



**WEST HAVEN CITY  
BUDGET KICK OFF COUNCIL  
MEETING MINUTES**

**January 27, 2026 5:00 P.M.**  
**The Community Room**  
**4150 S 3900 W West Haven, UT 84401**

<b>Present:</b>	
Rob Vanderwood	Mayor
Carrie Call	Councilmember
Ryan Saunders	Councilmember
Kim Dixon	Councilmember
Ryan Swapp	Councilmember
Shawn Warnke	City Manager
Emily Green	City Recorder
Stephen Nelson	Community Development Director
<b>Excused:</b>	
Nina Morse	Councilmember

**5:00 Budget Kick Off City Council Meeting**

- WELCOME-MAYOR VANDERWOOD**  
*Mayor Vanderwood brought the meeting to order at 5:25 PM and welcomed those in attendance.*
- REVIEW AND DISCUSSION-RELATED TOPICS ASSOCIATED WITH THE PREPARATION OF THE EXECUTIVE LEADERSHIP OVERVIEW AND STRATEGIC OPERATIONS PLAN, CONTRACT MANAGEMENT REVIEW, AND THE FISCAL YEAR 2027 BUDGET WHICH INCLUDE BUT ARE NOT LIMITED TO CAPITAL PROJECTS, REVENUE SOURCES, AND CITY SERVICES, ETC.**

Executive Leadership Overview &  
Strategic Operations Plan

Contract Management Review

January 27, 2026

# Value of the Document- Fulfilling Council's Request

- Three separate assignments combined into one deliverable
  - Executive Leadership Overview
  - Strategic Operations Plan
  - Contract Management Review
- Hope to fulfill the Governing Body's request (assignment)
- Document City Operations
  - Opportunity for me to become a better City Manager
  - Opportunity to Improve- needed enough details to chart a course for implementation
  - Analysis of operations
  - The City is more complicated than it appears when considering all of the agreements associated with delivering municipal services

## Value of the Document

- Value of the Document
  - Frontloaded work- use excerpts in future staff reports, RFQ or RFP, Budget Memos, City Plans, and Studies
  - 1-3 Year Planning Horizon Operations and Contracts
  - 1-5 Years for Capital Projects, and beyond
  - Performance Measurements/Metrics
    - Evaluate how well that work is done (efficiency/effectiveness)
  - Workload Indicators
    - Workload indicators track the volume of work done (input/output)

## Value of the Document

### Performance Measurements

- Barn. Measuring and monitoring facility use.
- School Gymnasium Space. Measuring and monitoring facility use.
- Cemetery Plots Sold by Calendar Year
- Utility Billing Collection Rate.
- Debt Collection Rate.
- Utah State Auditors' Office- Data Analytics- Financial Performance Ratios.
- E-Mod Score- Risk Management.
- Recreation Programming Market Share.
- Return on Asset Ratio for Storm Water Fund.
- Cost-Benefit Ratio for WACOG Transportation Grants.
- Cost-Benefit Ratio for RAMP Grants.
- Remain Surface Life & Other Asphalt Preventative Maintenance
- Average Response Times Law Enforcement
- Average Response Time for Fire & EMS
- Public Opinion Measurements (Residential Surveys and Google Reviews).
- Server Outage
- Sewer Backups
- Voter Turnout

### Workload Indicators

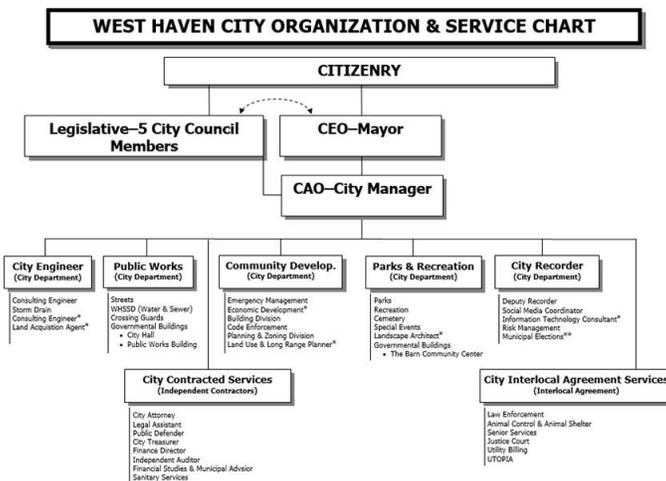
- Number of Building Permits Issued.
- Number of Building Inspections Performed.
- GRAMA Requests
- Accounts Payable Checks Issued
- Opening & Closings of Cemetery Plots
- Total Road Miles
- Justice Court Cases
- Public Defender Assigned Cases
- Total phone calls at City Hall and Public Works Buildings
- Total Calls for Service Law Enforcement per Calendar Year
- Total Calls for Service Fire, EMS, and HazMat per Calendar Year
- Crime Scene Investigation (CSI) Cases per Calendar Year
- Narcotics Strike Force Cases per Calendar Year
- Animal Control Services Calls and Shelter Intakes per Calendar Year

# Value of the Document- Forward Thinking

- "Make no little plans; they have no magic to stir men's blood and probably will not themselves be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram, once recorded, will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency."- Daniel Burnham
- Realize that many projects, ideas, and recommendations are good, many are important, but only a few are essential. City Officials should concede that, though a project, idea, or recommendation may be good, this is not always reason enough to expend City staffing and financial resources.
- At this point in the City's evolution, the City's activities, initiatives, and plans should be grounded in the essentials; otherwise, these good projects, ideas, and recommendations can distract efforts and dilute energy.

# Value of the Document- Alignment

- Alignment of Values and Priorities
- Residents, Businesses, City Officials, Department Heads, and Employees
  - At times, there may be differences in values and priorities
  - Document seeks alignment with these varying values and priorities
    - Residents Survey
    - Google Review
    - City Council Policies
- There is a hierarchy in any organization
  - Deference means humble submission and respect by Department Heads.
    - It is not a "go along to get along" approach; it is about genuine alignment, being a professional, and moving the public business forward through implementation



\*City Contracted Service managed by a Department Head  
 \*\*City Interlocal Agreement Service managed by a Department Head

## Underlying Principles & Recurring Themes

- City to Maintain a Good Appearance
- Inclusion of Individuals at the Margin
- Collaboration and Consolidation of Public Services
- Investing in Infrastructure
- Preventative & Regular Maintenance
- Placemaking
- Excelling in Public Service
- Invest in City Employees
- Invest in Equipment

## The “*what*” informs. The “*why*” transforms

- As such, there is a lot of information on the “who, what, when, where,” collectively thought of as the “whats” of the City.
- Knowing the “whats” of the City's operations is important.
- However, it is in the “why” that strategies are born as ideas, projects, and recommendations.
- The “*what*” informs.
- The “*why*” transforms and is essential to change and improvement.
  - The “why” is explained in the Analysis Sections

## High Value Parts of the Document

- The “why” is often contained in the Analysis portion
- Specific sections of Analysis are included in these subsections
  - Performance Measurements
  - Work Indicators
  - Staffing Levels
  - SWOT Assessments
  - Specific Assessments
  - Contract Assessments

## “Why” of Analysis

- Parks
  - Inmate Crew- Providing the City with 1.4 FTE
- Recreation
  - Fee Waiver
- School Crossings
  - Identify where safety enhancements can be made using GIS
- Fire Department Analysis
  - Response Times, Types of Calls, Fire Stations, Apparatus, Heat Map
- City Recorder
  - Accounts payable, GRAMA Requests
- WHSSD
  - Grease Traps and Sump Pumps
- Perpetual Care Fund for the Cemetery
  - Periodic Performance Review
  - Capacity of Cemetery
- Requirements for Employees Attaining and Maintaining Certifications

## “Why” of Analysis

- Market Share of Youth Participating in Recreation Programs
- Update on Storm Water Fee Comparison
- Justice Court
- Child & Richard’s and Zachary Holbrook’s High Google Rating
- CSI Cases in West Haven City
- Narcotic Strike Force Cases in West Haven City
- Debt Service on Animal Shelter
- School Gymnasiums Usage

## Overview of Document

### Background Portion

- SECTION 1– INTRODUCTION.
- SECTION 2– READER’S GUIDE.

### Executive Leadership Overview & Strategic Operations Plan Portion

- SECTION 3– CITY PERSONNEL.
- SECTION 4– CAPITAL IMPROVEMENT PLANS.
- SECTION 5– FINANCE.
- SECTION 6– CITY-PROVIDED SERVICES.

### Contract Management Review Portion

- SECTION 7– CITY CONTRACTED SERVICES.
- SECTION 8– CITY INTERLOCAL AGREEMENT SERVICES.
- SECTION 9– DISTRICT-PROVIDED SERVICES.
- SECTION 10– APPENDIX.

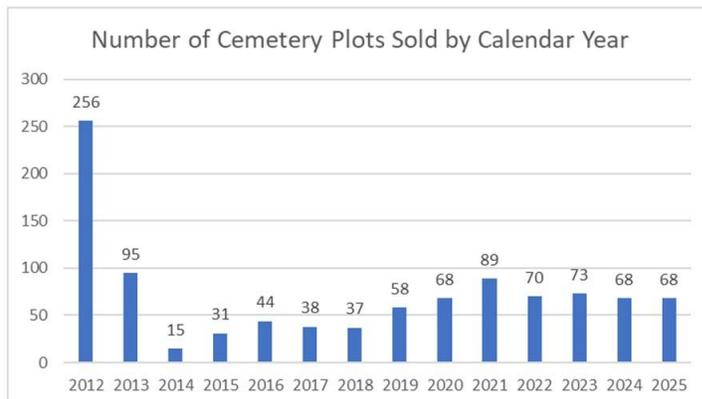
# Resolution creating the Capital Equipment Fund

- Creation of a Capital Vehicle & Equipment Fund. The City has a fleet of vehicles and pieces of equipment that are integral to its general operations.
  - Vehicle Replacement
  - Contractor Equipment (e.g., skid steers, backhoes, etc.) needed to enhance productivity, improve work quality, and improve workplace safety.
  - timely replacement of playground equipment. Due to the age of the playground equipment, it has become increasingly challenging to locate replacement parts, and playgrounds are showing signs of wear and deterioration.

## Cemetery Perpetual Care Fund

- The City has established the Fund 45 Cemetery Fund as a Perpetual Care Fund to generate interest income to support the long-term maintenance and upkeep of Cemetery grounds after the Cemetery reaches its capacity, and cemetery-related revenues slow or cease.
- The Perpetual Care Fund accomplishes this objective by generating sufficient revenue from interest derived from the Fund's principal amount, sufficient to maintain infrastructure (roads, water lines); groundskeeping (mowing, planting flowers, trimming trees and shrubs), fence maintenance, and utility fees (water, sewer, electricity).
- The success of this Fund is based upon compounding interest, and as such, time is of the essence. Because compound interest is not linear, it accelerates over time. In the early years of the Fund, growth may seem slow, but it becomes much more noticeable and substantial in later years as the new interest earned is added to the principal, which then earns even more interest in the following year.
- The Mayor, City Council, City Manager, and City Treasurer provide oversight and a framework for the long-term stability and success of Fund 45 by understanding and being committed to the Perpetual Care Fund's financial objectives. As part of this framework for long-term stability and oversight, it is recommended that the Finance Director conduct a periodic performance review of Fund 45.
- The City Council may want to adopt a Resolution that outlines the objectives and policy for this Fund, against which this performance review can be verified.

The West Haven City Cemetery was opened in 2012 with 6,500 burial plots. As of December 15, 2025, the Cemetery has sold 1,010 burial plots and has 5,490 developed plots available. Between 2020 and 2025, on average, 72 plots are purchased each year, and based on this figure, it is currently estimated that all plots within the cemetery will be sold in 2101.



# Resolution defining the Cemetery Perpetual Care Fund

<u>Date</u>	<u>Amount</u>	<u>Description</u>
• May	\$958	Fertilizer (28-3-10, 20 bags)
• October	\$832	Fertilizer (43-0-0, 15 bags)
• June/July	\$3,300	Cascade (wet agent-60 bags)
• 28 weeks	\$33,600 <sup>1</sup>	Employee cost (\$25 per hour, 4 FTE's)
• Jan-Dec	\$2,175	Burials (29 - 2025)
• Jan-Dec	\$2,000	Fuel, equipment maintenance
• Jan-Dec	\$####	Internet for security camera
• Jan-Dec	\$####	Rocky Mountain Power Bill
• Jan-Dec	\$####	Bona Vista Water Bill for Irrigation
• Jan-Dec	\$####	Depreciation Amount for Roads
• Total	\$42,865	

• Note<sup>1</sup>: As an alternate, the City received a bid from a 3<sup>rd</sup> Party Contractor for mowing 28 weeks, mowing, trimming, and edging at a cost of \$21,000

## What is remaining

- Coordination with Department Heads
  - Coordinating conversations
  - Department Heads to review and edit sections attributed to their stewardship
- Remove some of the non-essential items
- Add some essential items remaining from the assignment
- Personnel Items
- Capital Improvement Plan
  - Revenue Projections
  - Expense Projects
- Finance
  - Revenue Projections

## Work Sessions

- Place as an agenda item on the City Council work sessions as a discussion item
  - Proposed staffing changes
  - Capital Improvement Plan
  - Finance
  - Personnel Items
  - Items from FY 2026 to carry forward to FY 2027

Shawn Warnke gave a presentation on the strategic operations and executive leadership overview.

3. **ADJOURNMENT**

**Councilmember Saunders made a motion** to adjourn at 6:45 PM. **Councilmember Swapp** seconded the motion.

<b>AYES:</b>	<b>Councilmember Dixon, Councilmember Call, Councilmember Saunders, Councilmember Swapp</b>
<b>NAYS:</b>	
<b>RECUSED:</b>	

*Emily Green*

City Recorder

Date Approved: 2/18/26