

**MINUTES OF THE CITY OF WEST JORDAN  
CITY COUNCIL STRATEGIC PLANNING SESSION**

**Mountain America Credit Union  
H. Floyd Tanner Building  
7167 South Center Park Drive  
Thursday and Friday, January 15-16, 2015**

---

**COUNCIL:** Mayor Kim V. Rolfe, and Council Members Jeff Haaga, Chad Nichols, Ben Southworth, and Justin Stoker. Council Member Hansen arrived at 8:14 a.m. Council Member was McConnehey was excused.

**STAFF:** Bryce Haderlie, Interim City Manager, Jeff Robinson, City Attorney; Melanie Briggs, City Clerk; David Oka, Economic Development Director; Wendell Rigby, Public Works Director; Brian Clegg, Parks Director; Tom Burdett, Development Director; Marc McElreath, Fire Chief; Doug Diamond, Police Chief; Jon Gardner, Human Resource Manager; Jeremy Olsen, Assistant to the City Manager; Steve Glain, Assistant to the City Manager; Kim Wells, Public Information Manager; Julie Brown, Events Coordinator;

**STAFF AT VARIED TIMES:**

Michelle Thompson, Payroll Manager; Chris Kinzel, Fire Captain, Richard Davis, Deputy Police Chief; Dan Roberts, Administrative Sergeant; Dave Murphy, Capital Facilities Manager; Clint Peterson, Battalion Chief; Reed Scharman, Battalion Chief; Tim Peters, Public Services Manager; Jim Riding, Facilities Manager; Richard Smolik, Streets Superintendent; Todd Mansfield, Fleet Supervisor, and Michael Oliver,

**I. THURSDAY, JANUARY 15, 2015**

Mayor Rolfe called the meeting to order at 8:00 a.m.

**WELCOME AND INTRODUCTON**

Bryce Haderlie welcomed those in attendance to the 2015-16 Strategic Planning Meeting. You can see from our agenda that we have a wide variety of subjects to cover this year, and look forward to getting Council direction on what you expect to be done, and what the outcomes will be with each of them.

We attempted to find a facilitator for the meeting but couldn't justify spending \$4,000 for the service. As a result, you are stuck with me being the facilitator and having staff help keep track of the progress. We have great meals planned for you and plan to have fun along the way.

The outline was broken into three main themes for the session, where have we been over the past year, how do we look now as a City, and what do we want to accomplish over the next year? Some of the subjects are specific to issues or projects and some are very broad and help us better define our culture and what we stand for.

So let's roll up our sleeves and dive in. In most cases, it doesn't mean a right or wrong decision; it is more a choice of good, better, and best. It is a process of collectively deciding the best choice of resources, time, and efforts to develop a superb outcome. Bring your ideas and thoughts so that we can develop a solid plan for what the next budget year will bring as we make the City of West Jordan an outstanding place to live, work and play.

### **2014-2015 GOAL REPORT**

Jeremy Olsen reviewed the goals from the previous Strategic Plan held in 2014. He provided a mid-year update on each goal, and the progress that had been made.

Councilmember Hansen arrived at 8:14 pm

### **GOAL SUMMARY**

1. I want to know that the community I leave to my children will be better than the one I found when I came.
2. I want to live in a place where commercial establishments are modern, convenient, and always improving; and where good jobs are plentiful.
3. I want to live in a place that looks and feels like home.
4. I want to live in a city where our leaders develop and maintain infrastructure that supports growth and stability well into the future.
5. I want to live in a city where my family feels safe.

Goal 1 - I want to know that the community I leave to my children will be better than the one I found when I came.

#### **Performance Measures**

- Acres of Parks Maintained
- Urban Trees Added / Replaced
- Number of Citizen Complaints Regarding Public Property Maintenance / Upkeep
- Creation of Parks Department and Supporting Fund
- Degree of Sustainable Funding

Goal 2 – I want to live in a place where commercial establishments are modern, convenient, and always improving, and where good jobs are plentiful.

#### **Performance Measures**

- Business Locations (Recruitments) and Expansions
- Total Jobs or Employment
- Total Retail Sales
- Added Property Value

Goal 3 – I want to live in a place that looks and feels like home.

Performance Measures

- Assessed Values
- New Development Value
- Density of New Residential Development

Goal 4 – I want to live in a city where our leaders develop and maintain infrastructure that supports growth and stability well into the future.

Performance Measures

- Fleet Unit Age By Class and Use
- Fleet Downtime
- Total Fleet Operations and Maintenance Costs
- Timeliness of Fleet Acquisitions

Goal 5 – I want to live in a city where my family feels safe.

Performance Measures

- Per officer discretionary time
- Recruitment / Hiring timeframes
- Caseload per officer
- Average law enforcement years per officer
- Crime rates

Those in attendance discussed if we were moving in the right direction with the goals from 2014:

**Parks, Trail, and Open Space**

Additional funding (i.e., park maintenance fee)

**Economic Development**

Build the Department

**Land Use**

Made headway (i.e., Cap and Grade)

The performance based issues need to be completed

**Fleet**

Continue

**Police**

Headed in the right direction

**FINANCE/BUDGET OVERVIEW**

Ryan Bradshaw provided an overview of the City's financials. He reviewed the following information:

## **BUDGET SCHEDULE**

- February 23 – Year-end Estimates and Revenue Budget Proposals Due
- March 2 – Expenditures Budget Proposals Due
- April 8 – Budget Proposal Delivered to Council
- May 13 – Adopt the Tentative Budget
- June 10 – Adopt the Final Budget
- Sept 11 – Presentation of the Budget Document

## **POSSIBLE ADDITIONS**

- Utilities Workshop
  - Yes or No, If Yes When?
- Capital Projects Workshop
  - Yes or No, If Yes When?
- Budget Workshop
  - Yes or No, If Yes When?

The Council felt all utilities should be discussed as a whole, because the total impact affects the residents and businesses. They also wanted to discuss all funds within the City budget, and that status of each.

Utilities Workshop – End of February  
Capital Projects Workshop – Mid March  
Budget Workshop – Mid April

He discussed the process of compiling the budget: Revenue and Expenditures.

Mayor Rolfe asked if everything stays on track as it was for FY 2014-2015, would FY 2015-2016 have the same surplus of approximately \$1.2 million

Ryan Bradshaw stated he would estimate there would not be a surplus, because of the additional expenses that are anticipated for FY 2015-2016. He stated it would probably be a break even.

## **ERP UPDATE**

Michael Oliver addressed what an ERP was, and the purpose:

**Enterprise resource planning (ERP)** systems integrate internal and external management of information across an entire organization—embracing finance/accounting, manufacturing, sales and service, customer relationship management, etc. ERP systems automate this activity with an integrated software application. The purpose of ERP is to facilitate the flow of information between all business functions inside the boundaries of the organization and manage the connections to outside stakeholders.

**Modules that were live:**

October 1<sup>st</sup>

- Accounts Payable
- Purchasing
- Budget

January 1<sup>st</sup>

- Payroll

**Modules In Process**

Permits – Building & Safety

Code Enforcement

ODA, Planning, Engineering, Electronic Plan Review

Employee Self Service site

Business Licensing

Good Landlord

Applicant Tracking

Utility Billing

He updated the Council and the tentative schedule for the remaining portions of the ERP system.

**March – April**

- Permits – Building & Safety
- Code Enforcement
- ODA, Planning, Engineering, Electronic Plan Review
- Employee Self Service site
- Business Licensing
- Good Landlord
- Applicant Tracking

**April – June**

- Utility Billing

The Council and staff discussed the issues that had been a problem with the ERP implementation process.

**INSURANCE BIDDING PROCESS UPDATE, ROLE OF BENEFIT COMMITTEE**

Jon Gardner introduced representatives from GBS Benefits, Inc.: Rob Ferguson, Mark Johnson, and Rick Stewart.

Rick Stewart provided the following information:

**HISTORICAL REVIEW**

- 2010
  - GBS Begins

- Regence Issued a 37% increase
- Quotes are Obtained from:
  - Cigna
  - PEHP
  - EMI
  - UHC
  - Altius
  - SelectHealth
  
- Five Year Renewal History Average (prior to benefit changes)

### **INNOVATIVE IDEAS**

- HSA Introduction (2011)
  - Education Meetings
  - 60% Initial Adoption
- Supplemental Life Enhancement (2012)
  - Guaranteed issue amount of \$450,000 – no medical information required
- Moved Dental to Self-funded (2012)
- GBS Rx Pricing Tool (2013)
- Benefit Informatics (2014)
- Traditional Wellness—Health Risk Assessment Aggregate Report (2014)
- Quoted Self-funding for Medical (2014)
- Health Care Reform (2010-Current)

Rob Ferguson addressed the following issues:

### **FUTURE CONSIDERATIONS**

- Comprehensive Wellness
- Onsite Clinic
- Teladoc
- Transparency Tools
- Preventative Rx for HSA
- Federal Exchange
- Alternative Funding
- Worksite Products
- U of U Benefit Informatics Partnership
- Video Employee Benefits Training
- City County Comparison

He addressed the process that would take place within the next few months to bid out the insurance policies for the City.

Mark Johnson stated that GBS follows the State of Utah procurement guidelines.

Those in attendance discussed at length the timeline and guidelines for the upcoming bid process (i.e., self-funded or fully funded).

Jon Gardner reviewed the 2015 Open Enrollment schedule for City employees.

Bryce Haderlie asked what direction the Council wanted to proceed with the Benefits Committee.

Mayor Rolfe stated the one thing that he wanted was to make sure that all of the data presented, was sent to each Councilmember, because they are the ones who make the final decision.

The meeting recessed at 10:05 a.m. and reconvened at 10:16 a.m.

### **OUTCOME MEASURES AND DEPARTMENT REPORTING METHODS (ALCOA ALUMINUM)**

Bryce Haderlie reviewed the following article: 'How 'Keystone Habits' Transformed a Corporation;' *an excerpt from The Power of Habit: Why We Do What We Do in Life and Business, on sale February 27th, 2012.*

Bryce Haderlie asked do you know how the City is doing. Are you getting the information that tells you the real story? He discussed the Outcome Measures that we are currently using in the City, whether they are measuring what is important, and if we are reporting them to the Council and public in a meaningful way.

1. Alcoa Aluminum- Why did it work? How can we apply it to West Jordan?
2. Weekly Report- Is it meaningful? What can make it better?
3. Department Reports- How Often? What is useful?
  - a. Outcome Measures- Is what we are measuring meaningful?
  - b. Fire
  - c. Police
  - d. Public Works
  - e. Legal
  - f. Development
  - g. Economic Development
  - h. Parks
  - i. Administrative Service
    - i. Finance
  - j. Administration
4. Annual Goals
  - a. Objectives
  - b. Reporting frequency
5. Other Reports

Those in attendance discussed at great length the direction and things that should be measured to improve the City and employee morale.

### **SIDEWALK PRIORITIES**

Wendell Rigby updated the Council on the status of the sidewalk program, and updating the ERP process.

1. Missing Sidewalks (\$15 million)
2. Hazardous Sidewalks (\$2 million)
3. ADA Ramps (1/8 of City= \$1.5 million)

#### **Possible Solutions**

1. Concrete Cut
2. Additional Funding

The Council and staff reviewed the Arterial and Collector Roads with missing sidewalks.

#### **Prioritization Criteria**

##### **CRITERIA POINTS**

•Safe School Walking Route	30
•Right of Way has been donated	20
•Right of Way is owned by the City	5
•Connects to a TRAX station	10
•Infill area improves a bike route / trail access	5
•Potential Pedestrians Affected	5
•ADT in Increments of 5000 VPD (1-5) –sliding scale of 1-5 depending on traffic volume	5
•Coordination with another City project	5
•Public involvement	5
•Full funding available	10

Those in attendance discussed the priority of sidewalk projects for the City.

Mayor Rolfe felt it was very important for the City to correct the hazardous and missing sidewalks immediately, possibly through contracting.

Jeff Robinson stated the Mayor was correct. This issue could be a large liability for the City.

#### **ADA Ramp Reconstruction**

- Replacement of defective ADA ramps (1/8 of City -\$1.5 million)
- Federal ADA requirement –20% of overlay price must be to ADA ramp replacement

#### **CONCRETE CREW CONSIDERATIONS**

##### **With Concrete Crew**

- Annual Program Costs
- \$750,000
- Work that can be done

- ADA Ramps
- Sidewalk Replacement
- Hazard mitigation
- New curb and sidewalk

#### **Without Concrete Crew**

- Continue contracting work
- Higher bid costs to perform work
- Slower response times due to bid requirements
- Funds used will short other maintenance programs

Wendell Rigby proposed an additional five employees for the concrete crew, and two Ten Wheelers. The crew would only be able to work on the concrete for nine months, and then could be absorbed into the street crew for snow plowing and crack seal repair.

The Council discussed the possibility of bonding for the \$2 million to complete the hazardous sidewalks immediately. It was also suggested to include the bonding with the Parks, LED lighting process.

#### **CODE ENFORCEMENT POLICY**

Stuart Williams reviewed the previous two years having the Code Enforcement program under the Attorney's Office.

#### **PRIORITY LIST**

- 1 – Public Safety
- 2 – Tree Canopy
- 3 – Weeds
- 3 – Trash and Debris
- 3 – Inoperable Vehicles
- 4 – Storage of Trailers and RV's
- 4 – Backflow prevention
- 4 – Business licensing and rental dwelling permits
- 5 – Sign permits/sign violations

He asked if the Council was okay with the priority of the code violation list.

The Council still agreed with the priority list. They discussed at length the issues with sign code violation.

#### **PENALTIES AND FINES**

First 14 days

No fines

Or \$50.00 a day

After 14 days

\$100.00 a day

Hearing fees

\$150.00

Inspections fees

1<sup>st</sup> compliance inspection – No cost

2<sup>nd</sup> compliance inspection - \$150.00

Subsequent inspections - \$200.00

The Council was in favor to continue with the current fee schedule.

Stuart Williams asked the Council how they wanted staff to handle single owner multiple parcels: 1) Treat as one parcel, or 2) Multiple parcels. The Council agreed to continue with treating them as one parcel/violation.

**2014 CODE ENFORCEMENT STATS**

<b><u>Resolved (90%)</u></b>	<b><u>1280</u></b>	<b><u>Active (10%)</u></b>	<b><u>145</u></b>
Closed/Compliant		New Case	
Referred to another department		Defaults	
Unfounded after initial inspection		Extension	
Abated		Inspected	
		Re-Inspection	
	<b>Total Cases for 2014</b>	<b>1425</b>	
	<b>Compliance Rate</b>	<b>90%</b>	

**2014 HOW CASES WERE RECEIVED**

<b><u>Reactive</u></b>		<b><u>Pro-Active</u></b>	
Internal	106	On-View/Officer	observation
In-Person	27		475
Email	176		* Includes 131 volunteer
Phone	641	notices	

The meeting recessed for lunch at 12:00 p.m. and reconvened at 12:45 pm

**COMMUNITY THEATER/FLEET LOCATION**

Jim Riding addressed the current status from the Salt Lake City Airport Authority regarding the Soccer fields, and their desire to swap land with the City in the area. This would allow the construction of a Fleet facility in the area.

The Council and staff discussed at length the possibilities with the proposal. They also addressed the impact to the Soccer Complex in the loss of the fields. They were in agreement that no Soccer fields should be lost.

Bryce Haderlie stated it was a fact that within nine to ten years, the Soccer fields in that area would be gone. He strongly felt this should be the location for the new Fleet building.

The Council agreed to have staff prepare a conceptual drawing for a Fleet building for the property north of the Public Works building, and bring back for their consideration. They agreed to move forward with architectural design, and what was needed for a Fleet facility on the north field, and continue to work with a possible trade with Salt Lake Airport.

Those in attendance reviewed and discussed proposed areas for a potential construction site of a new Arts Facility building. They also discussed potential building design.

The Council agreed that the Sugar Factory property directly on 2200 West along the TRAX line with a maximum of \$3 million.

Councilmember Stoker stated that he would be able to get grant funding. However, the organizations that provide the grants need a reasonable plan for the Arts Facility in order to support the project.

### **PARKS AND SOCCER COMPLEX**

Brian Clegg provided an update on the status of the City parks as well as the Soccer Complex. He reviewed the agreement with Salt Lake City regarding use of the Soccer Complex.

- Lease effective through October 31, 2025 unless otherwise terminated by Salt Lake City.
- “West Jordan further agrees at its sole cost and expense to remove any buildings or other improvements within the RPZ.”

He asked the Council to consider the following questions:

- Do we want to accommodate both League and tournament play (with out of state teams) at the Soccer complex? OR
- Do we only want to accommodate West Jordan Youth Leagues?
- Do we want a complex similar in size to phase 2?

Youth Soccer Complex

- 21 fields
- Approximately 97 acres
  - Phase I:
    - Approximately 21.7 acres
    - 3 full size fields and 2 half-size fields
    - Restroom, concessions stand and office
    - 1 parking lot
  - Phase II:
    - Approximately 75.4 acres
    - 16 full size fields
    - Restroom, concessions stand and office
    - 2 parking lots

He addressed the status of the reservations for City parks as well as the Soccer Complex, indicating the soccer/rugby reservations had increased by 50% since 2013. Staff felt it was important to have a goal to secure property for a new Soccer complex, and have it built within 9 years to replace the current venue. There were two areas proposed by staff, 1) 4600 West 7400 South, and 2) 8200 South U-111.

Those in attendance discussed at great length the benefit of having Soccer Tournaments in the City, and if they wanted to continue hosting them in the City. They considered making the soccer fields into multi-use, as well as expanding the Ron Wood complex to accommodate multi-uses.

Mayor Rolfe stated he did not want to supplement the Soccer Tournaments in the City. The Council was responsible to protect the residents of the City.

Councilmember Nichols wanted to see West Jordan a destination, and the Soccer Complex did that. He also wanted to help benefit the businesses in the City.

The Council requested additional cost analysis, and a review of how the tournaments, and use of the fields were for 2015.

Brian Clegg addressed the organizational structure for the Parks Department.

Current Parks Staffing:

- 16 – full time employees
- 5 – Lead seasonal employees
- 29 – Seasonal Employees
- 1 – Vacant position (Deputy Parks Director)
- 1 – shared position (Executive Assistant/Fleet)

He then reviewed the Parks Department proposed organizational structure for the future. He stated the proposed organization structure would be utilized if the \$500,000 was received from the consideration of discussion from the September 2014 Parks Workshop. He reviewed a chart that outlined new positions proposed from a 'green sheet' to establish a crew at the Ron Wood Park Facility.

Proposed Parks Staffing:

- 26 – full time employees (10 new employees)
- 5 – Lead seasonal employees
- 31 – Seasonal Employees (2 new employees)
- 1 – Vacant position (Deputy Parks Director)
- 1 – shared position (Executive Assistant/Fleet)

The City maintains more than parks. The Department maintains Park acreage 353; Rodeo Arena, 9 acres; Cemeteries, 17 acres; Open space maintenance, 477 acres (i.e., detention basins, hardscapes, undeveloped City property, and washes); Trails, 12.5 acres; Park strips, 26

acres; Administrative properties, 22 acres, and support services for special events. He reviewed the current Parks budget by program, total budget of \$2,430,777:

- Parks Administration - \$840,715
- Parks & Trails Maintenance - \$1,164,339
- Natural Space Maintenance - \$79,979
- Parks Snow removal - \$78,175
- Parks Special projects - \$5,332
- Athletic Fields - \$262,237

#### **Administration Task**

- Safety training and safety meetings
- Plan review
- Apply for grants
- Specification/policy updates
- Tree Inventory
- Hiring of seasonal staff and training
- Inspection of new developments
- Punch list preparation of future park property
- Service project coordination
- Tree planting
- Training/certification updates (Backflow, Pesticide applicators cert., forklift, flagger, CDL, confined space, etc.)

#### **Parks & Trails Maintenance Task**

- Water feature and pond maintenance
- Deadheading" plant material
- Fall leaf clean-up
- Playground toy inspections
- Playground toy repairs
- Restroom/Park structure rehab. (Plumbing, roofing, lighting, painting, etc.)
- Small equipment servicing
- Irrigation start-up
- Start-up of secondary pumps
- On call duties (Snow removal in winter months, Park and irrig. Maint. during summer months)
- Herbicide application
- Irrigation maintenance and programming
- General maintenance of Park property (Mowing, edging, weed eating, clearing of walks, fence repair, graffiti removal, cleaning of restrooms, removal of trash, vandalism repair, etc.)
- Administrative property maintenance
- Weed abatement
- Planter bed maintenance
- Park related work orders
- Trail maintenance (Weed abatement, trash removal, restroom maintenance, etc.)
- Irrigation inventory maintenance
- Irrigation winterization

#### **Natural Space Maintenance Task**

- Herbicide application
- Weed abatement (Spraying, weed cutting, work orders,)

#### **Streetscape Maintenance**

- Irrigation start-up
- Herbicide application
- Irrigation maintenance and programming
- Park strip maintenance/monitoring of contract
- Weed abatement
- Tree pruning - code compliance
- Irrigation inventory maintenance
- Irrigation winterization
- Hardscape maintenance

#### **Snow Removal**

- Snow removal

- On call duties (Snow removal in winter months, Park and irrig. Maint. during summer months)

#### **Special Projects**

- Service project coordination
- Special event (Set-up, event maintenance, event clean-up)
- Special projects

#### **Athletic Fields Task**

- Athletic field coordination
- Scheduling of athletic fields and pavilions
- Athletic field preparation
- Irrigation start-up
- Start-up of secondary pumps
- On call duties (Snow removal in winter months, Park and irrig. Maint. during summer months)
- Herbicide application
- Irrigation maintenance and programming
- General maintenance of property (Mowing, edging, weed eating, clearing of walks, fence repair, graffiti removal, cleaning of restrooms, removal of trash, vandalism repair, etc.)
- Weed abatement
- Irrigation inventory maintenance
- Irrigation winterization
- Pump station winterization
- Athletic field end of season rehabilitation

#### **Challenges for the department:**

- 32.09 Acres of Park per FTE.
- Increased areas of responsibilities=Lower maintenance levels.
- Parks Attrition
  - 2013-54%
  - 2014-27%
- No replacement program for infrastructure or equipment
- Increased special events and tournaments

#### **Moving forward**

- My desire for the Parks Department is to provide the highest quality, Parks, Trails & Open space to the residents of West Jordan.
- To accomplish this we will need the continued support of the Mayor, Council and residents
- Parks workshop held in September, there was mention of the possibility of \$500,000 for parks Fulltime staffing, contingent on surplus fund balance.
- This would a great asset to the Parks Department

#### **Parks Funding**

- \$500,000 suggested in September workshop for additional Parks staffing. (eight full time employees shown on the proposed organizational chart)
- Ron Wood Crew – Green Sheet.  
Staffing \$ 201,935
- Equipment-\$251,250 (onetime costs)
- Increase equipment budget line \$130K per year to accommodate the needed equipment replacement.

### **Outcomes with additional staffing**

- Increased maintenance level of park properties.
- Increased quality of park property.
- Economic Development
- Improved Morale through decrease of stress on current staff.
- Increased safety for residents and staff.
- Able to be more a pro-active rather than reactive to park.

### **Funding options**

- Increase budget lines with general fund monies.
- Funding through surplus when available
- Parks utility fee.
- Local District fee (City split into Districts)

Brian Clegg stated the Deputy Parks Director was basically the same range as the Superintendent and was currently in the budget. He asked for approval from the Council to proceed with filling the position now.

The Council questioned if it was more important to fill the Deputy position, or the newly proposed ‘boots on the ground positions.’

Brian Clegg said in a perfect world, it would be to have both. However, in reality the boots on the ground would be more important. He addressed the need for additional staff to help alleviate the overtime and comp time issue with employees. There was currently an employee in the Parks Department that has over six months’ worth of comp time on the books.

The Council questioned if there are additional ‘boots on the ground’ employees, what they do in the winter months.

Brian Clegg stated that was the time that they work on parks equipment; work on pavilion needs and improvements, etc.

### **COMPENSATION COMMITTEE, COMPETITIVE HIRING PRACTICES**

Doug Diamond reviewed the following information that the Compensation Committee had determined over the past months:

- Steps had been put into place
- Set criteria for Career Ladder/Enhancement

### **CAREER LADDER/ENHANCEMENT CRITERIA**

Time in grade  
Education  
Specialized

### **CAREER LADDERS READY TO GO**

Fire

Police

Parks

Public Works (almost ready and will add some in the future)

Estimated 1<sup>st</sup> Year cost - \$170,346

Doug Diamond stated provided the Council with a breakdown of the estimated amount to implement the career ladder program in the following departments:

- Currently five Police Officers that currently meet the criteria for a career ladder, with a cost of \$15,741 to implement during this fiscal year, with an estimate for the following year \$73,517.
- Fire Department - \$36,415
- Parks Department - \$5,548
- Public Works –
  - Streets - \$16,650
  - Engineering - \$8,982

The Council agreed with the career ladder program. They were also in support with the positions that were ready for FY 2015-2016.

#### **OTHER INITIATIVES**

- Education Reimbursement
- Attracting and Keeping Experience
- Starting Employees at higher steps'
- PD shift differential
- Incentive for professional certification
- Continue to review ranges for Competitive + Advantage

The Council was in agreement to budget \$25,000 for FY 2015-2016 for education.

The meeting recessed at 3:00 p.m. and reconvened at 3:15 p.m.

#### **ECONOMIC DEVELOPMENT**

David Oka reviewed the following areas of concern regarding Economic Development with the City:

- Business recruitment
- Job creation
- Business expansion and retention
- Community branding
- Residential development
- Redevelopment and infill
- Hospitality
- Livability

He provided information regarding Business Recruitment and Job creation. The City owned property near 4690 West 7800 South, with the front portion owned by the Corporation of the

President: Estimated acquisition cost, 5.27 acres @ \$3.5 per square foot=\$803,464 or possible land swap.

**Business expansion and retention:**

Fairchild Semiconductor

Efforts to date:

Contacted 5 medical instrument manufactures, 3 Biotech companies and 2 semiconductor companies.

He indicated the utility poles on 3400 West 9000 South would need to be relocated to assist the Bangerter Station TOD, with an estimated cost to remove the pole and underground the utilities, \$300,000.

The Council addressed the following areas in the City of concern:

- Former RC Willey outlet store
- Smaller infill
- 2700 West 7800 South
- 7000 South Redwood Road
- 4000 West 9000 South
- Entire Redwood Road corridor from 6400 South to 9400 South
- Fairchild Semiconductor

The Council addressed the areas of focus for the future:

- Hotel market
- Auto dealerships
- Industrial area on 7800 South 4600 West (owned by the Corporation of the Presidency)

**EVENTS, RECREATION MANAGEMENT, AND RESERVATIONS  
(STAFFING REQUIREMENTS)**

Julie Brown reviewed a variety of issues facing the City events, and the problems each one faced. She addressed options for improvement with each of the events during the year.

She addressed the Strategic Plan Directive from 2014:

**“I want to live in a place with a strong sense of community.”**

- This strategic directive speaks to the need to promote a strong sense of community that honors the legacy of our past, nurtures an environment where we can work, live, play, serve together, and encourages a sense of ownership for creating our future together. Key initiatives include:
  - Encourage celebrations and events that recognize the contributions of diverse groups.
  - Encourage and support interfaith cooperation.
  - Promote service projects and activities that bring people together, working toward common goals.

- In West Jordan, we foster mutual respect. We value civility and celebrate our differences. We are active and engaged in providing community service to each other.
- Metrics/Key Questions:
- How do the quality of events and celebrations in our community compare with others in the area?
- Do residents feel that there are ample community activities in West Jordan?
- How much participation do we have in community events?

She provided a few items for the Council to consider improving the events within the City:

- We had staffing to support our committees
- We had software to make reservations more efficient
- We had budget to contract out pieces of events
- We had seasonal support staff

Mayor Rolfe stated he spoke with representatives from Salt Lake County Recreation and they were willing to take over the scheduling of the City fields for sports organizations and leagues. He felt this would free up a large amount of time for Julie Brown.

The Council was in agreement for staff to proceed with investigating coordination with Salt Lake County.

Those in attendance addressed the process and success of hiring seasonal employees for the Parks Departments, with a possibility of hiring additional for use the Events. There would be one down side due to the fact that Julie would have to train different individuals every year.

Brian Clegg stated the Deputy Parks Director was basically the same range as the Superintendent and was currently in the budget. He asked for approval from the Council to proceed with filling the position now.

The Council questioned if it was more important to fill the Deputy position, or the newly proposed 'boots on the ground positions.'

Brian Clegg said in a perfect world, it would be to have both. However, in reality the boots on the ground would be more important.

#### **PROGRESS EVALUTION**

Those in attendance addressed the process of the meeting, regarding what worked during the day and what didn't.

The meeting recessed at 4:35 p.m.

#### **CLOSED SESSION STRATEGY SESSION TO DISCUSS PENDING OR REASONABLY IMMINENT LITIGATION**

**COUNCIL:** Mayor Rolfe and Council Members Jeff Haaga, Judy Hansen, Chris M. McConnehey, Chad Nichols, Ben Southworth and Justin D. Stoker. Council Member was McConnehey was excused.

**STAFF:** Bryce Haderlie, Interim City Manager; and Jeff Robinson, City Attorney

**MOTION:** Councilmember Hansen moved to go into a Closed Session to discuss the character, professional competence, or physical or mental health of an individual; and a strategy session to discuss the purchase, exchange, or lease of real property, including any form of a water right or water shares, and adjourn from there. The motion was seconded by Councilmember Stoker.

A roll call vote was taken

<b>Councilmember Haaga</b>	<b>Yes</b>
<b>Councilmember Hansen</b>	<b>Yes</b>
<b>Councilmember McConnehey</b>	<b>Absent</b>
<b>Councilmember Nichols</b>	<b>Yes</b>
<b>Councilmember Southworth</b>	<b>Yes</b>
<b>Councilmember Stoker</b>	<b>Yes</b>
<b>Mayor Rolfe</b>	<b>Yes</b>

**The motion passed 6-0.**

The Council convened into a Closed Session at 4:40 p.m. The Council recessed the Closed Session at 4:50 p.m.

## ***II. FRIDAY, JANUARY 17, 2014***

Mayor Rolfe called the meeting to order at 8:05 a.m.

**COUNCIL:** Mayor Kim V. Rolfe, and Council Members Jeff Haaga, Judy Hansen, Chris McConnehey, Chad Nichols, Ben Southworth, and Justin Stoker

**STAFF:** Bryce Haderlie, Interim City Manager, Jeff Robinson, City Attorney; Melanie Briggs, City Clerk; Tom Burdett, Development Director; Marc McElreath, Fire Chief; Doug Diamond, Police Chief; Wendell Rigby, Public Works Director, and Julie Brown, Events Coordinator.

### **PUBLIC WORKS/CAPITAL PROJECTS**

Dave Murphy reviewed the status of the Capital Projects for the next year. He addressed the priority proposed for each project.

**CIP Projects - City Council Strategic Plan Retreat - January 2015**

Map #	Project Description	Estimated Cost	Strategic Plan Priority
<b>ROADS</b>			
1	Intersection Improvements - 1300 W 7800 S (Federal Aid)	\$847,000	6
2	Traffic signal installation - 5600 W 7000 S (Federal Aid)	\$175,000	1
3	Intersection Improvements - 4000 W 9000 S (Federal Aid)	\$1,000,000	7
4	5600 West reconstruct 63 S to 70 S (Federal Aid) - Includes 5600 West detention realignment 66 S	\$7,413,000	1
5	7800 S 40-48 W (State Grant #1)	\$2,696,221	2
6	9000 South Reconstruction from 48 to 53 W	\$3,300,000	5
8	7000 South Right of Way Study (Federal Aid)	\$200,000	10
9	Safe Sidewalk - 1300 West to GV TRAX (CDBG Funds)	\$125,000	4
10	Safe Sidewalk - 8200 S 6000 W west of Charter School	\$566,239	4
11	Safe Sidewalk - 4000 W 9100 S west side	\$566,239	4
16	OBH Overlay - 7800 South to Terra Linda Elementary	\$750,000	Pavement Management
18	7000 S Railroad crossing (construction)	\$745,000	8
40	Jordan River Bridge Scour Project (7800 South Bridge)	\$300,000	Operational
43	8600 South Extension for Ron Wood Park	\$277,102	9
44	5600 West - 78 S to 86 S	\$4,916,003	3
56	Safe Sidewalk - 3200 W 8200 to 8400 S west side	\$566,239	4
<b>SEWER</b>			
7	Remove Diversion Manholes	\$50,000	9B
15	TOD 18" Pipeline OBH upsize	\$536,860	5
17	Sewer System Maintenance - pipelines (Kentucky Dr)	\$239,924	11
21	5600 W 73 S to 78 S (18 and 15 inch and 10 inch sewer)	\$25,000	1
37	Sewer System Maintenance - pipelines (Adonakis Dr)	\$239,924	11
38	Gardner Village meter installation (New)	\$50,000	new
39	7800 South 36 inch meter replacement	\$250,000	Operational
42	SkyView Estates, pipe and manhole repair	\$142,000	7C
50	1300 W BC upgrade and pipe burst	\$354,000	4A
51	Line manholes behind Walmart at Jordan Landing	\$45,000	9A
52	Country Squire Pipeline replacement	\$250,000	Operational
<b>STORM</b>			
12	Bingham Creek Box Culverts (1300 W and 4000 W)	\$1,100,000	1B
13	1590 West Storm drain rehabilitation	\$75,000	
14	O-Rielly SD (7800 S completion item)	\$75,000	
19	7800 S - 4950 West pipe upgrades	\$200,000	
30	7000 S - Storm Drain Utility Reconstruction - includes Sewer reconstruction and water design plus 3000 W Irrigation/SD resolution	\$4,000,000	1A
53	2200 West Intersection retrofit	\$150,000	
54	OBH to Bingham Creek pipeline	\$500,000	

55	Dry Wash Detention 39.2 AF	\$1,300,000	2 - DB224
57	Storm Drain Master Plan Update	\$125,000	NA
58	Local Drainage reconstruction (New)	\$50,000	
<b>WATER</b>			
20	5600 West 12 inch WL (72-78 S)	\$500,000	new
22	PRV-7 7000 S 6400 W	\$148,000	new
23	Zone 3/4 correction 8-inch WL	\$612,750	D-9
24	Well No. 3 Replacement (pumphouse)	\$1,018,703	WR - new
25	Emergency Generators, Well 4, 5, 6, and refurbish Well 4	\$700,000	P-5, 6, 7 (new)
26	Fuellner Rd 10 inch WL	\$184,994	D-17
27	Zone 2 Grizzly Reservoir	\$1,550,000	S-8
28	Zone 6 Bingham Junction Reservoir	\$1,500,000	S-2
29	3 MG Terminal Reservoir #2 - concept design	\$75,000	S-4A
36	7800 South 10 inch WL (1410-1600 W)	\$190,265	Operational
45	1300 W 6 inch WL abandonment	\$175,000	Operational
46	PRV1 - Relocate (MVC & OBH)	\$250,000	MVC
47	PRV2 - Zona 4 (MVC & Dannon Way)	\$194,000	MVC
48	5200 W 8-inch WL	\$200,000	D-22
49	Equipment Steadman Well	\$100,000	WR-5
<b>PARKS</b>			
31	Upgrade existing parks (PK0010)	\$100,000	2 -maint.
32	Irrigation Central Control Plan (PK0029)	\$2,000,000	1-maint.
33	Veteran's Memorial Park - Senior Center Sidewalk	\$500,000	5-regional
34	Veteran's Memorial Park - 2200 West Access Road	\$250,000	5-regional
35	Veteran's Memorial Park - Irrigation Pond rebuild	\$300,000	5-regional
41	Jordan River Trail Pedestrian Bridge Rehabilitation (new)	\$100,000	Operational

The Council addressed the recent completion of 5600 West and possible additions. They felt a nice monument sign should be placed on the entrance to the City.

Those in attendance discussed the variety of options for repairing the roadways in the City.

**MULTI-FAMILY HOUSING-CAP AND GRADE POLICY**

Tom Burdett reviewed the many issues regarding development within the City.

**Three Land Use Topics**

- Ratio of multi-family to single family via Cap and Grade?
- New zoning district (PBPA or other) for medium to large-scale developments?
- Changes to development standards?

**Demographic & Density Discussion**

Density of new residential development –

Residential construction is holding steady with the trends of the past 2 years. With new subdivisions being constructed throughout the City, additional lots are coming on the market rapidly. This increase in supply will provide more housing choices for buyers. The average lot size for new single-family housing in 2014 is 10,716 square feet. This is above the target expressed in the General Plan of 10,000 square feet.

### **All Residential Construction**

Single-family Residential Average Lot Size per year

### **Multi-family Construction**

Multi-family construction has been relatively low for the past 4 years. The number of multi-family units constructed in the last 3 years has been in the 5.1 to 10.0 dwelling unit per acre range. This is expected to increase with construction of transit-oriented developments like Jordan Valley Station, which is expected to break ground in 2015.

### **What are Council concerns with Residential density**

- Traffic and roadway capacity?
- School overcrowding?
- Delivery of public safety services (Police and Fire/EMT)?
- Delivery of utilities?
- Delivery of community services (Parks, Rec. Cultural?)
- All of the above?

Those in attendance discuss the direction in the future for development and what the City should focus on. They agreed that the following issues were of importance:

- Transient nature
- Traffic and roadway capacity
- More single family developments
- Enough multi-family
- Balance the development cycle (i.e., single-family, multi-family, commercial)
- Location of multi-family
- Efficiency of Public Service
- Work towards a lower percentage of multi-family
- Look long term into the future
- West Jordan should not be the city in the valley with all of the multi-family
- Provide a better variety of home sizes

### **Cap & Grade**

Exemptions: Legal opinion from the City Attorney's Office that the following multi-family unit types must be permitted in the City and not subject to the recently adopted cap:

- Housing designated for Seniors – Age 55 and older
- Housing for the disabled
- Housing for low/moderate income owned by a non-profit or housing authority

An additional moratorium for 3 -4 months

Council discussion and survey: Is the Council willing to re-consider allowance of the following:

- Multi-family in compliance with the General Plan w/densities lower than 12.5, 10 or 7.5 dwelling units per acre that are:
  - Owner occupied cluster/patio townhomes or twin homes with:

- 1500 sq. ft. of minimum living area
- 2-car garage
- Owner occupied (recorded with City approved CC&R's)
- New zoning district (PBPA or other) for medium to large-scale developments?

Those in attendance addressed what process they would proceed to correct the Cap & Grade Ordinance.

Mayor Rolfe requested that an item for January 28 be added to discuss the possibility of a 3-4 month additional moratorium, as well as building standards.

### **Historic Zoning District Types in West Jordan**

West Jordan has practiced four different types of zoning district applications, each with a different approach for managing uses. The types of zones include:

- Traditional Euclidean
- Euclidean II
- Smart zoning
- Performance zoning

### **Traditional Euclidean**

Named for the type of zoning adopted in the town of Euclid, Ohio - approved in a landmark decision of the U.S. Supreme Court, Village of Euclid vs. Ambler Realty Co. Euclidean zoning is the most prevalent in the U.S. - characterized by:

- the segregation of land uses into specified geographic districts
- dimensional standards stipulating limitations on uses within each district type/classification
- Advantages of Euclidean zoning include:
  - relative effectiveness
  - ease of implementation
  - Long-established legal precedent and familiarity.
- A disadvantage to the zone is that it has received criticism for its lack of flexibility and institutionalization of now-outdated planning theory.

### **Euclidean II**

This zone uses Traditional Euclidean zoning classifications but places them in a hierarchical order to allow one zoning class within another.

Example:

- Single-family residential is not only permitted in a low-density zone but also within a high-density zone where more likely multi-family residential is best suited to the area.
- This zoning type fosters mixed-use type uses in single-zones, allowing for the highest and best use of land.
- The vast majority of zoning districts in West Jordan are Euclidean and Euclidean II in nature.

### **Smart Zoning**

Smart Zoning (or Smart Code) is a widely used alternative to Euclidean and it takes many forms in an effort to accomplish:

- Flexibility in design
- Conventional/practical separation of uses and land rather than rigid defined boundaries
- Form over function
- Enhanced marketability

Elements of how West Jordan practices Smart Zoning is found within the P-C, PRD, TSOD, and City Center Zoning Districts

### **Performance Zoning**

Performance Zoning uses goal-based criteria to establish set parameters for future projects. Most Performance Zones utilize a point-based system whereby a developer may apply credits toward meeting City established goals. Credits are generally rewarded through increased density.

Advantages of Performance Zoning include:

- High level of flexibility
- Rational and transparent
- Highly marketable

Disadvantages of Performance Zoning include:

- Implementation is difficult
- High level of discretionary activity
- Flexibility can lead to arbitrary decisions
- Developer friendly to a fault
- Typically leads to higher densities which ostensibly is good for a developer but not necessarily seen as good by the City or adjoining neighborhoods/residents

Elements of how West Jordan practices Performance Zoning is found within the WSPA – West Side Planning Area. Due to the disadvantages found w/in Performance-type Zoning and more specifically the WSPA, the City intends to revert it's zoning practices to a less goal oriented-type of zone to something more in-line with Smart Zoning and its more Euclidean II Zoning practices – allowing for flexibility in uses but also not “giving the farm away” so to speak.

### **A New Zone**

However, the Planning Staff fully intended to create and a new Performance Based Zone (PBZ) to replace the WSPA, it became apparent that goal-based incentives in Performance Zones typically relate to “buy-ups” rather than smarter design. Therefore, in an effort to create a zone which focuses on better design, the Planning Staff is now suggesting that two things be incorporated into the Code:

1. Creation and implementation of rather rigid Design & Architectural Guidelines (work has already commenced).
2. Creation and implementation of an updated Planned Community Zone (possibly a P-C II Zone). The New Zone!

### **Proposed P-C II (or similar zone)**

New Zone: The new zone would implement the best of Smart Zoning and Euclidean II Zoning practices while also doing the following:

- Eliminating arbitrary decision making
- Improving design – significantly
- Still allowing for flexibility in use and form
- Eliminates density buy-ups while still incentivizing the developer to construct a quality project
- More in-line with the adopted General Plan

He asked if the Council wanted to change the development standards.

- Should the minimum home size (ABCs) be updated with increased minimums?
- Note that not many larger homes will not fit on smaller sized lots (i.e. most E-sized homes will not fit on an R-1-8 sized lot without breaking either setback or lot coverage requirements).
- Consider stricter design and architectural control to compensate for smaller home sizes.
- Should the requirements for variety and durability in building materials be increased?

Tom Burdett addressed the PBPA and the historic zoning district types in the City. He stated staff recommended moving to a more oriented-type of zone to something more in-line with Smart Zoning, allowing for flexibility in uses but also not ‘giving the farm away.’ In addition, should the City change the minimum home size (ABCs) be updated with increased minimums?

The Council agreed with staff proposal.

The meeting recessed at 9:48 a.m. and reconvened at 9:58 a.m.

### **CITIZEN INVOLVEMENT IN BUDGET PROCESS**

Bryce Haderlie reviewed the ways that the public can be involved in the budget process:

1. How the City will make information available to the public.
2. How the public can weigh in on budget issues.
3. How often the Council wants to make public input and dialogue available to the public.
4. The type of meeting or setting the Council wants to engage in this public process.
5. The disposition of an Executive Budget Committee or similar committees.
6. How we will keep record of the public input and decide what to take action on.
7. What other ways can we improve the public involvement in the budget process?

The Council agreed to disband the Executive Budget Committee, and allow the citizens’ to voice the comments during the Budget Workshops.

Mayor Rolfe stated there would be a proposed bill during the 2015 Session sponsored by Representative Craig Hall, with support from Salt Lake County Council member Amy Winder Newton, to no longer allow a city to leave a school district. He stated the Jordan School

District was supporting this bill. The Council addressed the issues related to the proposed bill and their concern that it may change the current relationship with the District. They agreed to support the bill, but only with an amendment to require school districts the responsibility to work with their cities.

### **VISIONING PROCESS, GOAL SETTING, AND PRIORITIZATION**

The Council each determined their highest five goals for 2015. They were the following:

Parks  
Employees  
Infrastructure  
Development standards  
Public Safety

The meeting recessed for lunch at 11:30 a.m. and reconvened at 12:00 p.m.

The Council and staff presented each of the narratives for the goals:

#### **Goal Number One – Public Safety**

“To create and implement a plan to improve the retention of public safety staff, bring active public safety staffing to optimal levels, and support their efforts by upgrading and maintaining equipment.”

**Explanation:** This goal speaks directly to safety in our community; the safety of those who live and work in West Jordan, and the safety of those who serve in our Police and Fire Departments. It is the Council’s intention to take the necessary steps to (1) improve retention of current public safety staff by increasing salary at an accelerated rate, (2) increase Police and Fire staff until the optimal level of staffing is achieved, and (3) continue to upgrade and maintain safety equipment.

#### **Goal Number Two – Employees**

“To improve the employees experience at work by supporting career opportunities, compensation, and safety.”

**Explanation:** The employees are the people we depend on, as residents, to make like livable in West Jordan. We recognize that if we don’t take care of the employees, then we are not taking care of the residents. The employees are face of the City to the residents.

#### **Goal Number Three – Parks, Trails and Open Space**

“To develop and maintain a visually appealing community; that builds property values and increases the quality of life and pride in our community.”

**Explanation:** This goal speaks to the Council’s expectation is to focus on sustainable funding solutions that will bring our community’s commitment to these important assets to an appropriate level. And that, as a result, West Jordan will see and experience positive

impact on community aesthetics, property values and overall quality of life.

**Goal Number Four – Development Standards**

“To improve our design and construction standards for both residential and commercial projects; and encourage use of performance-based planning to achieve higher quality developments.”

**Explanation:** It is the Council’s desire to have a community that makes people want to stay. Toward that end, this goal speaks to design standards that promote both functionality and aesthetic appeal for residential and commercial construction.

**Goal Number Five – Infrastructure**

“To provide a holistic solution to storm water and flood control concerns.”

**Explanation:** This goal speaks to the Council’s desire to create long-term infrastructure solutions to flooding problems, to make sure those affected by flooding are heard and taken care of, and to find ways to support the public in making property improvements to reduce flood risk.

Councilmember Southworth left the meeting at 12:40 pm

**GREEN SHEET REVIEW**

Bryce Haderlie addressed the proposed process to review the Green Sheets. He stated that if the Council had a desire to add an item, to have it ready for staff within a week.

The Council agreed to have their items to staff by next Friday.

The Council and staff discussed at the length the financial status of the City, and the steps need to be taken to implement the important items that were needed.

**2015 CITY COUNCIL COMMITTEE ASSIGNMENTS**

The Council and staff reviewed and made amendment to the assignments for the 2015 calendar year.

**COUNCIL POLICY DEVELOPMENT**

This item was not discussed.

**PROCESS EVALUATION**

Bryce Haderlie asked for feedback on the format of the meeting. He asked if the Council were in favor of having a mid-year Strategic Planning meeting to review the status of the goals.

**CONCLUDING COMMENTS**

Mayor Rolfe expressed his appreciation to staff for their efforts bringing all of the information to the meeting. He felt the goals from last year should be tracked along with the proposed goals. He felt there should be additional directive from the citizens.

***III. ADJOURN***

**MOTION: Councilmember McConnehey moved to adjourn. The motion was seconded by Councilmember Nichols and passed 7-0 in favor.**

The meeting adjourned at 1:04 p.m.

The content of the minutes is not intended, nor are they submitted, as a verbatim transcription of the meeting. These minutes are a brief overview of what occurred at the meeting.

**KIM V. ROLFE**  
**Mayor**

**ATTEST:**

**MELANIE S. BRIGGS, MMC**  
**City Clerk**

Approved this 11<sup>th</sup> day February of 2015