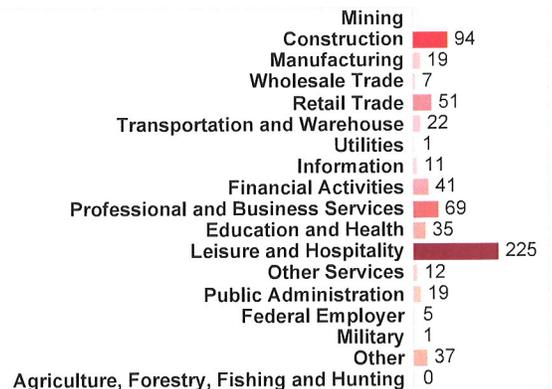
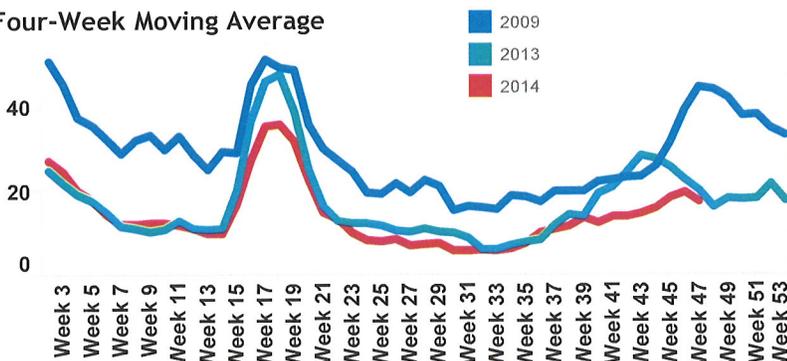
State of Utah **\$ 4.2%**
Wasatch County **\$ 19.2%**



Initial Claims for Unemployment Insurance

YTD November 22, 2014

Four-Week Moving Average



Source: Utah Dept. of Workforce Services, Utah Bureau of Economic and Business Research, Utah State Tax Commission.

Heber City Building Permits

	2007	2008	2009	2010	2011	2012	2013	2014	Total	Average
Residential New Dwelling Units	98	47	53	50	116	89	154	143	750	93.75
Commercial New Build	6	16	2	3	18	13	12	11	81	10.13
Residential Remodel & Other	103	115	92	62	51	64	67	94	648	81.00
Commercial Remodel & Other	42	69	38	50	33	30	59	49	370	46.25
Total Permits	249	247	185	165	218	196	292	297	1849	231.13

TOPICS ▾

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BEST PLACES TO LIVE

MOVING

BLOG ▾



2014

10 Best Small Towns

Small Towns

8 Heber City, UT

« PREV NEXT »

POPULAR CITIES

- 1 Santa Cruz, CA
- 2 Ventura, CA
- 3 San Rafael, CA
- 4 Tacoma, WA
- 5 Santa Clara, CA

FROM THE BLOG

Can an airline improve the destinations it flies to?

Southwest's Heart of the Community Grants Aim to Make Better Places

Joel Kotkin, the Livability Interview

PHOTO CREDIT: Photo: Heber Valley Tourism & Economic Development

Officials in [Heber City, Utah](#), attribute their town's fast growth rate to the area's clean air and fantastic views. But we found another reason why people want to stay in this small town – the ice cream and shakes at Dairy Keen. (More on that below.)

The Heber Valley area has long been held as one of the top vacation destinations in the West. Heber City ranked highly in natural amenities, and residents routinely partake in recreational activities like boating, golf, horseback riding, snow skiing, hiking and biking. Tourism anchors the economy in Heber City, where employment is higher than in

much of the nation thanks to a broad range of businesses supported by locals. Low crime, good schools and an excellent health-care system help make Heber City even more appealing to families. Heber City had the highest growth forecast on our list of the best small towns.

A seemingly endless network of backcountry roads leads drivers to forested canyons, mountain tops and lakes that surround the city. While rugged mountain peaks and spring-fed streams dominate the landscape in Heber Valley, the area's cultural scene is just as pleasing to the eye. Festivals and special events are held nearly every week, including theatrical performances, art shows and Native American celebrations. Heber City hosts the annual Wasatch County Fair, an eight-day event that includes a parade, carnival rides, demolition derby, rodeo and beauty pageant. Bands take the stage during a farmers market every Thursday in the summer months at Heber Main Street Park, while many restaurants feature live music. Shops occupy buildings on Main Street that date back to the early 1900s.

Located in the center of town is Dairy Keen, one of the most beloved restaurants in the valley. Open since 1946, Dairy Keen has consistently received "best of state" awards for its burgers, shakes and frozen deserts. Children love coming to the restaurant to watch the model trains that wind their way across the dining area. Train fans will be delighted to know that the Heber Valley Railroad offers a variety of experiences from sunset train rides and barbecue dinners to moonlight rides with oldies music and general sight seeing excursions. Southfield Park is the largest of eight parks in Heber City. It contains a skate area, tennis courts, walking paths, playground equipment and athletic fields. Residents have access to a community garden to grow a variety of vegetables during the summer.

We talk about one thing he and Richard Florida agree on

9 Ideas that Can Create Equitable Cities

Mayors from around the U.S. weigh in on one of today's important issues

BEST PLACES TO LIVE



[Top 100 Best Places](#)

[10 Best Beer Cities](#)

[Best Places to Retire](#)

[Best Cities for Liberals](#)

[Best Cities for](#)

[Centrists](#)

From Around the Web

Guess Who's About To Go Bankrupt in America
Stansberry Research

New Sleep Aid Takes CVS by Storm
Somnapure Sleep Aid

MONTHLY SALES TAX

Heber City Corporation
Sales Tax Revenue Summary
Dec-14

	2003	2004	2005	2006	2007	2008
JANUARY	\$82,932.77	\$79,512.58	\$89,983.70	\$111,169.72	\$129,092.31	137,636.19
FEBRUARY	\$154,031.98	\$139,883.85	\$152,158.16	\$169,646.16	\$184,518.96	204,093.88
MARCH	\$75,766.71	\$79,171.08	\$88,650.55	\$102,238.50	\$123,380.88	125,798.12
APRIL	\$67,837.87	\$82,920.00	\$89,509.99	\$107,050.35	\$122,845.90	135,305.58
MAY	\$121,155.74	\$120,680.97	\$131,133.45	\$159,545.91	\$173,807.97	171,388.39
JUNE	\$67,941.62	\$85,100.34	\$96,447.81	\$115,622.68	\$108,627.91	124,003.45
JULY	\$80,982.03	\$82,309.36	\$103,209.21	\$122,286.45	\$131,075.63	129,990.48
AUGUST	\$126,827.79	\$131,541.21	\$154,552.51	\$180,650.28	\$193,149.31	168,503.27
SEPTEMBER	\$97,107.54	\$101,514.59	\$116,086.52	\$134,739.04	\$158,153.13	141,011.39
OCTOBER	\$89,522.45	\$95,371.15	\$113,500.64	\$139,118.97	\$156,229.66	134,836.54
NOVEMBER	\$118,845.51	\$134,837.98	\$151,084.39	\$164,079.79	\$183,080.66	171,847.87
DECEMBER	\$82,107.61	\$87,700.96	\$99,073.14	\$118,263.44	\$138,100.22	121,035.79
TOTAL	\$1,165,059.62	\$1,220,544.07	\$1,385,390.07	\$1,624,411.29	\$1,802,062.54	1,765,450.95

Percent Change 4.76% 13.51% 17.25% 10.94% -2.03%

	2009	2010	2011	2012	2013	2014
JANUARY	\$114,714.80	\$104,828.00	\$111,630.16	\$151,031.95	\$154,412.60	167,896.12
FEBRUARY	\$180,187.55	\$153,195.52	\$165,712.52	\$195,985.25	\$214,462.76	232,847.72
MARCH	\$113,141.41	\$106,450.76	\$127,384.52	\$125,672.46	\$153,465.61	163,832.08
APRIL	\$104,363.97	\$105,855.58	\$114,766.44	\$134,397.54	\$142,436.97	157,256.41
MAY	\$137,938.65	\$131,756.28	\$149,478.78	\$177,972.14	\$199,586.55	207,937.86
JUNE	\$90,123.70	\$82,692.35	\$106,335.82	\$117,021.84	\$137,783.45	169,665.23
JULY	\$114,390.85	\$110,052.96	\$119,813.91	\$150,929.26	\$166,982.78	179,215.82
AUGUST	\$142,499.84	\$151,041.94	\$180,252.68	\$206,708.83	\$211,402.88	243,775.87
SEPTEMBER	\$123,154.61	\$122,500.23	\$129,343.68	\$142,231.86	\$176,408.83	197,717.45
OCTOBER	\$124,624.24	\$119,801.22	\$157,719.46	\$172,139.74	\$178,522.57	202,039.11
NOVEMBER	\$140,798.57	\$132,075.42	\$174,187.41	\$183,891.32	\$200,717.91	237,676.48
DECEMBER	\$117,940.23	\$124,838.32	\$135,624.13	\$149,652.20	\$164,222.45	185,006.80
TOTAL	\$1,503,878.42	\$1,445,088.58	\$1,672,249.51	\$1,907,634.39	\$2,100,405.36	\$2,344,866.95

Percent Change -14.82% -3.91% 15.72% 14.08% 10.11% 11.64%

January 10, 2015 Heber City Retreat
Planning and Business Licensing

Discussion Outline

1. Heber City Vision
2. Recent and current development patterns
3. Downtown
 - a. Enforcement: Crime Free Housing Program
 - b. Downtown Facility Financing
 - i. Business Improvement Districts
 - ii. Redevelopment Districts
 - c. Downtown Alliance
 - d. Design Standards
 - e. Form Based Codes
 - f. Pending Development
4. Transfer of Development Rights (TDR)
5. Code Amendments in process
 - a. Moderate Income Housing Plan
 - b. Nightly Rentals
 - c. Political Signs
 - d. Title 17 & 18 Updates
 - e. Apartments
 - f. Building Height
 - g. Transfer of Development Rights and Open Space
 - h. Downtown Plan
- 6. Recommendations**

COUNCIL BUDGET MEETING ENGINEERING PRESENTATION 1/10/15

ENGINEERING DEPARTMENT VISION >>> WE ARE....

- 1) A repository of information for the City's public infrastructure.
- 2) A custodian of City standards.
- 3) A manager for completing a wide variety of City projects and work using in-house and contracted planning, design, and construction services.
- 4) An administrator, insuring that new development and City infrastructure are constructed in a responsible manner, meeting approved budgets, and complying with all applicable guidelines.
- 5) A representative and liaison between the City and federal, state, and local boards, committees, departments, and forums.
- 6) A resource for identifying and solving problems, issues, and concerns affecting the City.
- 7) An example of innovative, cost effective, transparent, and efficient service.

PROJECTS COMPLETED - FY14 (7/13 - 7/14)

CITY:

- Main Street Paver Replacements
- Water/Sewer Replacements - Main St/550E
- Road Crack Sealing
- Broadhead Tank Roof Replacement

DEVELOPMENT:

- Hwy 40 Water/Sewer Lines - Millstream RV
- Wasatch Orthodontics
- Majestic Mountain
- Noble Vista
- Red Ledges Ph2A-B

PROJECTS UNDERWAY - FY15

CITY:

- Northwest Trunk Sewer
- Daniels Road Widening/UDOT
- Public Safety Building
- 600 S. Road Improvements/UDOT
- Citywide Traffic Study
- Valley Hills Tank Pipeline
- 1200 E. Road Improvements/UDOT

DEVELOPMENT:

- Residential:
Broadhead 2, Red Ledges 1 B-Q, 2 A-J, Mill Road Est 4, Ranch Landing Cottages A, Swift Cr, Vly Sta Cottages 2, Vly Heights, Turner Mill, Heber Meadows 2.
- Non-Residential:
Airport Industrial Park, McDonalds, American First, Labrum Ford, Tractor Supply, Ichiban, Sportsman's, Mountain Valley RV 2, Mountain America, Amsource, Millstream Storage, Birmingham Storage.
- Annexations:
Beehive, Strawberry, Sweat/Jeffs

PROJECTS FOR NEXT FISCAL YEAR - FY16

CITY:

- Carryover Projects from FY15
- Water Main Replace - MainSt(2), CDBG
- Sewer Main Replacements - PubWorks Videos
- Public Works Building Expansion?
- Red Ledges Bypass Water/Irrigation Lines?
- Pressurized Irrigation Lines - 300W., 600S.?
- Facilities Master Plan Update? After Gen Plan
- Water PRV - Vly Hills Dr

DEVELOPMENT:

- Center Creek Estates?
- Stone Creek?
- Bassett?
- Self Help Homes/Christensen?
- Misc. Small Lot Subdivisions?
- Misc. Commercial/Industrial Projects/Remodels?

MISCELLANEOUS PROJECTS / ASSIGNMENTS

CITY:

- Sidewalk Repairs
- Water Source Protection Plan Updates
- MainSt/School Safety Improvements
- Annual Road Striping
- Digital Map Updates
- 650 S. Hickey Property Survey/Appraisal
- Valley Hills Tank Fence Survey
- Water Rights Conversion Evaluation?
- Standard Specifications Update

DEVELOPMENT:

- Impact Fees, Agreements, Plan review, Construction, Coordination, Warrantees, etc.

ISSUE 1: HOW DO WE MOVE FROM REACTIVE TO PROACTIVE?

1. City needs a master facilities maintenance and replacement plan for existing facilities. Historically most replacement projects are based on failing infrastructure identified during emergency repairs or found while doing other projects. The City doesn't have a complete 5+ year plan that systematically evaluates condition, estimates replacement costs, and prioritizes work so that replacements can be planned and budgeted for like we have for new development.
2. Engineering needs to evolve the department and look at other areas of the City. More time needs to be spent identifying: 1) what can be done differently and what processes can change to save time, money, and enhance our efficiency, and 2) how can we be more responsive to our customer's needs, while looking out for the City's basic long term functions. We have historically operated under a workload that fluctuates between loaded and overloaded, resulting in staff often being spread thin, and too busy to look at how work can be done better.

ISSUE 2: HOW SHOULD ENGINEERING RESOURCES BE ALLOCATED?

1. Additional resources are needed, particularly manpower. From 2000 to 2014 the population has increased 78% from 7,291 to ±13,000. Connections have increased 50% from 2,835 to 4,245. Engineering has handled the increased workload through contract services, primarily to Horrocks. They have served the City well, but to keep up and become more proactive, how should the needed resources be allocated and structured? Another engineer? Another Inspector? Contract out for more services or hire in-house? What level of service does the Council want to offer?

OTHER ISSUES / QUESTIONS?

1. Technology fragmentation: The City is acquiring more and more technology; i.e. Granicus, Iworq, Building Inspection, MXIE Phone, Google Docs, Apple, Android, Windows, Network/Server, Express Bill Pay, Pelorus financial system, Heber Web and Facebook page, Public Works video system, AutoDesk CAD, ESRI, Police systems, Trimble GPS, ESRI Planning, Spatial Generations Cemetery, Badger Water Meters, etc. At what point do we bring someone in-house to keep this technology up to date and running rather than rely on each person being their own IT manager, troubleshooting and supporting themselves when problems arise, and coordinating the joint use of data between each department to maximize the technology we have and avoiding duplication?

**City Recorder/Human Resources Report
Council/Staff Strategic Planning Meeting
January 10, 2015**

GRAMA Training (Requested by Mayor McDonald)

Recent Accomplishments:

- Granicus
- Municipal Code Online
- Employee Wellness Program
- Updating Personnel Policy
- 125th Anniversary

Projects Currently Working On:

- Processing Board Members for Payroll
- Second Floor Office Space Addition
- Quarterly New Hire Training
- Assisting the City Manager with Wage to Midpoint at Five Years Analysis
- 2015 Municipal Elections
Vote By Mail Presentation

Future Projects of Importance:

- Records Management Software
- Updating the City Offices
- Compare Total Compensation Rewards of City with that of the County, School District and Hospital

GOVERNMENT RECORDS ACCESS MANAGEMENT ACT

GRAMA

WHAT WILL I LEARN?

- What is considered a record
- What isn't considered a record
- Types of records
- GRAMA request process
- Restricted records are not permanent
- Fees



WHAT IS A RECORD?

- Books, letters, documents, papers, plans, photographs, recordings and electronic data.

- Information that is prepared, owned, received, or retained by government.



A RECORD IS NOT . . .

- Personal notes or communications prepared or received by an employee:
 - In a capacity other than the employee's capacity
 - That is unrelated to the conduct of the public's business;
 - Examples include temporary drafts prepared for the employee's personal use or material that is legally owned by an individual in the individual's private capacity such as a daily calendar.



FOUR TYPES OF RECORDS

- Public Records
- Private Records
- Controlled Records
- Protected Records



PUBLIC RECORDS MUST BE DISCLOSED

- Laws;
- Name, gender, gross compensation, job title and description, business address, email, phone number, hours worked, dates employed, relevant education, previous employment, job qualifications of current or former employee;
- Minutes of an open public meeting;
- Records filed that provide information about real property, i.e., titles, liens, use restrictions, and tax status;
- Compensation paid to a contractor or private provider;



RECORDS THAT MUST BE DISCLOSED- CONT'D

- Summary data of restricted documents which would not reveal the restricted elements.
- Voter registration records, excluding the voter's driver's license and Social Security number.



RECORDS THAT ARE NORMALLY PUBLIC

- Administrative staff manuals and policy statements;
- Contracts;
- Records documenting compliance to the contract;
- Drafts that circulated beyond the government entity;
- Drafts that were not finalized but which were relied on to make a decision;
- Disciplinary records of a past or present employee if the action has been completed, the period for appeal has expired, and the charge was sustained;
- Final audit reports;

PRIVATE RECORDS

CONTAIN INFORMATION ON INDIVIDUALS

- Medical history
- Patrons of library
- Employment records-employee home address, phone number, Social Security number, insurance coverage, marital status, payroll deductions
- Race, religion, disabilities and performance evaluations
- Information provided with online transactions
- Records describing personal finances



CONTROLLED RECORDS

CONTAIN MEDICAL, PSYCHIATRIC, OR PSYCHOLOGICAL DATA ABOUT INDIVIDUALS

- These records are restricted because releasing the information to the subject could be detrimental to:
 - his/her mental health,
 - to the life or safety of an individual,
 - or when the record release would constitute a violation of national security information



PROTECTED RECORDS

CONTAIN INFORMATION THAT IS RESTRICTED IN THE PUBLIC INTEREST

- Examples include:
 - Commercial financial information that could give unfair competitive advantage
 - Test questions and answers to be used in license certification, registration or academic exams
 - Drafts
 - Records that if released, would interfere with investigations, discipline, licensing, etc.
 - Records that would deprive a person of a right to a fair trial
 - Records subject to attorney client privilege
 - Transcripts, minutes, or reports of the closed portion of a public meeting



GRAMA REQUEST PROCESS

- Submit request in writing – include name, address, phone number, and a specific description of record requested.
- Records officers must respond no later than 10 business days of the request submission. If requestor asked for an expedited response, then no later than 5 days.



Division of _____
160 East 300 South
Box _____
Salt Lake City, Utah 84114- _____

REQUEST FOR RECORDS

Please type or print all information.

Name of Requester: _____
 Organization: _____
 Mailing Address: _____
 Daytime Telephone: _____
 Date of Request: _____



FOUR WAYS TO RESPOND TO A GRAMA REQUEST

- Provide the record;
- Deny the request;
- Notify the requestor that entity doesn't maintain the record;
- Claim extraordinary circumstances exist that require more time before a response can be given.



DENIALS

WHEN DENYING ACCESS, A WRITTEN NOTICE OF DENIAL MUST BE PROVIDED

- Denial must contain:
 - A description of the record being denied
 - Code citation which is the basis for denying access
 - A statement that the requestor has the right to appeal to the chief administrative officer
 - The time limits for filing an appeal (30 days)
 - Name and business address of the chief administrative officer



APPEALS

- The first appeal must go to the chief administrative officer (CAO).
- CAO has 5 days to respond. If denial is affirmed:
 - The petitioner has the right to appeal to the State Records Committee or judicial court within 30 days
 - If CAO fails to respond, petitioner has 45 days to appeal to the State Records Committee or judicial court



RESTRICTED CLASSIFICATIONS

Private, controlled and protected records are not permanently restricted. They will be made public after 75 years or when the reason to restrict the record no longer exists.



FEES

- A reasonable fee may be charged to cover the actual cost of providing a record:
 - Cost of staff time for searching, retrieving, compiling, formatting, manipulating, or summarizing the material that has been requested.



WHAT DID I LEARN?

- What is considered a record
- What isn't considered a record
- Types of records
- GRAMA request process
- Restricted records are no
- Fees



Benefits of the vote-by-mail program

■ BY THOMAS WRIGHT

There will be a quiet voting revolution going on among voters in Utah as tens of thousands of voters receive their ballots in the mail over the next few weeks. Since the

myview

vote-by-mail push began in earnest while I chaired the Salt Lake

County Republican Party during the 2010 elections, and continued when I was the chair of the Utah State Republican Party during the 2012 elections, seven counties have begun conducting their elections solely with vote-by-mail. Until recently, we didn't know just how beneficial this balloting method was for the early adopters. Besides eliminating the usual problems for voters of finding polling locations, long lines, bad weather, poor accessibility or lack of parking, voter turnout numbers in some counties make a compelling case for statewide vote-by-mail.

Let's consider the 2010 and 2014 primary results. The recent 2014 off-year primaries are best compared to the prior off-year primaries in 2010 since presidential years (like 2012) tend to

skew the numbers. Since 2010, the counties that adopted solely vote-by-mail saw an average increase of about 19 percent in their voter participation. The non-vote-by-mail counties averaged just under a 5 percent increase.

Clearly, more citizens are voting when they have the option to vote by mail. Counties that have adopted vote-by-mail as the primary method for casting ballots researched what works for their citizens, and it's paying off, and they successfully implemented this balloting process with no apparent issues or voter backlash. Voters in non-vote-by-mail counties are beginning to ask why this service is not available for them.

To be sure, vote-by-mail changes some election dynamics. As a voter, vote-by-mail allows you to schedule your balloting activities around business trips, vacations, school and other personal or family activities. You can research candidates and issues at your leisure, at home or away, and submit your ballots by mail clear up to the election deadline.

In many cases, you can still cast a conventional ballot at locations specified by your county clerk on Elec-

tion Day. Vote-by-mail helps clean up elections, too. The opportunity for negative smear attacks that come out a day or two before Election Day no longer exists since vote-by-mail elections now span several weeks. This gives us campaigns that are more focused on issues and voters than cheap tricks.

Utah has been at the forefront of government transparency and performs equally well when it comes to election accessibility. The final piece of the puzzle is a uniform balloting method that increases voter turnout and treats all counties equally. Although counties are gradually adopting vote-by-mail on their own, some in time for this coming November's elections, Utah can and should move to solely vote-by-mail for all elections by 2016. Join me in talking to our state and county election leaders and sharing with them the benefits of vote-by-mail.

Thomas Wright is president of Summit Sotheby's International Realty, former volunteer chairman of the Utah Republican Party, Salt Lake County Republican Party and a steering committee member of the Utah Chapter of Fix the Debt.

Salt Lake offering drive-thru voter registration Monday before deadline

SALT LAKE CITY — The Salt Lake County Clerk's Office will offer a drive-thru voter registration on Monday.

Monday is the deadline to register to vote in-person before the Nov. 4 election, so the county is trying to make it a speedy process for citizens.

The clerk's office will offer the curbside voter registration outside of the county government center at 2100 South State Street from 8 a.m. to 5 p.m.

The deadline to register online is Tuesday, Oct. 28.

Online registrations can be completed at vote.utah.gov.

— Associated Press

**Great Rates on Estate Planning
Couples Wills and Trust \$800
Single Will and Trust \$600**

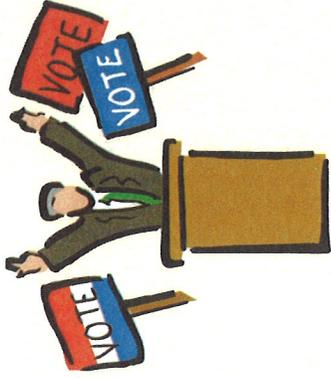
Includes:

- Medical Living Will
- Medical Power of Attorney
- Limited Power of Attorney
- Memorandum of Disposition
- One Quit-Claim Deed for Real Estate

Law Office of John Borsos JD/CPA

(former IRS Estate Tax Attorney)

801-533-8883



Vote by Mail

Cameron Diehl – Attorney, Utah League of
Cities and Towns

Chip Dawson – Intergovernmental Affairs,
City of South Jordan

What is Vote by Mail?

- o Utah State Code § 20A-3-302, 605
- o The county/city prepares and mails a ballot to every registered voter
- o Voters can mail the ballot back for no cost or drop it off at designated locations
 - o Some VBM jurisdictions have an “election day voting center”
 - o Voter may submit their absentee ballot at center
 - o Voter may submit an incomplete absentee ballot at an election day voting center, declare it spoiled, & vote in person
 - o Voter must sign the ballot for it to count
- o County/city need not conduct early voting
- o County/city need not have an election day voting center

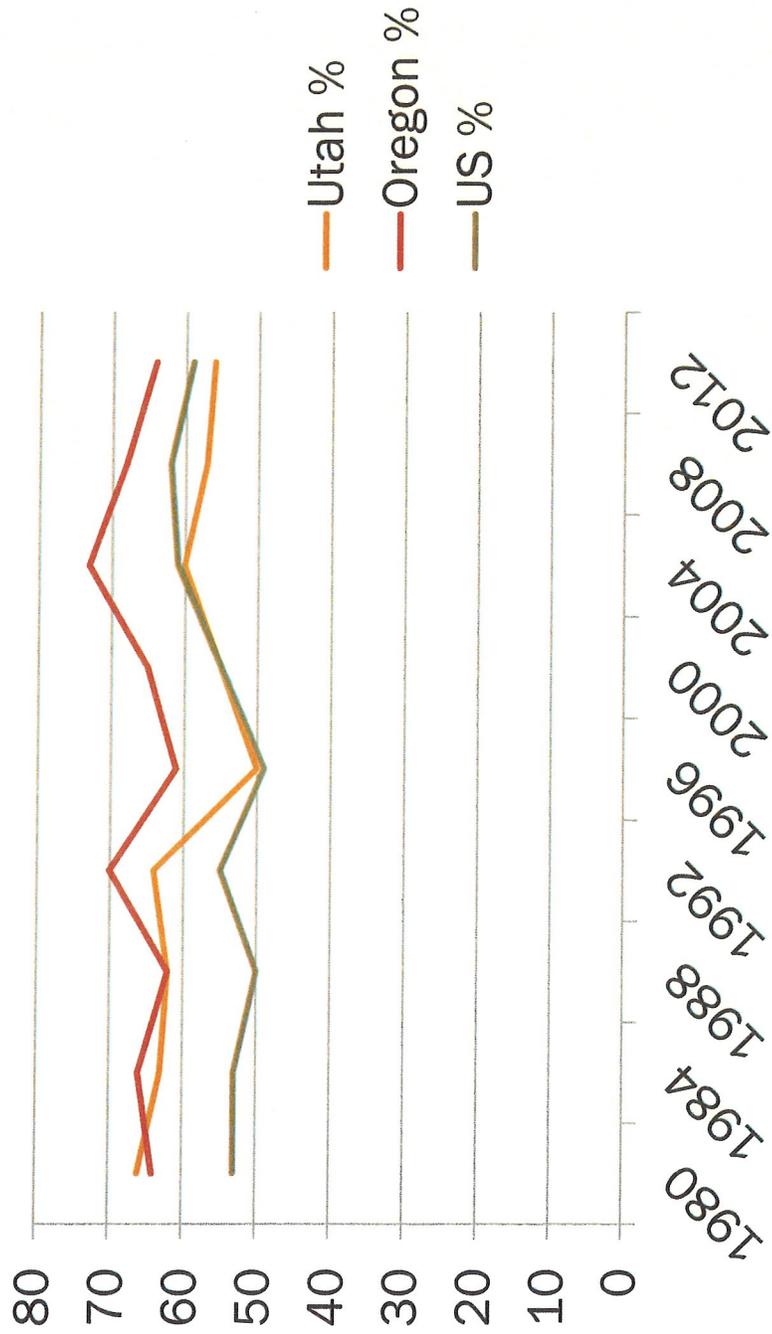
Voting Eligible Population turnout, 2012

- Minnesota: 76.1%
 - Small cities all vote by mail
- Wisconsin: 73.2%
- Colorado: 71.1%
 - All elections are vote by mail
- Washington: 65% (12th)
 - All elections are vote by mail
- Oregon: 64.3% (13th)
 - All elections are vote by mail



United States: 58%
Utah: 56% (39th)
(highest turnout in 20+ years)

1980s: Utah in top 10 By 2010, Utah in bottom 5



Who Voted by Mail in 2013?

o West Jordan	Paragonah
o Cottonwood Heights	Manila
o Riverdale	Tropic
o Vernal	Wales
o Roosevelt	Kanarraville
o Moroni	Vernon
o Duchesne	Rockville
o Brian Head	Snowville
o New Harmony	Hideout
o Bryce Canyon	

**WHO INCREASED TURNOUT?
EVERY CITY & TOWN**

Vote by Mail concepts

Supporters say:

- Turnout increase
- Reduced costs (polling place locations/workers)
- More time for voters to prepare their ballots
- No poll workers

Critics say:

- Turnout impact
- Cost savings nullified by increased postage
- More susceptible to voter fraud
- More voting errors

Benefits to Vote by Mail – increased voter turnout

- o No bad weather concerns
 - o Every inch of rain above average on Election Day decreases turnout by 1%
- o **West Jordan** increased turnout from 14% to 35%
 - o Population 108,000; 150% increase in voter turnout
- o **Moroni** increased turnout from 30% to 62%
 - o Population 1,429
 - o 106% increase in voter turnout



All 19 Utah cities had an
Increase in turnout in 2013!

Benefits to Vote by Mail – decreased election costs

- o Riverdale City (pop. 8,560) :
 - o 2009: Paid \$19,410 for 24.02% turnout
 - o 2013: Paid \$12,504... for 47.85% VBM turnout
 - o Doubled turnout percentage while saving \$2,500!!
- o West Jordan City:
 - o 2013: Saved \$24,000 (150% increase in turnout)

15 of 19 Utah cities saved money in 2013

4 of 19 Utah cities saw a slight increase in 2013

Potential concerns about Vote by Mail

- o Voter fraud
Little evidence of VBM
fraud in Oregon (VBM
since 1981)

- o Lost or tampered
ballots

Can track ballot online
Submit ballots at
election office or official
drop site

- o No poll workers to
check signatures

Signature requirement
on VBM ballot

Every signature verified



Potential concerns about Vote by Mail

- o Mistakes on ballots
- o Undervotes or overvotes

Studies show VBM voters made fewer errors than in person voters

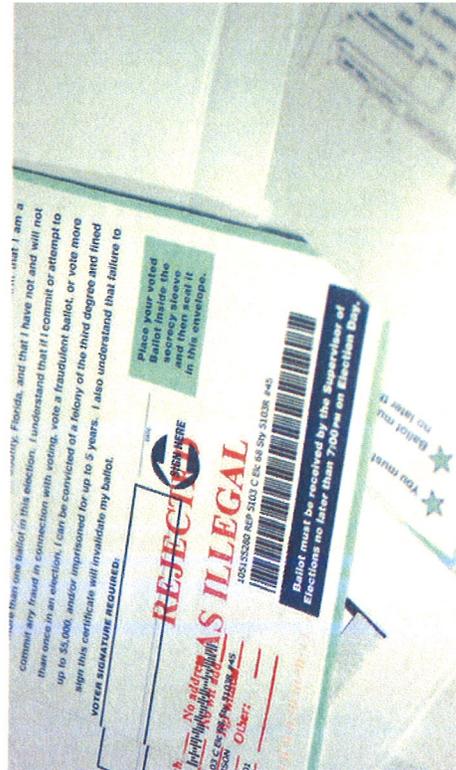
VBM voters can request new ballot

- o Timing with voter registration timeline

TBD

- o Voter coercion at home

Possible, but voter has more privacy & time to decide

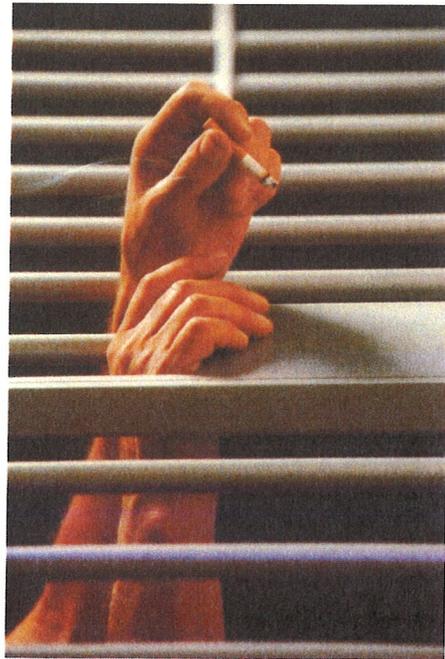


Election Fraud in Utah & USA

(News 21)

- o Utah
- o From 2000-2011, 51 cases of alleged election fraud in Utah
- o 0 cases of alleged VBM election fraud
- o 1.5 million reg voters
- o .000034%
- o United States
- o From 2000-2011, 2,068 cases of alleged election fraud
- o 491 cases of alleged VBM election fraud
- o 146 million reg voters
- o .000014%

Consequences of Vote by Mail fraud



- o Falsifying a vote in a federal election = up to 5 years in prison and a \$10,000 fine
- o Willfully falsifying an absentee voter affidavit = Perjury (§20A-3-310)
- o Applying for a ballot in another's name = 3rd degree felony (§20A-3-505)
- o Little evidence of election fraud in Utah or USA
 - o From 2000-2011, 51 cases of alleged election fraud in Utah
 - o 1.5 million voters
 - o .000034%

Additional resources to learn about implementing Vote by Mail

- o <http://clerk.slco.org/elections/voteByMail.html>
- o <http://www.daviscountyutah.gov/clerkauditor/elections/absentee.cfm>
- o <http://www.ncsl.org/research/elections-and-campaigns/absentee-and-early-voting.aspx>



Heber City Cemetery/Parks

Retreat Outline

Parks

1. Security cameras at the main street park.
2. Security lighting for the main street park.
3. Automatic time door locks for the restroom doors at the main street park.
4. Fenced in Dog Park located at Muirfeild Park

Cemetery

1. Development of new Cemetery Section.
2. Addition to the cemetery/parks shop.
3. Remodel the old shop at the cemetery.

HEBER CITY P.D.

Does a Police Department housing allowance make sense?

Starting Wage and Mortgage Affordability

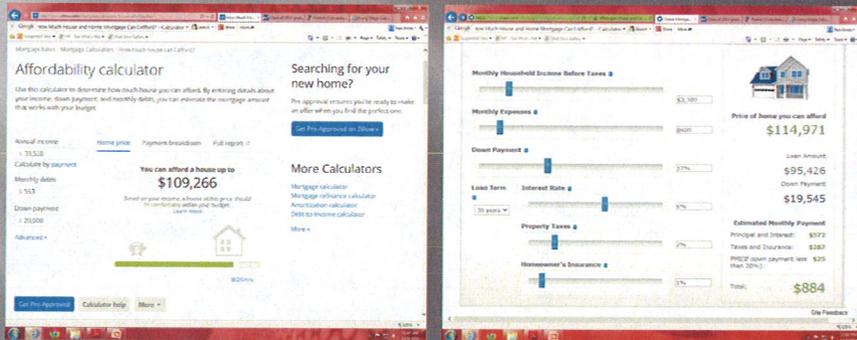
- ❑ A starting HCPD Officer earns \$19.06 an hour or \$39,644 annually.
- ❑ An average Utah student graduates college with \$21,520 in student loans and \$35,200 in overall student related debt.
<http://money.cnn.com/2013/05/17/pf/college/student-debt/> <http://projectionsstudentdebt.org/>
- ❑ The average living expenses for a married couple with one child in Wasatch County for only bare essentials minus housing (food, medical, transportation) is \$1,571

Source= MIT living wage calculator
<http://livingwage.mit.edu/counties/49051>

Feasibility of Home Ownership for New HCPD Officers

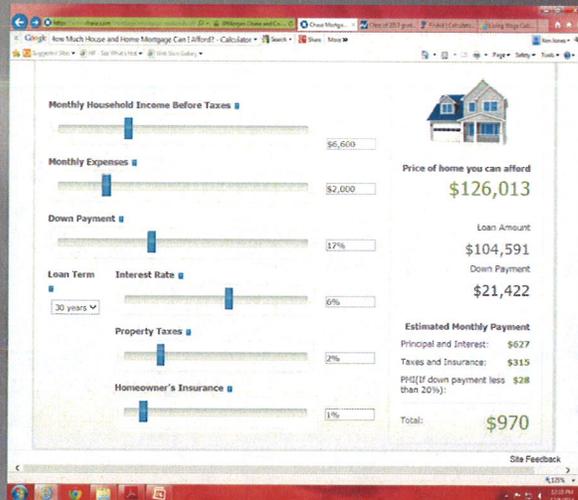
WITH ONLY THE FOOD DEBT ADDED, THE MORTGAGE CALCULATORS SUGGEST A HOME COSTING AROUND \$110,000.

WHEN THE ENTIRE ESSENTIAL LIVING EXPENSES ARE ADDED NEITHER SITE RECOMMENDS OWNING A HOME



Dual income & home ownership feasibility for HCPD

When we double the income but add child care expenses (one child) to the list of essential expenses



Home Ownership in Wasatch County

- ❑ The average sales price of a home in Wasatch County as of October of 2014 was \$596,420
- ❑ The median sales price was \$372,000
- ❑ A search for home listings for \$130,000 or less in the 84032 zip code produced no results
- ❑ A search for homes under \$170,000 produced four
- ❑ Utah County, by comparison median, = \$222,500 (150k less) and a search for homes under \$170k netted four pages of results

<http://www.realtor.com/realestateandhomes-search/>

<http://www.zillow.com/wasatch-county-ut-84032/newest/>

<http://utahrealtors.com/news-center/housing-statistics/quarterly-reports/>

Is having our officer's living in their jurisdiction good practice?

- ❑ Generally, residency requirements have been upheld and deemed to be constitutional by the Federal Courts, so long as the employing jurisdiction has demonstrated some "rational" basis for the provision.
- ❑ Rational basis include:
 - having employees available for emergency calls
 - employees having a stake in the community
 - enhancing the tax base
 - improving community attitudes and cooperation
 - increasing loyalty to the community
 - and reducing absenteeism.

Competing Jurisdictions Answers

- ❑ Summit County S.O. has conceded that requiring employees to live in the jurisdiction without offering any incentives to do so, would greatly reduce the pool of applicants and, in effect, reduce the overall quality of the available applicants.
- ❑ Summit County S.O. allows their officers to commute with their patrol vehicles; an option which costs an average of *20.5 cents per mile. This is a monthly cost of \$287 (ten hour shifts) or \$330 (eights) minus a \$50 monthly fee which officers are required to pay.
- ❑ Utah County also allows their officers to commute.
- ❑ Park City allows their officers to commute, but also gives a housing allowance of \$250 for officers who reside in Park City.

Conclusion

- ❑ A modest housing allowance is as cheap as allowing officers to commute. In addition, you gain the very real benefits of community involvement, reduced absenteeism, and fast emergency responses.
- ❑ An employee who is a homeowner is less likely to leave, reducing turnover rates and costly initial outfitting and training costs.
- ❑ Owning a home in the Heber Valley is a very challenging financial prospect for beginning officers.
- ❑ Doing nothing risks losing quality applicants to competing agencies.

Digital Footprint

- It is nearly impossible to commit a crime in this day and age without some kind of digital footprint.
- Cameras, Cell Phones, GPS, Cell Towers, Video Surveillance, etc.
- Law enforcement can use this to their advantage and resolve investigations much faster than ever before.

Mobile Device Forensics

- Can include cell phones, PDA's, Tablets and GPS devices.
- Definition: The recovery of digital evidence or data from a mobile device under forensically sound conditions.
- New devices are introduced into the market every week.
- Mobile devices can store contacts, photos, calendars, notes, text messages, videos, email, web browsing history and location information.

Digital Devices and Crime

- The use of phones in criminal activity has been recognized for many years.
- Digital forensics started in the early 2000s.
- The flood of smart phones on the consumer market caused a demand for forensic examinations.
- Existing forensic programs were not compatible with digital device forensics.

Carriers

- Verizon, T-Mobile, AT&T and Sprint
- Each carrier retains detailed content records for different amounts of time.
- None are more than 72 hours.
- The information needed must be retrieved from the digital device.

How Can Cell Phone Data Help During an Investigation?

- Show association between a suspect, victim, co-conspirators, and other associates.
- Exclude possible suspects by corroborating their story.
- Establish a timeline for activities before, during and after a crime.
- Establish geographic relationships that may include or exclude a suspect from a crime scene or other location associated with a crime.

How Does Law Enforcement Obtain This Useful Information?

- Cell phone forensics requires equipment and specialized training.
- Some programs and extraction tools are Cellebrite, XRY, Oxygen, Lantern, and Paraben.
- These devices require a yearly maintenance fee and can be fairly expensive.
- Also extensive digital storage is needed for the digital evidence or data to be stored.

Subscribers in the U.S.

Topic	Dec 12	Dec 11	Dec 07	Dec 02	Dec 97
Subscribers	326.4 M	316 M	255.4 M	140.8 M	55.3 M
Wireless Only Households	38.2 %	34 %	15.8 %	N/A	N/A
Annual Data Usage (MB)	1.468T	866.7B	N/A	N/A	N/A
Monthly Data Usage (MB)	139.1B	87.6B	N/A	N/A	N/A
Annual Monthly Voice Minutes	2.3T	2.296T	2.12T	619.6B	62.9B
Monthly Voice Minutes	187.8B	191.3B	184B	54.6B	5.8B

Subscribers Cont.

Topic	Dec 12	Dec 11	Dec 07	Dec 02	Dec 97
Annual Text Messages	2.19T	2.3T	362.5B	N/A	N/A
Monthly Text Messages	171.3B	193.1B	48.1B	1B	1.2M
Annual Wireless Revenue	\$185B	\$162B	\$138.9B	\$76.5B	\$27.4B
Cell Sites	301,779	283,385	213,299	139,388	51,600
911 Calls	>400K	>396K	260K	139K	55K

Computer Forensics

- ❑ American's relationship with computers and technology has drastically increased over the past 10 years.
- ❑ Over 78.9% of American households own and actively use at least one personal computer
- ❑ Over 74.8% of American households have a connection to the Internet at home.

Computer Forensics

- ❑ Computers will store mass amounts of information (data).
- ❑ Phone calls, emails, documents, photographs, videos, etc. are a small sample of what can be found on a computer.
- ❑ Computers can be the evidence of a crime, the instrument of a crime, or a target of the crime.
- ❑ Evidence can be in the form of chat logs, email, internet browsing artifacts, financial documents, etc. to name a few.

Computer Forensics

- ❑ Evidence from a computer must be extracted in a forensically sound manner.
- ❑ Extraction is not as simple as turning the computer on and copying data to a thumb drive.
- ❑ Computer Forensics involves extracting and preserving data without making any alterations and presenting it in a manner that is easily understood.
- ❑ Experienced digital forensic examiners have hundreds if not thousands of hours in training on this subject.

Computer Forensics

- ❑ The amount of data the average American citizen sends and receives in a month exceeds 100GB.
- ❑ To put this into perspective:
 - 1GB (Gigabyte) is 1000MB (Megabytes)
 - 1GB is about 3000 webpages
 - 1.5 Million text message
 - 4,000 photos
 - 10,000 emails
- ❑ OR, one semi truck trailer filled front to back, top to bottom with sheets of 8.5"x11" pieces of paper.

Computer Forensics

- ❑ The average personal computer stores 2TB (Terabytes) of data.
- ❑ 1000GB is equal to 1TB
- ❑ If the printed text in the worlds largest library – US Library of Congress, is placed into a digital format, the disk space consumed would exceed 10TB of data. (The Library of Congress houses over 20 million books)

Computer Forensics

- ❑ The criminal element is not immune from the use of a computer.
- ❑ Criminals store text messages, emails, chat logs, photos, and videos that document their involvement in crime.
- ❑ Law Enforcement has a greater need to consider and use computers or other items of digital media as potential sources of evidence.

Computer Forensics

- ❑ Nowadays, it is becoming increasingly rare to not have some form of digital media involved in a crime.
- ❑ Law Enforcement must have the means to properly handle digital evidence.
- ❑ Agencies all across the country are struggling with how to handle and process the digital evidence they encounter.
- ❑ Few law enforcement digital forensic laboratories exist and those that do experience back logs that easily exceed one year.

Computer Forensics

- ❑ Most criminal cases involving digital media can not proceed to an arrest/charges until the forensic examination is complete.
- ❑ Suspects (or Perpetrators) remain free to repeatedly victimize others until the forensic examinations are complete and charges filed.
- ❑ One year is a long time to wait for this to happen.

Computer Forensics

- ▣ In the field of digital forensics, processing the mass amounts of data involved, requires heavy duty hardware and specialized software.
- ▣ The major software packages are X-Ways, Encase (Guidance Software) and FTK (Access Data).
- ▣ Hardware requirements for a forensic workstation involve multiple higher end CPU's, greater amounts of RAM memory and even greater amounts of data storage space. These workstations are not the everyday computer found in an office.
- ▣ Forensic workstation costs average \$5,000 - \$8,000+ and must be replaced every two - three years.

Computer Forensics

- ▣ The examination process:
 - Upon receipt of an item of digital media
 - ▣ Item is protected by a piece of hardware known as a write blocker
 - Write blockers ensure that nothing is altered on the original media during examination.
 - ▣ A forensic image is created of the evidentiary media.
 - A forensic image is an exact bit-by-bit replica of the source media.
 - ▣ The forensic image is imported into a forensic software package (Xways, Encase or FTK).
 - Forensic software sorts and categorizes ALL data found on the subject media - assisting the examiner with the location and identification of relevant data.
 - ▣ Evidentiary data is identified, extracted and placed into a format that can be easily viewed and understood.

Conclusion

- Mobile devices and computers are used to commit crimes or in the commission of crimes every day.
- It is law enforcement's responsibility to be apprised of trends and conduct thorough investigations to include mobile device forensics in a timely manner.
- Having access to the tools and technology will make the process faster and more efficient.

SCHOOL RESOURCE OFFICER AFTER SCHOOL PROGRAM FUNDING DIVERSION PROGRAM

HEBER CITY POLICE DEPARTMENT

School Resource Officer (SRO)

The first nationwide survey of School Resource Officers was published in 2001. The survey was conducted on almost 700 SRO's.

"The survey provides substantial data to dispel the misconception that police officers assigned to schools are reactive and primarily focus on arrests." – Kenneth S. Trump, President of National School Safety and Security Services.

The following are some of the statistics from that study;

(Education World; http://www.educationworld.com/a_issues/issues/issues214.shtml)

SRO

- ▣ More than 90% of officers avert between one and 25 violent acts in an average school year.
- ▣ 24% of officers reported taking a loaded firearm from a student or other person on campus; 87% reported taking edged weapons.
- ▣ 67% reported preventing a school faculty or staff member from being assaulted, either by a student or other person on campus.

Duties of an SRO

- ❑ Provide a law enforcement presence to prevent crimes on school property.
- ❑ Investigate criminal law violations and respond to police related incidents occurring in the school or on school property. Take law enforcement action if necessary and notify the school Principal. This keeps patrol officers on the streets to conduct their other law enforcement duties.

Duties

- ❑ Serve as an instructor of law enforcement related education. Educate students as to the role(s) of police officers, subjects such as: crime prevention, substance abuse, and driver safety.
- ❑ Maintain daily contact with Principals or other designees.
- ❑ Participate in parent-teacher meetings and other school functions as requested.

After School Programs

- ❑ HCPD has seen an increase in crimes/juveniles trespassing or loitering in stores. Stores (Dairy Keen, One Stop, Walmart, Walgreens, McDonalds) have reported issues involving juveniles after school.
- ❑ Parents are saying they can't afford after school programs.
- ❑ When kids are involved in school sports or school activities it keeps them out of trouble and studies have shown they are more likely to succeed in school and life.

Michigan State Study

(<http://www.athleticscholarships.net/benefits-risks-youth-sport.htm>)

- ❑ Sports offer health, psychological, and social benefits. The following are some of the benefits of kids being involved in sports/activities;
- ❑ Health; more likely to be physically fit. Kids involved in sports build good exercise habits which are more likely to carry into adulthood. Less likely to develop type 2 diabetes.
- ❑ Learn valuable motor skills (dribbling, running, catching, etc..)

Psychological Benefits

- ❑ Life skills including management and learning that you don't always win in life.
- ❑ Shown to reduce stress and depression.
- ❑ Leadership skills that carry to adulthood.

Social Benefits

- ❑ Drug/Alcohol prevention. Kids involved in sports are less likely to begin smoking/using other drugs. This has been proven many times over in various university studies.
- ❑ Gives the kids a sense of belonging. This has been shown to increase children's self-esteem and confidence.
- ❑ According to the National Center for Education Statistics, children who play sports in high school are more likely to be academically successful and more likely to graduate and attend college.

Diversion Program

- ❑ An SRO could develop a Diversion Program.
- ❑ Diversion is a form of sentencing designed for offenders of criminal law to avoid criminal charges and having a criminal record while still holding them accountable for their actions.
- ❑ A juvenile referral is typically filled out and filed. This record is maintained by the police department, provided the offender complies with the requirements. The juvenile referral will not be reported to juvenile court. Official criminal/court action is avoided.

Diversion Continued

- ❑ Education aimed at preventing future offenses.
- ❑ Completion of community service hours.
- ❑ Avoiding situations for a specified period in the future that may lead to committing another such offense (such as contact with certain people).
- ❑ Diversion is based on the theory that sending kids through the justice system may do more harm than good.

Overview

- ▣ Having an SRO placed in a school aids in creating a safer environment for students and staff.
- ▣ SRO's help bridge the gap between the police, schools/children and parents. This helps community relations and reinforces trust in the police department.
- ▣ Assisting with funding for after school activities will help children to be healthier, avoid trouble, and be more successful in school and in life by learning essential life/social skills that they do not learn otherwise.
- ▣ Diversion programs help hold juvenile offenders accountable for their criminal actions while keeping them out of the justice system.

Evidence Technician/Crime Scene Investigator

- Receives, documents, stores, and ensures proper custody and control of physical evidence/ property in the custody of the department.
- Processes and evaluates physical evidence; arranges for or transports evidence to the Utah State Crime Lab.
- Assists in processing evidence, including searching for, identifying, collecting, and processing physical evidence.
- Maintain manual and computerized records; including evidence custody documents, chain of custody documents, property receipts, property control files, and related reports.
- Prepares evidence and court exhibits and testify in court as required under subpoena.
- Maintain property room(s) and arrange the storage and return of evidence and/or recovered stolen, found, or abandoned property; coordinates the proper release of evidence and property to rightful owners where appropriate.

Evidence Technician/Crime Scene Investigator Cont.

- Prepare non-returnable items for disposal in a manner prescribed by department policies and procedures, court orders, federal laws, and state statutes.
- Inspect, order, maintain, stock department equipment/supplies (within budgetary limitations) that are used for processing crime scenes and/or gathering evidence.
- Operate a wide variety of computer hardware and software systems. Enter and maintain all information (some being confidential) received, as required and directed, into the records management system (RMS).
- Perform all Bureau of Criminal Identification (BCI) and National Crime Information Center (NCIC) transactions as required and in accordance with state and federal regulations.

What's Missing From The Job Description?

- Liabilities
- DNA Storage Issues
- Organizational Placement
- Policies and Procedures
- Packaging Standards
- Firearms Handling
- Property for Safe Keeping
- Auction Procedures
- Disposal and Purging
- Audits
- Bio-Hazards / Disposal Procedures

Legal Issues

- Each year, hundreds of cases are dismissed due to poor evidence collection and/or storage.
- Each year, hundreds of public employees lose their jobs and are prosecuted for mishandling evidence.
- Large amounts of money.
- Large amounts of drugs.
- Large amount of firearms.
- Less hands in the "pot" equates to more accountability and reduces legal issues.

Legal Issues

- Upon being recognized as an agency that lacks proper control or safeguard of their evidence room:
 - Lost court cases
 - Loss of public trust
 - Considerable amount of money to "fix" the problem.
 - Research shows when an agency loses control of their evidence room, the national recommendation is to hire two (2) full time evidence technicians for quality control
 - Lost or stolen evidence is real life and not just in the movies.

Collection Standards

- In collecting evidence on a major crime (Homicide, Sexual Assault, Burglary, Arson, Robbery, Kidnapping, Aggravated Assault, Child Abuse) special training and preparation is needed when the techniques and handling of evidence collection may be called into question:
 - Blood Stains
 - Seminal Stains
 - Hair
 - Fibers and Threads
 - Glass
 - Paint
 - Flammable Material
 - Tool Marks
 - Controlled Substances
 - Latent Fingerprints

Conclusion

- Spending money now will save money in the future
- Prevent evidence tampering
- Abide by national standards
- Consistency
- Transparency
- Public Trust

CPTED

COMMUNITIES AND LAW ENFORCEMENT WORKING FOR A COMMON GOAL

Crime Prevention Through
Environmental
Design

Definition

- Crime prevention through environmental design (CPTED) is a multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts. Generally speaking, most implementations of CPTED occur solely within the urbanized, built environment. Specifically altering the physical design of the communities in which humans reside and congregate in order to deter criminal activity is the main goal of CPTED. CPTED principles of design affect elements of the built environment ranging from the small-scale (such as the strategic use of shrubbery and other vegetation) to the overarching, including building form of an entire urban neighborhood and the amount of opportunity for, "eyes on the street".

Strategies for the Built Environment

- ❑ CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts. Research into criminal behavior shows that the decision to offend or not to offend is more influenced by cues to the perceived risk of being caught than by cues to reward or ease of entry. Certainty of being caught is the main deterrence for criminals not the severity of the punishment so by raising the certainty of being captured, criminal actions will decrease. Consistent with this research, CPTED based strategies emphasize enhancing the perceived risk of detection and apprehension.

Natural Surveillance

- ❑ Design streets to increase pedestrian and bicycle traffic
- ❑ Place windows overlooking sidewalks and parking lots.
- ❑ Leave window shades open.
- ❑ Use passing vehicular traffic as a surveillance asset.
- ❑ Create landscape designs that provide surveillance, especially in proximity to designated points of entry and opportunistic points of entry.
- ❑ Use the shortest, least sight-limiting fence appropriate for the situation.
- ❑ Use transparent weather vestibules at building entrances.

Natural Access Control

- ▣ Use a single, clearly identifiable, point of entry
- ▣ Use structures to divert persons to reception areas
- ▣ Incorporate maze entrances in public restrooms. This avoids the isolation that is produced by an anteroom or double door entry system
- ▣ Use low, thorny bushes beneath ground level windows. Use rambling or climbing thorny plants next to fences to discourage intrusion.
- ▣ Eliminate design features that provide access to roofs or upper levels
- ▣ In the front yard, use waist-level, picket-type fencing along residential property lines to control access, encourage surveillance.
- ▣ Use a locking gate between front and backyards.
- ▣ Use shoulder-level, open-type fencing along lateral residential property lines between side yards and extending to between back yards. They should be sufficiently unencumbered with landscaping to promote social interaction between neighbors.

Natural Territorial Reinforcement

- ▣ Maintained premises and landscaping such that it communicates an alert and active presence occupying the space.
- ▣ Provide trees in residential areas. Research results indicate that, contrary to traditional views within the law enforcement community, outdoor residential spaces with more trees are seen as significantly more attractive, more safe, and more likely to be used than similar spaces without trees.
- ▣ Restrict private activities to defined private areas.
- ▣ Display security system signage at access points.
- ▣ Avoid cyclone fencing and razor-wire fence topping, as it communicates the absence of a physical presence and a reduced risk of being detected.
- ▣ Scheduling activities in common areas increases proper use, attracts more people and increases the perception that these areas are controlled.
- ▣ Motion sensor lights at all entry points into the residence.
- ▣ Territorial reinforcement measures make the normal user feel safe and make the potential offender aware of a substantial risk of apprehension or scrutiny. When people take pride in what they own and go to the proper measures to protect their belongings, crime is deterred from those areas because now it makes it more of a challenge. Criminals don't want their job to be hard, if it was hard they wouldn't do it. The more difficult it is to commit a crime in certain areas, the less crime will occur.

Maintenance !!!

- Maintenance is an expression of ownership of property. Deterioration indicates less control by the intended users of a site and indicate a greater tolerance of disorder. The Broken Windows Theory is a valuable tool in understanding the importance of maintenance in deterring crime. Broken Windows theory proponents support a zero tolerance approach to property maintenance, observing that the presence of a broken window will entice vandals to break more windows in the vicinity. The sooner broken windows are fixed, the less likely it is that such vandalism will occur in the future. Vandalism falls into the broken windows category as well. The faster the graffiti is painted over, the less likely one is to repeat because no one saw what has been done. Having a positive image in the community shows a sense of pride and self-worth that no one can take away from the owner of the property.



Great neighborhood with higher priced homes Poorly maintained, frequent criminal activity.



Not so great neighborhood ... Very well maintained. More affordable housing. No criminal activity.



What message are we sending ?

Extended Stay Motels



Alpine Lodge

90 North Main St.



M Star

425 South Main St.



Mac's Motel

670 South Main St.

Part One Crime in 2012 and 2013

- ❑ 2012 and 2013 showed a sharp increase in part one crimes in Heber City (33% from 2011).
- ❑ Robbery, Aggravated Assault, Burglary, Aggravated Burglary, Larceny, Motor Vehicle Theft, Child Abduction and Child Pornography to name a few.
- ❑ This disturbing trend was immediately noticed by the new administration at the Heber City Police Department.
- ❑ HCPD noticed that many part one crimes committed in 2012 and 2013 were related to individuals staying at one of the three extended stay motels in Heber.
- ❑ The majority of drug activity in the area was directly perpetrated by guests of the local extended stay motels.

Part One Crimes Reduced by 1% in 2014

- ❑ February of 2014, Chief Dave Booth appointed a special task force to hold the extended stay motel owners accountable for existing regulations and standards.
- ❑ The M Star motel was closed due to deplorable and unhealthy living conditions. All had issues with employees and with ongoing involvement in criminal activity.
- ❑ HCPD and the Wasatch County Health Department worked with property owners to bring the businesses to a more reasonable level of compliance.
- ❑ Worked with owners to eradicate criminal activity and the ongoing criminal element. Including felony arrests for narcotics.

Future Potential Problem Areas

- ❑ RV Parks
- ❑ Provide a resource for RV Park owners to rid the area of nuisance tenants, or tenants with potential criminal intent.
- ❑ Provide law enforcement presence.
- ❑ Grandma's House that is now a Rental Property.
- ❑ Provide resources for land lords.
- ❑ Help through fee incentives for proactive maintained practices.

Solutions

- ▣ An evidence technician/crime scene investigator would cost less than \$20,000 per year for 15 hours a week.
- ▣ I would recommend one sworn FTE to cover cell phone & computer forensics. This FTE would also cover SRO & CPTED. Start small and grow into the programs. This equals - \$70,000 in wages & benefits (on-going) along with \$70,000 in one time equipment monies. Over time I see this being four FTEs.

Solutions Cont.

- ▣ A housing allowance for employees should be seriously considered for future budgets. I would mimic PCPD at \$250.00 per month for essential services. This would allow \$50,000 more for a home.
- ▣ An accelerated pay scale would be helpful.
- ▣ Less out of pocket for medical benefits would be helpful.
- ▣ Shift differential would be helpful. 2.5% for swing shifts and 5% for graveyard shifts.

Wasatch County Growth Forecast

2003 Population: 17,382 2013 Population: 26,438
52% growth over 10 years
Estimating in 2023: Population of 40,944



Average people per household: 3.1 in 2013
Households 2013: 8,528
2023 Forecast households: 13,207



National Avg. households with dogs: 54%
National Avg. households with cats: 52%

2013 Estimate of dogs in Wasatch county: 7829 dogs
(54% of 8528 = 4605 x 1.7 the avg number of dogs per/household)
2013 Estimate of cats in Wasatch county: 10,198 cats
(52% of 8528 = 4434 x 2.3 the avg number of cats per/household)

Estimating in 2023: 12,124 dogs and 15,795 cats

Heber Valley Animal Shelter

Current size: 3040 square feet Current Capacity: 28 Dogs, 35 Cats

Average Intake/Output Monthly:

Cats in:50 Dogs in:43 Cats Out:36 Dogs Out:41

Annual 2014 Cats In: 602 (peak was 83 in September)

Annual 2014 Dogs In: 518 (peak was 68 in July)



Paws for Life boards dogs and cats for the shelter every month

* TJ Custom Mutt cuts, average 10 small dogs, 5 large dogs per month.

Paws for Life Pays TJ's \$1000/mo (\$12,000 annually) to house animals that the current shelter cannot hold. All small dogs go to TJ's as they are often not adoptable at the shelter.

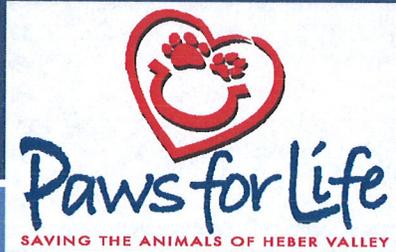
* Gold Rush Kennels, cats and dogs several times a year

* Dr Robert Erickson, cats and dogs several times a year

In Addition, Paws for Life has a foster network for both cats and dogs when overflow, medical and behavioral needs arise.

PAWS FOR LIFE HEBER VALLEY ANIMAL SERVICES

STRATEGIC PLANNING MEETING HEBER CITY CORPORATION JANUARY 10, 2015



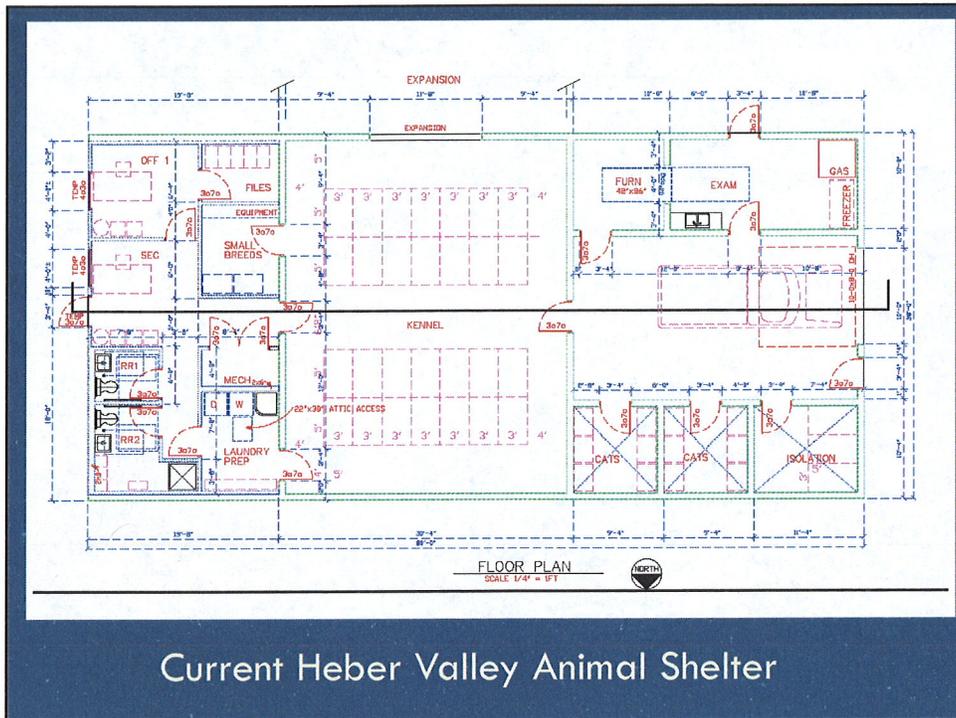
Part I: Problem Statement, Current Situation

- A. Wasatch County Population growth forecast (households with Pets-Cats and Dogs)
- B. Current Capacity for the Heber Valley Animal Shelter
 - Shelter Layout
 - Census: Average intake/output and challenges to meet the demands for the current population of homeless pets
- C. Other issues with the shelter at present (openness, ability for the animals to be exercised and adoptable, no room for training)

Part II: Concept for Expansion: New Adoptions Center

- A. Concept/ drawing and layout of the new Animal Adoption Center
- B. Cost estimate
- C. Fundraising partnership County/ Private donations/Foundation grants





Current Heber Valley Animal Shelter

HVAS: New Adoptions Center Heber Valley "Partners for Paws"

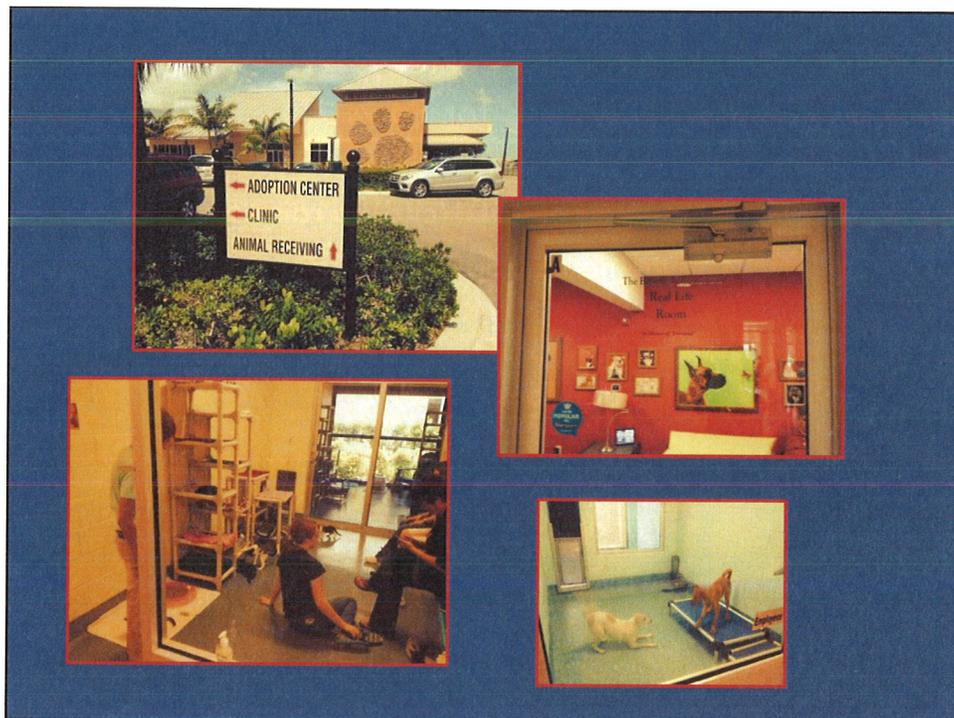
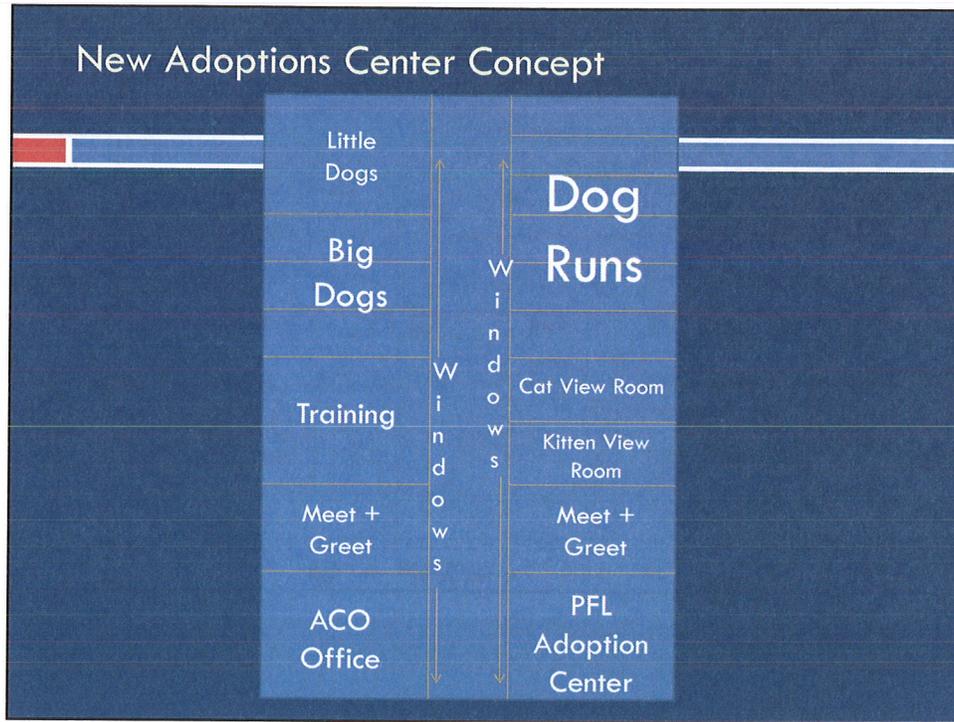
- Partnership using our 501(c)(3) to raise funds for the new adoptions center

3040 Sq Ft
New Adoptions Center

Parking Lot

3040 Sq Ft
Existing Shelter

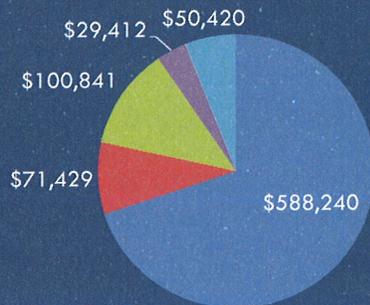
Airport Road





New Building Cost \$840,342

- Building Costs
- Architectural and Engineering Fees
- Equipment, Furniture, Computers
- Insurance and Fees
- Contingencies



New construction costs range from \$175 to \$212 per Sq Ft.
 $\$193.50 \text{ avg} \times 3040 = \$588,240$ for building.

Fundraising Strategy

- Project Cost to be split with County and Private donations, foundation grants.
- Private Donor Strategy:
 - “Naming” Opportunities for specific rooms, equipment, “bricks”
 - Foundation Grants specific to capital campaigns
 - National Association Grants (ASPCA, HSUS, Petco, etc.)

In Summary



- Current animal shelter is not adequate for existing intake needs.
- Population forecast in the Heber Valley deems that a new shelter/adoptions center is needed.
- Paws for Life has been "paying the bill" for inadequate animal shelter support.
- The current shelter will continue to be used for intake and stray hold periods on animals, will continue to be used as intake and kennel support. It can be easily made into a medical facility for low cost spay/neuter as well as minor medical.
- The new adoptions center will provide a more welcoming environment for the community to adopt available animals, providing them a better environment to be more adoptable.
- The new adoptions center will have a training room in partnership with the community.
- Paws for Life and Heber Valley animal services, together, will work on a strategy to gain support in the community and with private and public foundations to gain commitment to the new Adoptions center.



Fund Raising Concepts

2015 Retreat Presentation

Building Department

Based on the Mayors request to Department heads:

Identify the significant needs to make your department: **“Run the way you’d like it to.”**

Points of discussion:

1. What is building inspection for? (9 minute video)
 - 1.1. Haiti 2010 earthquake vs. Peru 2007 quake.
 - 1.2. Chicago deck collapse.
 - 1.3. The Station nightclub fire.

2. What fees pay for?
 - 2.1. **State 1% surcharge---** which pays for contractor and inspector ongoing training in code related training.
 - 2.2. **Re-inspection fees---** This fee is for the re-inspection of buildings. When assessed it is for the extra time spent inspecting a project repeatedly.
 - 2.3. **Plan review fees---** This fee pays for the time and office equipment used to review the plans. This may have minor amounts of time for Tony’s approvals on some.
 - 2.4. **Permit fees---** They pay for the inspections and all that goes into that including the overhead of the building department and some of the cost of other departments for permit processing such as Mindy’s, Wendy’s, and Tony’s time. For the truck and other equipment etc...

3. What do contractors/builders expect?
 - 3.1. **Inspection scheduling---**Time is money for contractors.
 - 3.1.1 **All timed inspections** so they know exactly when the project is inspected.
 - 3.1.2 They would like to have **same day inspections** when they forget to call in advance or when circumstances change. Contractors are scheduling sub-contractors some weeks in advance if an inspection fails and sub-contractors need to come back it can throw off the schedule and may cost them several days maybe more. It is a balancing act.
 - 3.1.3 **Electronic inspection reports.** Having reports emailed to them directly after the inspection will assist them in scheduling sub-contractors.
 - 3.2. **Plan review scheduling---** Here again time is money. If plans can be done in just a number of days rather than weeks it can help the scheduling process.
 - 3.3. **Pre-construction meetings---** Time needs to be spent in meeting with the key players on big projects so that all know what is expected and adequate time can be allowed for inspections. Having everyone on the same page will save time and money.

- 3.4. **Consultation services for owner/builders---** Time given to owner/builders can save them money because of costly errors by untrained help.
- 3.5. **Consultation services for business owners---** Business owners can be helped to understand what is expected of them in remodeling processes. Being proactive is much more user friendly than a reactive department after business owners have stepped outside the laws governing remodeling and tenant finishes etc...
4. What service can we currently provide?
- 4.1. **Inspection service**—We still try to provide next day inspections but, we give no times for these inspections which means the whole day is lost to the contractor who does not know when we will be coming to do the inspection. Some busy times requires 2 and three day delays to get needed inspection. Even when inspections are next day the work load limits the depth of the inspection and the quality is reduced. Working in a hurried manner the inspector will miss things which could be critical.
- 4.2. **Plan review service---**Currently we tell people 3-4 weeks for plan review because inspections take priority some days are spent solely on inspections and no plan reviewing takes place. Here again too hurried reviews can miss important details that may cost hundreds of dollars and possibly threaten life and limb.

Simply put: We charge a 1st class fee but only provide a 3rd class service.

5. What resources we need to meet expectations?
- 5.1. **Staffing---** Based on studies of Insurance Services Office (ISO), an auditing firm that checks building and fire departments and rates them on effectiveness so that insurance premiums can reflect their quality, our department should have a licensed structural engineer, and at least two full time inspectors in addition to the staff we currently have. While this is an ideal to have one additional fulltime inspector would meet most of the contractors' needs. Our rating continues to fall because of the understaffed situation. This is reflected in higher insurance premiums. The logic: less staff means code requirements are missed and the building quality goes down.
- 5.2. **Equipment---**Each full time staff member must have all required equipment to fulfill the job.
6. What administration and Council support is needed?
- 6.1 **Simple Trust and Respect for staff.** The function of the building department does not need to be understood, it needs to be staffed with trusted people that can operate it professionally and allow them to do just that.
- 6.2 **Long range vision for the department.** Construction in the City is directly affected by global economic changes. War in a foreign land can affect the stock market which can affect construction nationally and locally. Staffing for only the next year is short sighted

and will not take into consideration the ebbs and flows of construction. Until the City is fully built out fluctuations will be out of our control and hard to predict..

6.3 Accepting the nature of inspection services. The building department needs to be recognized as a uniquely reactionary organization that has specific duties and requirements which are required by State statues and rules. If I lose my license from the State I cannot do my job for the City. We receive hundreds of appointments each month and they are scheduled one day before the need is critical.

6.4 Adequate staff. Without proper staffing the employees in the department cannot be expected to be much of a greater “city wide” team player. **Our customer is the contractor** they have paid the fees for service that they expect to have in a timely manner. This is our first priority. Trying to squeeze this type of service oriented department into a corporate model of some kind will not work. I need to be allowed to have the staff and equipment needed which is paid for not by tax dollars but, by fees paid by the contractor/builders to run the department as it needs to be.

7. What expectations should the Council have?

7.1. Service improvement--- With the money generated by the fees paid, the service would be very timely using timed inspections and same day inspections. Contractors could possibly shave days or even weeks off the time needed to construct a typical house.

7.2. Complaint reduction---With proper staffing and latitude difficult scheduling problems especially for commercial projects could be all but, eliminated. 4 day work weeks will not be an issue with flexibility to offer overtime or comp-time for Friday inspections when the need arises. Business owners would be able to sit down with the building official and learn what is needed and expected before they make costly errors.

7.3. City team support--- Having proper staffing will allow me more flexibility to help with city projects like the room addition on the second floor of City Hall etc...

7.4. Reduced liability--- Having correct staffing will more fully ensure that inspections and review do not leave out important corrections. Even with governmental immunity the negative effects of suits or court actions is not desirable.

7.5. Project cost reductions--- Having more time to devote to projects like the social hall ramp and stairs could have avoided expensive changes after the fact.

8. Questions and answers?

MOST CRITICAL ISSUES AND NEEDS CONFRONTING PUBLIC WORKS

- 1 **FACILITIES:**
 - a. **SHOP ADDITION**
 - i. SPACE EQUIVALENT TWICE THE SIZE OF THE EXISTING SHOP
 - ii. INDOOR SALT WASHDOWN BAY
 - iii. LARGE PART COLD STORAGE
 - iv. LARGER SALT STORAGE BIN
 - v. WINTER BEDDING STORAGE BIN
 - vi. EMERGENCY BACKUP POWER GENERATION CAPABILITY
 - vii. SUFFICIENT RESTROOM ACCOMMODATIONS
 - b. **WATER PRODUCTION & STORAGE FACILITIES**
 - i. EMERGENCY BACKUP POWER GENERATION CAPABILITY
 - ii. IMPROVED SCADA SYSTEM MONITORING & CONTROL CAPABILITY
 - iii. GREATER FACILITIES SECURITY
 1. STANDARDIZED CARD KEY SECURITY ACCESS TO ALL FACILITIES
- 2 **EQUIPMENT:**
 - a. TRACKHOE LEASE SIMILAR TO WHEEL LOADER LEASE
 - b. MEDIUM DUTY TRANSPORT TRAILER
 - c. CELL PHONE & WIFI CAPABILITY TO OPTIMIZE EMPLOYEE UTILIZATION OF AVAILABLE TOOLS AND PRODUCTIVITY
 - d. TRAFFIC CONTROL SAFETY SIGNAGE FOR WORK SITE SECURITY
 - e. GREATER MECHANICS TOOLING ALLOWANCE FOR VEHICLE MAINTENANCE
- 3 **OPERATIONS:**
 - a. MANPOWER NEEDS ASSESSMENT
 - b. MASTER MANPOWER PLAN & ORGANIZATIONAL STRUCTURE ADDRESSING FOR MANPOWER SERVICE FACTOR RESPECTIVE OF TIME LOST TO SICK, VACATION, COMPENSATORY, TRAINING, HOLIDAY, ETC.
 - c. MORE THOROUGHLY & ACCURATELY EVALUATE THE OPERATING CONDITION OF OLD HEBER'S EXISTING INFRASTRUCTURE WITH COST ESTIMATION OF NECESSARY REFURBISHMENT, REPAIR AND REPLACEMENT TO AID IN RATE & FUNDING ANALYSIS
 - i. WATER DISTRIBUTION, TRANSMISSION & STORAGE
 1. SONAR & LEAK DETECTION ANALYSIS
 - ii. WASTEWATER COLLECTION SYSTEM EVALUATION
 1. VIDEO INVENTORY ANALYSIS
 - d. BETA TESTING & EVALUATION OF THE NEXT TECHNOLOGICALLY ADVANCED MIGRATION IN THE WATER SYSTEM'S AUTOMATED METER READING PROCESS
 - i. CURRENT OPERATING SYSTEM NO LONGER SUPPORTED

- e. **ADOPTION OF A PERMIT REGISTRATION PROGRAM FOR BETTER REGULATION OF PRIVATE ACTIVITIES OCCURRING IN WITHIN THE CITY'S STREET RIGHT-OF-WAY**
- 4 **POLICY:**
- a. **VALLEY WIDE COMPARATIVE WAGE EVALUATION STUDY & ADJUSTMENT PROVIDING COMMENSURATE PAY FOR SERVICE RENDERED**
 - b. **COUNCIL APPROVED UTILITY SERVICE LEVEL DETERMINATION AFFECTING FUNDING OF OPERATIONS**
 - c. **IMPROVED FAMILIARITY & DRESS REHEARSALS WITH EXISTING EMERGENCY OPERATIONS PLANNED RESPONSE**

2015

Administration Accomplishments

1	Increasing size of park strip for the accommodation of snow removal relative to both street clearance; storm drain & mail service access; sidewalk impact; water meter vault & sewer cleanout access; tree placement & right-of-way clearance
2	Greater influence & control over Infrastructure design & installation relative to the Engineering Department's utility standard specification adoption
3	Replacement and upgrade of depreciated fleet & equipment; increasing productivity & reliability in every phase of Public Works operations; service maintainers (3); Sewer & Storm Drain Combination Vacuum Truck (1); Hydro-excavator (1); Small All-Season Dump Truck (2); Loader (1); 40,000 lb transport trailer (trackhoe) (1); tracked skid steer (1);
4	Dramatically improved sewer easement service, maintenance & documentation potential into areas not previously considered easily serviceable with the purchase of tracked skid steer; sewer easement machine; EnviroSite video tractor camera; WinCan mapping & reference software; NAS network mapping document storage hard drive configuration
5	Security fencing installation at Hospital Well; Broadhead Spring & Well Water Storage; Valley Hills Water Storage Tank #2; PW Shop /HL&P property line
6	Variable Frequency Drive installation at Broadhead Booster Pump Facility for Tank by-pass during Broadhead Tank Lid Replacement Project.

Administration On-Going Projects

1	Scanning of all historical documentation to hard drive file configuration for speedier access and reduced document storage demand
2	Improved timeliness, detail & accuracy of data entry involving iWorQ's work order tracking, asset management modules & inventory control; Excel purchase order spreadsheet & eventual Pelorus conversion; monthly staff reports
3	Negotiate off-peak power consumption rate with Heber Light & Power; integrate off-peak well pumping & water storage schedule for utility operational cost reduction
4	Improved Technology & Equipment to Maximize Efficiency & Productivity for Office Staff
5	Microsoft Office Software Certification Training for administrative & departmental leads

Discussion & adoption of a Hybrid Wage Structure; For ten years, its been discussed on how to advance employees more swiftly to the midpoint of their pay grade if their performance merits such consideration. Unfortunately, that wasn't occurring while operating under the pay grade structure containing "merit" steps of an approximate 3.9% differential. The best employees received double step raises or 7.8% merit increases. Now merit increases are 2%, down from 3.9 - 7.8% and CoLA wage increases, once between 2.5 - 3.5% are now half of that amount as evidenced below:

6									
A	7-1-04 to 6-30-05 (2.7%)	B	7-1-05 to 6-30-06 (2.7%)	C	7-1-06 to 6-30-07 (3.4%)	D	7-1-07 to 6-30-08 (3.24%)	E	7-1-08 to 6-30-09 (3.0%)
F	7-1-09 to 6-30-10 (0%)	G	7-1-10 to 6-30-11 (0%)	H	7-1-11 to 6-30-12 (2.0%)	I	7-1-12 to 6-30-13 (3.0%)	J	7-1-13 to 6-30-14 (1.7%)
K	7-1-14 to 6-30-15 (1.5%)								
7	Identify or configure a more geographically and compensatorily accurate index for Heber City employee CoLA increase determination.								
8	LED lighting conversion for PW Building								

Administration Department Budgetary Needs

1	Manpower: Increased Administrative Support from 10 hours to 40 hours each week
2	Additional Shop/Storage/Office Space
3	Digitized record scan

2015

<u>Water Department</u>		<u>Roads Department</u>	
<u>Accomplishments</u>		<u>Accomplishments</u>	
1	Water valve installation at intersection of 300 South 300 East	1	Upgraded 75% of all Old Heber street & regulatory street signs to meet new UDOT mandated retroreflectivity standard.
2	Security fencing installation at Hospital Well; Broadhead Spring & Well Water Storage; Valley Hills Water Storage Tank #2; PW Shop /HL&P property line	2	Tree trimming along all snowplow routes in Heber City
3	Hospital Well compound general landscaping	3	
4	Abandoned 6" dead-ended water main at the intersection of 600 South 500 East	4	
5	Abandoned 2" water main at the intersection of 600 South 200 West	5	
6	Abandoned 2" water main at intersection of 300 North 100 West	6	
7	Abandoned 2" water main at intersection of 400 North 550 East	7	
8	Repaired water main failure at 600 South 482 West	8	
9	Repaired water main failure at 550 South 500 East	9	
10	Repaired water main failure at 400 North 100 East	10	
11	Repaired water main failure at 850 South Main Street	11	
12	Repaired water main failure at 600 South 100 West	12	
13	Replaced & upgraded 6 remaining manual meter read water services	13	
14	Installed Broadhead Booster Pump Wet Well Overflow Piping	14	
15	Repaired & trimmed down more than 3 dozen damaged water meter vaults already installed in the field	15	
16	Replaced & upgraded more than 40 failed water services and water meter vaults this past 3 seasons	16	
17	Relocation of pressurized water main in Daniel's Gate Subdivision	17	
18	Extended 6" water main into PW Shop compound for Shop Addition; fire protection; salt washdown bay	18	
19	Water crews have reduced water loss within the water distribution significantly enough that the community lives substantially off the Broadhead Spring supply alone, from October 15th thru April 15		

<u>Water Department</u>		<u>Roads Department</u>	
<u>Ongoing Projects</u>		<u>Ongoing Projects</u>	
1	Complete combined Springtime water distribution system flushing; fire hydrant operation & evaluation; combined roadway washdown & curb & gutter sweeping (IWorQ's asset management documentation)	1	Complete Address Sign Project in Old Heber (\$12,000 - \$15,000)
2	Trench Safety & Flagger Certification	2	Road re-shouldering/barrow ditch drainage reclamation Projects on 600 South; 1200 East
3	Move water service located at 675 N. 550 E. (Annette Probst) from 4" (to be abandoned) across roadway to newer looped 8" water main on 550 E.	3	
4	Complete Valley Hills Tank #1 pressure relief, drain & overflow discharge collection & disposal line	4	
5	IWorQ's work order field service generation integration with Verizon Wireless smartphone function	5	
6	Hospital Well waste water/Stan Davis "Assisted Living" re-landscaping Project	6	
7	Broadhead Well waste water discharge system upgrade; facility landscaping	7	
8	Water service replacement of existing "temp fixed" water meter setters	8	
9	Sonar locate, identify point of origination & terminate all improperly abandoned inactive water mains	9	

<u>Water Department Budgetary Needs</u>		<u>Roads Department Budgetary Needs</u>	
1	Manpower: New Hire #1; With Nate Bijolle moving into the Shop as his primary responsibility, there will need to be a replacement hire made to fill his vacancy in the Water & Roads Department.	\$50,000	1 Manpower: New Hire #1; With Nate Bijolle moving into the Shop as his primary responsibility, there will need to be a replacement hire made to fill his vacancy in the Water & Roads Department.
			\$30,000

2	Facilities: PW Shop addition; 7 - 10 thru bay; washdown bay; paint bay; mechanic's heavy duty lift service bay; employee service area; concrete & asphalt upgrades around shop addition	\$2,000,000	2	Facilities: PW Shop addition; 7 - 10 thru bay; washdown bay; paint bay; mechanic's heavy duty lift service bay; employee service area; concrete & asphalt upgrades around shop addition	\$1,000,000
3	Equipment Lease: John Deere Backhoe	\$16,000	3	Equipment Purchase: asphalt recycling unit	\$150,000
4	Equipment Lease: John Deere Loader		4	Equipment Purchase: crack sealing trailer	\$80,000
5	Equipment Lease: Intermountain Bobcat Skid steer	\$3,000	5	Equipment Purchase: Wood chipper	\$15,000
6	Equipment Lease: Negotiate a JD135 trackhoe lease, similar to the loader; would have to be funded through Water & Sewer Dept.	\$50,000	6	Equipment Purchase: Loader forks	\$3,300
7	Vehicle Purchase: Purchase of a new Hi-Vac Hydro-excavator; reimbursement from Sewer Fund of \$184,000 from contribution towards new Vector Sewer Jet Truck	\$251,000	7	Equipment Rental: Crusher for cobble conversion to roadbase	
8	Equipment Purchase: 14 - 20,000 lb transport trailer for the skid steer; easement machine; concrete mixer; snow blower; asphalt roller	\$6,000	8		
9	Equipment Purchase: Semi-dolly for screen transport	\$2,500	9		
10	Equipment Purchase: Loader forks	\$3,300	10		
11	Equipment Purchase: Light plant	\$3,750	11		
12	Equipment Purchase: Jumping Jack	\$1,500	12		
13	Equipment: Safety road signage & barricades	\$3,500	13		
14	Equipment Purchase: Laptop & Mount for Ford F150 Service Maintainer	\$2,000	14		
15	Equipment Purchase: Commercial Washing Machine	\$1,000	15		
16	Equipment Purchase: Ice Machine	\$500	16		
17	Equipment Rental: Crusher for cobble conversion to roadbase		17		
18	Training & Certification: Chlorine Handling Training with Thatcher Chemical		18		
19	Training & Certification: Cross Connection Control Training & Certification		19		
20	Training & Certification: Backflow Prevention Training & Certification		20		
21	Training & Certification: Trench Safety		21		
22	Training & Certification: Confined Space Entry		22		
23	Training & Certification: Flagger & Traffic Safety		23		
24	Training & Certification: NIMS Training		24		
25	Training & Certification: CPR		25		
26	Training & Certification: LTAP Training		26		
27	Training & Certification: Water Distribution Systems III, IV		27		
28	Training & Certification: IWorQ's Training		28		
29	Training & Certification: Microsoft Office Training		29		
30	Training & Certification: Water Distribution & Wastewater Collection Certification Conference CEU's		30		

\$2,394,050

\$1,278,300

2015

Technology Department

Shop Department

Accomplishments

Accomplishments

1	Staking all new sign post base locations in Old Heber	1	Successfully process 157 fleet maintenance work orders
2	Assist in bypass operation of Broadhead Booster Pump Facility during Broadhead Water Storage Tank Lid Replacement Project	2	Performance of fleet annual light & heavy duty vehicle safety inspections
3	Resolution of outstanding Sanitary Survey issues	3	Preparation of multiple Police & Public Works vehicles headed for trade-in at auction
4	Retrofit of all remaining manual read Badger Trace meters with Badger Orion system	4	Complete Fulltime dump bed to saltbed Conversion Project to remaining two snowplow trucks
5	Rebuilding of McNaughton PRV facilities 12" & 6" valve diaphragm assemblies	5	Dismantle and scrap old steel salt dispensing beds as part of the fulltime stainless steel salt bed Conversion Project
6	Clean-up of willow overgrowth at Broadhead Spring Facility	6	Refurbish dump bed on 1990 Autocar Dump Truck
7	Landscaping maintenance of water production & storage facilities	7	Research, refine, negotiate and coordinate the purchase of new International Terrastar Dump Trucks to replace those sent to auction
8	Resolution of floor drain freeze-up issues at Hospital Well Facility	8	Research, refine, negotiate and coordinate the purchase of new Ford F150 Service Maintainers for Technology & Water Distribution Foremen replacing those earmarked for auction
9	Completion of GPS mapping function in all newly platted subdivisions, such as Aspen Pointe, Noble Vista, Heber Meadows II,	9	Research, refine, negotiate and coordinate the purchase of new Hi-Vac Hydro-excavator
10	Upkeep of heating & cooling systems at Heber City facilities	10	Install new LED light assemblies & protective hardware on (5) new Stainless Steel salt dispensing beds on fulltime snowplow trucks
11	Rebuilding of chlorination system flow regulation hardware at Broadhead Water Storage Facility	11	Fabricate panel racks for Animal Control Horse Trailer
12	Rebuilding of phosphate dosing system at Broadhead Water Storage Facility	12	Repair & seal multiple punctures to salt shed roof
13	New Employee training in GPS & Blue Staking	13	Modify lid access & restore seal on shoe box lid on Lindsay Water Storage Tank
14	4 Season Idler & Meter Setting Protocol	14	Restoration of flag poles and install new flags for Main Street display
15	Resolution of pressure testing complications related to the Red Ledges Water Main Relocation Project	15	Replace entire self-adjusting braking system & install cargo security hardware on heavy duty transport trailer
16	Variable Frequency Drive installation at Broadhead Booster Pump Facility for Tank bypass during Broadhead Tank Lid Replacement Project.	16	LED light system installation on Police Department's Hummer
17	Having kept Heber City in full & incident free compliance relative to Utah State's Division of Drinking Water Sample Monitoring Program .	17	Fabricate aluminum pallet for mounting and skid steer transport of new Envirosite Sewer Video Camera
18	Began monthly inspection process of all PRV's in culinary water distribution system.	18	Upgrade Preventative Maintenance Service Efficiency with Light / Medium Duty Lift Installation.
19		19	Repair & Reconstruct existing Dirt Screens.

Technology Department

Shop Department

Ongoing Projects

Ongoing Projects

1	Reducing well facilities daily utility costs by modifying operational strategy, better utilizing SCADA control software, water storage facilities & "off-peak" power rate reduction.	1	Integrate IWorQ's Fleet Maintenance & Work Order Tracking software with State sponsored link to Heber City's vehicle fuel consumption/mileage monthly reports
2	Install irrigation systems at all water production & storage facilities	2	Reinforce Old Vactor debris tank door
3	Refurbishment of water booster pump station on Daniel Road	3	Service air brake systems on all heavy duty vehicles
4	Rebuild the PRV's on Center Street/Mill Road and 600 South/600 East	4	Fabricate pre-screen assembly to improve quality of bedding product
5	Address remaining outstanding Sanitary Survey compliance issues; Broadhead Tank Overflow Discharge; Broadhead Spring Overflow Discharge; Valley Hills Tank #2 Drain Discharge	5	Repair cold storage roof damage
6	Main line water valve exercise, operation & maintenance	6	Scraping of old generator, screener and pull behind sweeper frames

7	Formulation for City Council adoption of Water Distribution System Cross Connection Policy.	7	Organize Shop & Cold storage areas
8	Coordination of a Grease Trap Inspection Program	8	Aid in design, function & configuration of new Shop building addition
9	GPSing of Valley Hills Water Transmission Main Installation this coming Spring	9	Rebuild Grader Wing Ram & Moldboard Pivot.
10	Sonar locate improperly abandoned water mains in distribution system	10	
11	GPSing the location of all cross connection prevention hardware functioning on Heber City's water supply	11	
12	Working in conjunction with Sewer Department in accurately locating & GPSing all Heber City's homesite's sewer laterals on "as-built" maps.	6	
13	Elimination of Broadhead Spring Facility's costly Phosphate Introduction Requirement.	7	
14	Performing Water Well Facilities Building maintenance.	8	
15	Collect remaining water meter serial numbers for "bench testing" flow measurement & accuracy.	9	
16	Cleaning & flushing of Valley Hills Tank #1 during Valley Hills Water Transmission Main Installation	10	
Technology General Departmental Needs		Shop General Departmental Needs	
1	Manpower: New Hire #3; increasing inspection, documentation & certification duties involving infrastructure installation within	\$75,000	1 Manpower: Transfer #1; With Nate Bjoelle moving into the Shop as his primary responsibility, there will need to be a replacement hire
2	Facilities: PW Shop addition; 7 - 10 thru bay; washdown bay; paint bay; mechanic's heavy duty lift service bay; employee service area	NA	2 Facilities: PW Shop addition; 7 - 10 thru bay; washdown bay; paint bay; mechanic's heavy duty lift service bay; employee service area
3	Vehicle: Additional Service Maintainer for new hire	\$30,000	3 Equipment: purchase materials for fabrication of pre-screen assembly
4	Equipment: Backflow Prevention Test Equipment		4 Equipment: lubricant storage & exchange containers
5	Equipment: Upgrade Badger Radex Interogator to Trimble Handheld Interogator	\$7,500	5 Equipment: Bench press
6	Equipment: Replace Blue Staking Laptop	\$1,500	6 Equipment: Pneumatic Rivet gun
7	Equipment: Fire hydrant flow diffusers	\$300	7 Equipment: Bench vice
8	Equipment: lawn mower for facilities landscape maintenance		8 Equipment: Fluid Transfer Pump
9	Equipment: New Blue Staking Line locator		9 Equipment: Seal Installation hardware kit
10	O & M: Recharge & service SCBA units		10 O & M: Snap-On Diagnostic Tool Software Access Annual Update
11	O & M: Replace Trimble GPS batteries		11 O & M: All-Data Diagnostic Software Access Annual Update
12	O & M: UCMR III Lab Sampling Costs		12
13	O & M: Badger Annual Metering Fee		13
14	O & M: Remote Control Systems Annual SCADA Upgrade Fee		14
15	O & M: Trimble GPS Data Collection VRS Network Annual Fee		15
16	Training & Certification: SCBA Operation Training		16
17	Training & Certification: Chlorine Handling Training with Thatcher Chemical		17
18	Training & Certification: Cross Connection Control Training & Certification		18
19	Training & Certification: Backflow Prevention Training & Certification		19
20	Training & Certification: Trench Safety		20
21	Training & Certification: Confined Space Entry Certification		21
22	Training & Certification: Flagger & Traffic Control Certification		22
23	Training & Certification: NIMS Training		23
24	Training & Certification: CPR Certification		24
25	Training & Certification: Water Distribution Systems III, IV		25
26	Training & Certification: IWorQ's Training		26
27	Training & Certification: Microsoft Office Training		27

28	Training & Certification: Water Distribution & Wastewater Collection Certification Conference CEU's		28		
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2015

Sewer Department		Utility Department	
Accomplishments		Accomplishments	
1	Resolution of sewer main flow/installation problems at 200 North 50 East	1	Installation of storm drain catch basin at 1140 West 1040 South with snout for silt & trash removal prior to discharge into holding pond in Hicken Subdivision
2	Completed annual sewer manhole inspections in accordance with Sanitary Sewer Master Plan and Utah Local Governments Trust	2	Sewer jetted storm water collection systems in Timp Meadows, Muirfield, Country Meadows Estates, Wheeler Park & 500 North
3	Installed sewer cleanouts in Noble Vista Subdivision	3	Replaced failed irrigation culvert partially located under the sidewalk along front of LDS Chapel on 500 South 200 West
4	Assisted in installation of pressure relief, overflow and drain line at Valley Hills Tank #1 Water Transmission Line Project	4	
5	Installed storm drain catch basin sump at 1140 West 1040 South in Hicken Court Subdivision	5	
6	Excavated & replaced the collapsed sewer main on 300 West between Center Street and 100 South	6	
7	Jetted & degreased all wastewater collection troublespots	7	
8	Located, raised & terminated sewer cleanouts and manholes on dead end sewer mains	8	
9	Built access road along concrete irrigation canal in the Cove in Valley Hills Subdivision	9	
Sewer Department		Utility Department	
Ongoing Projects		Ongoing Projects	
1	Complete video profiling of all sewer mains in Old Heber	1	Continue cleaning storm water collection systems throughout the community
2	Establishment and integration of video profiling into designated NAS hard drive configuration for WinCan mapping function	2	Complete combined Springtime water distribution system flushing; fire hydrant operation & evaluation; combined roadway washdown & curb & gutter street sweeping (IWorQ's asset management documentation)
3	Refurbish existing Haulmark enclosed trailer to accommodate the newly purchased Envirosite sewer tractor camera unit	3	Extend irrigation culvert on Lake Creek Canal on 200 East 150 South and perform associated sidewalk upgrade
4	Finish access roadway along sewer easement in the Cove of Valley Hills Subdivision	4	Perform irrigation ditch burning & maintenance
5	2015 Annual sewer manhole inspections for SSMP/ULGT insurance compliance	5	Dredge northern section of Spring Creek Canal, which have not yet been cleaned over last decade
6	Continuing IWorQ's generation of sewer asset management evaluation of sewer manholes in need of extensive rehabilitation	6	
7	Extensive cleaning of sewer collection line serving the Cove in Valley Hills Subdivision	7	
8	Continuing IWorQ's generation of grease trap asset management category & GPSing the location each and their maintenance condition	8	
9	Complete sewer video trailer conversion with installation of walls; desk, lighting, flooring, heating & A/C, computer monitor & keyboard storage drawer	9	
Sewer General Departmental Needs		Utility General Departmental Needs	
1	<p>Manpower: New Hire #2; the wastewater collection system has always been a secondary consideration behind the water distribution system, and as such, has yet to be fully evaluated as to its condition and potential expense relative to needed replacement or rehabilitation. With the purchase of a new tractor camera, a 2 man crew will be fully engaged over the next 3 years video documenting and evaluating the condition. That process requires an additional 2 man crew sewer jetting each 400 foot section of main prior to the video camera's arrival. Utility needs of street sweeping, storm water collection system cleaning, ditch irrigation maintenance are processes also requiring manpower.</p> <p align="right">\$50,000</p>	1	<p>Manpower: New Hire #2; the wastewater collection system has always been a secondary consideration behind the water distribution system, and as such, has yet to be fully evaluated as to its condition and potential expense relative to needed replacement or rehabilitation. With the purchase of a new tractor camera, a 2 man crew will be fully engaged over the next 3 years video documenting and evaluating the condition. That process requires an additional 2 man crew sewer jetting each 400 foot section of main prior to the video camera's arrival. Utility needs of street sweeping, storm water collection system cleaning, ditch irrigation maintenance are processes also requiring manpower.</p> <p align="right">\$30,000</p>
2	<p>Facilities: PW Shop addition; 7 - 10 thru bay; washdown bay; paint bay; mechanic's heavy duty lift service bay; employee service area</p> <p align="right">\$2,000,000</p>	2	<p>Facilities: PW Shop addition; 7 - 10 thru bay; washdown bay; paint bay; mechanic's heavy duty lift service bay; employee service area</p> <p align="right">\$500,000</p>

3	Equipment Lease: John Deere Backhoe	\$16,000	3	Equipment Lease: Negotiate a JD135 trackhoe lease, similar to the loader; would have to be funded through Water & Sewer Dept.	\$50,000
4	Equipment Lease: John Deere Loader		4	Equipment Purchase: Wood chipper	\$15,000
5	Equipment Lease: Intermountain Bobcat Skid steer	\$3,000	5		
6	Equipment Lease: Negotiate a JD135 trackhoe lease, similar to the loader; would have to be funded through Water & Sewer Dept.	\$50,000	6		
7	Vehicle Purchase: Reimbursement to Water Department for monies forwarded to purchase Vector Sewer Jet; for purchase of a new Hi-Vac Hydro-excavator which will be utilized on Sewer hydro-excavations	\$184,000	7		
8	Vehicle Purchase: Foreman's Service Maintainer	\$33,000	8		
9	Vehicle Purchase: Pipehunter 4WD Conversion	\$80,000	9		
10	Equipment Purchase: 14 - 20,000 lb transport trailer for the skid steer; easement machine; concrete mixer; snow blower; asphalt roller	\$6,000	10		
11	Equipment Purchase: Semi-dolly for screen transport	\$2,500	11		
12	Equipment Purchase: Sewer Video Trailer; (desk, heater/ac = \$700; easement pallet storage drawer = \$2,200; PAL compatible computer monitor & keyboard = \$500; trailer safety strobe lights & arrow board = \$1,300)	\$5,000	12		
13	Equipment Purchase: Rovver Tractor Camera; (tiger tail = \$50; 2" Stainless Steel roller assy = \$700; camera elevator sissor lift = \$13,000; storm wheels = \$400; 6" grease wheels = \$350; 6" spiked wheels = \$400; auxiliary lighting = \$3,200; Rycon locator sonde = \$300)	\$20,000	13		
14	Equipment Purchase: Vector Sewer Jet Truck; (manhole roller assy = \$200; 8" vac debris trap = \$300; crown adapter reducer = \$200; drop manhole bridge for 8" pipe w/pole = \$500)	\$1,300	14		
15	Equipment Purchase: Light plant	\$3,750	15		
16	Equipment Purchase: Safety road signage & barricades	\$3,500	16		
17	Equipment Purchase: Concrete core drill & bit	\$2,500	17		
18	Equipment Purchase: Jumping Jack	\$1,500	18		
19	Equipment Purchase: Commercial washing machine	\$1,000	19		
20	Equipment Purchase: Laptop computer & Mount for new maintainer	\$2,000	20		
21	Equipment Purchase: Laptop computer replacement	\$1,700	21		
22	Equipment: Fire hydrant flow diffusers	\$500	22		
23	Equipment Purchase: Fluorescent Safety Vests (4)	\$300	23		
24	Equipment Purchase: Respirator mask	\$200	24		
25	Equipment Rental: Crusher for cobble conversion to roadbase		25		
26	Equipment Purchase:		26		
27	Equipment Purchase:		27		
28	Training & Certification: Chlorine Handling Training with Thatcher Chemical		28		
29	Training & Certification: Trench Safety		29		
30	Training & Certification: Confined Space Entry		30		
31	Training & Certification: Flagger & Traffic Safety		31		
32	Training & Certification: CPR Certification		32		
33	Training & Certification: Wastewater Collection Systems II		33		
34	Training & Certification: SCBA Training		34		
35	Training & Certification: PACP Training		35		
36	Training & Certification: NIMS Training		36		
37	Training & Certification: IWorQ's Training		37		
38	Training & Certification: Microsoft Office Training		38		
39	Training & Certification: Water Distribution & Wastewater Collection Certification Conference CEU's		39		
40	Training & Certification:		40		

**Heber City Corporation
Budget Issues of Concern
Mark Anderson
January 10, 2015**

- Water and Sewer Fund Financial Condition
- Employee Wage Advancement
 - Average Employee Tenure 6.84 years
 - Average Tenure in Current Grade 2.68 years
 - Average percent of wage range 41%
 - Average employee is at 99.5% of midpoint
 - Average employee wage is \$24.99 per hour
 - Average increase from minimum to midpoint in 5 years is 3.84%
 - Average increase from midpoint to maximum in 10 years is 1.6%
- Public Safety Building Budget
 - Fencing
 - Lockers
 - Covered Parking
- Information Technology Services
 - Currently paying \$36,000 for outside services
- Airport Industrial Park Development
 - What to do with money when property is sold
 - Buy additional land?
 - Use to construct Public Works building?
- Budget Process (See proposed outline)

Heber City Corporation
 Combined Culinary and Secondary Coverage

	2012-2013	2012-2013	
	<u>Zion's Projection</u>	<u>Actuals</u>	<u>Variance</u>
Revenues			
Total Operational Revenues	1,346,524	1,330,725	15,799
Operational Expenses			
Salaries & Wages	425,000	509,172	(84,172)
Employee Benefits	160,000	224,156	(64,156)
Uniform Allowance	2,400	3,849	(1,449)
Unemployment	4,000	1,401	2,599
Books, Subscriptions & Memberships	1,750	1,675	75
Public Notices	250	18	232
Travel	3,000	4,907	(1,907)
Office Supplies	5,500	4,764	736
Equip. Supplies & Maintenance	35,000	29,446	5,554
Buildings & Grounds	14,000	10,534	3,466
Utilities	82,500	105,902	(23,402)
Telephone	6,300	6,736	(436)
Gasoline & Oil	15,500	20,625	(5,125)
Professional Services	95,000	81,550	13,450
Training	2,500	2,304	196
Special Supplies	130,000	142,057	(12,057)
Insurance	31,500	34,206	(2,706)
Miscellaneous	1,000	3,580	(2,580)
Depreciation	-	599,501	(599,501)
Buildings & Grounds	1,000	-	1,000
Improv. Other Than Buildings	1,000	1,484	(484)
Equipment	15,000	21,001	(6,001)
Total Operational Expenses	1,032,200	1,808,868	(776,668)
Net Operating Income	314,324	(478,143)	792,467
Operating Cash Reserves			
Beginning Balance	567,676	1,431,916	(864,240)
Net Operating Income	314,324	(478,143)	792,467
Capital Expenditures	-	(337,918)	337,918
Interest Income	18,000	15,718	2,282
Change In Balance of A/R, A/P	-	(280,780)	280,780
Depreciation	-	599,501	(599,501)
Bond Proceeds	-	-	-
Ending Balance	900,000	950,294	(50,294)
Unrestricted Net Position	537,022	729,988	(192,966)

Heber City Corporation
 Combined Culinary and Secondary Coverage

	2013-2014 <u>Zion's Projection</u>	2013-2014 <u>Actuals</u>	<u>Variance</u>
Revenues			
Total Operational Revenues	1,253,577	1,451,056	(197,479)
Operational Expenses			
Salaries & Wages	445,000	547,139	(102,139)
Employee Benefits	219,950	258,589	(38,639)
Uniform Allowance	2,700	3,270	(570)
Unemployment	2,000	2,165	(165)
Books, Subscriptions & Memberships	1,700	846	854
Public Notices	400	67	333
Travel	5,000	5,739	(739)
Office Supplies	7,500	2,249	5,251
Equip. Supplies & Maintenance	30,000	14,954	15,046
Buildings & Grounds	14,000	11,127	2,873
Utilities	92,500	106,484	(13,984)
Telephone	7,000	5,202	1,798
Gasoline & Oil	20,000	27,400	(7,400)
Professional Services	85,000	115,838	(30,838)
Training	4,000	4,069	(69)
Special Supplies	130,000	156,878	(26,878)
Insurance	33,500	26,089	7,411
Miscellaneous	1,000	9,117	(8,117)
Depreciation	-	642,632	(642,632)
Buildings & Grounds	1,000	-	1,000
Improv. Other Than Buildings	1,000	-	1,000
Equipment	10,000	24,414	(14,414)
Total Operational Expenses	1,113,250	1,964,269	(851,019)
Net Operating Income	140,327	(513,212)	653,539
Operating Cash Reserves			
Beginning Balance	900,000	950,294	(50,294)
Net Operating Income	140,327	(513,212)	653,539
Capital Expenditures	(820,882)	(757,948)	(62,934)
Interest Income	12,000	13,908	(1,908)
Change In Balance of A/R, A/P	-	(331,121)	331,121
Depreciation	-	642,632	(642,632)
Bond Proceeds	1,300,000	900,000	400,000
Ending Balance	1,531,445	904,553	626,892
Unrestricted Net Position	856,762	867,669	(10,907)

*Assumes Borrowings of 1.3M instead of the 900K that was actually borrowed.

Heber City Corporation
 Combined Culinary and Secondary Coverage

	2014-2015	2014-2015	
	<u>Zion's Projection</u>	<u>Budget</u>	<u>Variance</u>
Revenues			
Total Operational Revenues	1,344,330	1,561,931	(217,601)
Operational Expenses			
Salaries & Wages	458,350	550,000	(91,650)
Employee Benefits	226,549	292,400	(65,851)
Uniform Allowance	2,781	5,000	(2,219)
Unemployment	2,060	4,500	(2,440)
Books, Subscriptions & Memberships	1,751	2,000	(249)
Public Notices	412	200	212
Travel	5,150	4,500	650
Office Supplies	7,725	5,000	2,725
Equip. Supplies & Maintenance	30,900	35,000	(4,100)
Buildings & Grounds	14,420	20,000	(5,580)
Utilities	95,275	120,000	(24,725)
Telephone	7,210	7,500	(290)
Gasoline & Oil	20,600	26,000	(5,400)
Professional Services	87,550	120,000	(32,450)
Training	4,120	4,500	(380)
Special Supplies	133,900	150,000	(16,100)
Insurance	34,505	27,500	7,005
Miscellaneous	1,030	10,000	(8,970)
Depreciation	-	680,000	(680,000)
Buildings & Grounds	1,030	-	1,030
Improv. Other Than Buildings	1,030	-	1,030
Equipment	10,300	28,000	(17,700)
Total Operational Expenses	1,146,648	2,092,100	(945,452)
Net Operating Income	197,682	(530,169)	727,851
Operating Cash Reserves			
Beginning Balance	1,731,445	904,553	826,892
Net Operating Income	197,682	(530,169)	727,851
Capital Expenditures	(693,823)	(586,472)	(107,352)
Interest Income	12,240	12,175	65
Change In Balance of A/R, A/P	-	-	-
Depreciation	-	680,000	(680,000)
Bond Proceeds	-	-	-
Ending Balance	1,247,544	480,088	767,456
Unrestricted Net Position	1,210,660	443,204	767,456

Heber City Corporation
Sewer

	2012-2013 <u>Zion's Projection</u>	2012-2013 <u>Actuals</u>	<u>Variance</u>
Revenues			
Total Operational Revenues	915,355	880,173	35,182
Operational Expenses			
Salaries & Wages	195,000	227,443	(32,443)
Employee Benefits	75,000	107,371	(32,371)
Uniform Allowance	2,000	3,033	(1,033)
Unemployment	3,500	1,401	2,099
Public Notices	250	18	232
Travel	2,500	1,312	1,188
Office Supplies	5,000	4,600	400
Equip. Supplies & Maintenance	15,000	21,825	(6,825)
Buildings & Grounds	1,500	353	1,147
Utilities	7,000	5,793	1,207
Telephone	6,000	5,713	287
Gasoline & Oil	17,000	14,167	2,833
Professional Services	50,000	41,882	8,118
Training	1,000	434	566
Special Supplies	19,000	12,988	6,012
Insurance	33,500	34,375	(875)
Miscellaneous	1,500	4,660	(3,160)
Depreciation	-	348,885	(348,885)
Buildings & Grounds	1,000	-	1,000
Equipment	14,000	16,516	(2,516)
Operating Charges HVSSD	295,000	307,404	(12,404)
Total Operational Expenses	744,750	1,160,174	(415,424)
Net Operating Income	170,605	(280,001)	450,606
Operating Cash Reserves			
Beginning Balance	744,750	1,823,779	(1,079,029)
Net Operating Income	170,605	(280,001)	450,606
Capital Expenditures	-	(545,509)	545,509
Interest Income	20,033	14,630	5,403
Change In Balance of A/R, A/P	-	-	-
Depreciation	-	348,885	(348,885)
Bond Proceeds	-	-	-
Ending Balance	935,388	1,361,784	(426,396)
Unrestricted Net Position	1,361,423	1,361,423	-

Heber City Corporation
Sewer

	2013-2014 <u>Zion's Projection</u>	2013-2014 <u>Actuals</u>	<u>Variance</u>
Revenues			
Total Operational Revenues	950,066	942,721	7,345
Operational Expenses			
Salaries & Wages	271,000	256,546	14,454
Employee Benefits	138,500	125,891	12,609
Uniform Allowance	2,000	2,577	(577)
Unemployment	2,000	2,165	(165)
Public Notices	250	28	222
Travel	4,000	4,576	(576)
Office Supplies	5,000	2,206	2,794
Equip. Supplies & Maintenance	17,500	12,840	4,660
Buildings & Grounds	2,000	1,180	820
Utilities	7,500	6,588	912
Telephone	6,200	3,524	2,676
Gasoline & Oil	22,000	22,062	(62)
Professional Services	40,000	37,334	2,666
Training	1,500	841	659
Special Supplies	22,500	26,148	(3,648)
Insurance	35,500	27,615	7,885
Miscellaneous	1,000	9,907	(8,907)
Depreciation	-	388,224	(388,224)
Buildings & Grounds	2,000	-	2,000
Equipment	10,000	9,476	524
Operating Charges HVSSD	310,000	271,970	38,030
Total Operational Expenses	900,450	1,211,699	(311,249)
Net Operating Income	49,616	(268,978)	318,594
Operating Cash Reserves			
Beginning Balance	935,388	1,361,784	(426,396)
Net Operating Income	49,616	(268,978)	318,594
Capital Expenditures	(662,480)	(179,718)	(482,762)
Interest Income	8,500	7,650	850
Change In Balance of A/R, A/P	-	(30,830)	30,830
Depreciation	-	388,224	(388,224)
Bond Proceeds	1,200,000	-	1,200,000
Ending Balance	1,531,024	1,278,132	252,892
Unrestricted Net Position	867,669	1,316,356	(448,687)

Heber City Corporation
Sewer

	2014-2015 <u>Zion's Projection</u>	2014-2015 <u>Budget</u>	<u>Variance</u>
Revenues			
Total Operational Revenues	986,093	946,000	40,093
Operational Expenses			
Salaries & Wages	279,130	304,000	(24,870)
Employee Benefits	142,655	156,000	(13,345)
Uniform Allowance	2,060	3,500	(1,440)
Unemployment	-	5,000	(5,000)
Public Notices	258	-	258
Travel	4,120	5,000	(880)
Office Supplies	5,150	2,500	2,650
Equip. Supplies & Maintenance	18,025	20,000	(1,975)
Buildings & Grounds	2,060	2,500	(440)
Utilities	7,725	6,500	1,225
Telephone	6,386	3,350	3,036
Gasoline & Oil	22,660	25,000	(2,340)
Professional Services	41,200	45,000	(3,800)
Training	1,545	4,000	(2,455)
Special Supplies	23,175	32,000	(8,825)
Insurance	36,565	32,000	4,565
Miscellaneous	1,030	13,235	(12,205)
Depreciation	-	403,000	(403,000)
Buildings & Grounds	2,060	-	2,060
Equipment	10,300	25,000	(14,700)
Operating Charges HVSSD	319,300	320,000	(700)
Total Operational Expenses	925,404	1,407,585	(482,181)
Net Operating Income	60,689	(461,585)	522,274
Operating Cash Reserves			
Beginning Balance	1,531,024	1,278,132	252,892
Net Operating Income	60,689	(461,585)	522,274
Capital Expenditures	(681,786)	(282,500)	(399,286)
Interest Income	5,906	8,287	(2,381)
Change In Balance of A/R, A/P	-	-	-
Depreciation	-	403,000	(403,000)
Bond Proceeds	-	-	-
Ending Balance	915,833	945,334	(29,501)
Unrestricted Net Position	934,264	995,271	(61,007)

The Budget Process

Mark Anderson

Process

Consistent with the City Manager’s Job Description, it is proposed to have the Manager and Department Heads prepare a tentative budget for the Council by the first meeting in May. This will require executive staff to meet together to evaluate and prioritize the needs of the City and balance them with existing resources. The budget will likely include recommendations to adjust taxes, fees or rates at levels to support program needs. When the budget is presented, staff will provide details to the Council in budget workshops or public hearings regarding their recommendations. Of course, the City Council can make any adjustments to the proposed budget that they deem appropriate before final adoption.

Proposed 2015/16 Budget Calendar

January 10, 2015	Retreat with Council and Staff
February 2, 2015	City Manager & Department Head Meeting
January 26 – March 2, 2015	Budget Preparations by Departments – Revenue Projections by City Manager – Budget Proposals Due to City Manager on March 2, 2015 at 5:00 p.m.
March 3 - 26, 2015	City Manager Review of Department Budgets – Meetings with Department Heads – Balance of Budget Revenue and Expenses
March 11, 2015	City Manager meets with the Council to discuss manpower requests, wages and anticipated increases in benefit costs
April, 2015	Departments Budgets are presented to the City Council
May 7, 2015	Tentative Budget presented to the City Council for consideration. The Council sets the following dates and times for public hearings:
June 17, 2015	Re-opening of current 2014/15 Fiscal Year Budget – June 17, 2015

Adoption of 2015/16 Fiscal Year Budget Adoption if not tax increase – June 17, 2015 or August 6 or 13 if a property tax increase is built in the tentative budget

May 12 and 19, 2015

City Council Review of the Tentative Budget – Other meeting dates may be scheduled if necessary

June 17, 2015

Public Hearing to reopen the 2014/15 Fiscal Year Budget

Public Hearing 2015/16 Fiscal Year Budget if no property tax increase

July 22 to August 17, 2015

Public Hearing to consider a Property Tax Increase and adopt a final budget

Proposed Budget Policies

- Underestimate revenues and overestimate expenditures in the annual Budget
- Use one-time monies for one-time projects
- Utilize a well thought-out process to request and approve additions to staff (Process to be developed)
- Evaluate the need to replace staff when a position becomes open due to resignation or retirement
- Maintain healthy fund reserves.