

SOUTH JORDAN CITY  
CITY COUNCIL STUDY SESSION

August 18, 2015

**Present:** Mayor David Alvord, Councilman Steve Barnes, Councilman Chuck Newton, Councilman Chris Rogers, Councilman Mark Seethaler, Councilman Don Shelton, CM Gary Whatcott, City Attorney Ryan Loose, Strategic Services Director Don Tingey, Development Services Director Brad Klavano, Public Works Director Jason Rasmussen, IS Director John Day, City Council Secretary MaryAnn Dean

**Others:** Attachment A

**STUDY SESSION – 4:00 PM**

A. Invocation: *By City Manager Gary Whatcott*

CM Whatcott offered the invocation.

B. Staff Item: Review of Priority Based Budgeting. *(By CM Whatcott)*

This item was done later in the meeting.

C. Staff Item: Mulligan’s Commission Update. *(By Dustin Lewis and Don Tingey)*

Strategic Services Director Don Tingey said Staples Golf did a site visit last week. They used their time effectively and visited with staff, stake holders, and the public. They expect to have a draft report in 2 weeks. He said they held an open house and 30-35 people gave comments/feedback. CM Whatcott said he wished there were more people “at large” that attended, such as people who regularly golf at Mulligans. Councilman Newton said they need to hold town hall meetings with new ideas and proposed changes and get feedback on that.

Councilman Barnes said the low attendance could be, in part, because of the time of year this was held.

Councilman Shelton said one option they discussed was a larger master planning process. If that is the direction that the Mulligans Commission recommends and the City Council approves, there will be more opportunities for community get togethers. The City Council promised that to the public.

Mayor Alvord said they should stay the course. Maybe the small numbers at the open houses are because people have more trust in the City Council. Councilman Seethaler said typically, the residents want the City Council to run the city effectively and leave them alone. Unfortunately, there isn’t a history of high participation by South Jordan residents. Councilman Newton said part of that is communication. This year’s breakfast was better attended than in the past. More

people attended the parade this year. It will grow. Councilman Seethaler said it is important to build a sense of community.

**Councilman Rogers made a motion to go into an executive session to discuss the purchase, exchange, or lease of real property. Councilman Seethaler seconded the motion. Roll call vote. The vote was unanimous in favor.**

D. Executive Session. Closed meeting to discuss the purchase, exchange, or lease of real property. (*City Attorney, Ryan Loose*)

#### ADJOURNMENT

**Councilman Newton made a motion to come out of closed meeting. Councilman Rogers seconded the motion. The vote was unanimous in favor.**

The City Council took a brief dinner break.

B. Staff Item: Review of Priority Based Budgeting. (*By CM Whatcott*)

Strategic Services Director Tingey presented a review of their priority based budgeting (Attachment B). He passed out a scoring criteria (Attachment C). They will be able to do a detailed analysis. This could be a tool to cut or increase costs.

Councilman Seethaler said this process allows them to make decisions thoughtfully and without rhetoric.

CM Whatcott said they have a contract with Y2 services. Part of that contract says they can do a 25 question survey for a certain amount, outside the annual survey.

Mayor Alvord said he would like to do a survey of taxes versus services. He wants to see where the residents want their priority to be.

Tamara Zander, City Council candidate, said it would be valuable to get a voice by the people. Asking the questions appropriately is key. She thinks it is a brilliant idea.

Thom Geilmann, City Council candidate, concurred but said they should also use the professional capability of staff and the City Council to formulate the budget.

Patrick Harris, City Council candidate, said they need to make sure the residents understand the data if they are going to put a lot of heavy weight on the results.

Councilman Seethaler said people don't know the issues and can't comprehend the tradeoffs, even in a survey. Mayor Alvord said the idea of taxes versus services is a preference question. He said he enjoys hearing from constituents and knowing their preferences, rather than just 6 people who decided to run for City Council and staff. Councilman Seethaler said he has the total opposite view. He said they are divided into districts. Those that represent South Jordan City are

tasked with studying out the issues. Those that are most prone to respond may or may not hold the majority view. He suggested that we should respect our elected representative, Republic form of government.

CM Whatcott said they would bring back a discussion about the survey in a future work session.

Councilman Barnes said it could be a useful tool. They need to look at the data with the right perspective. Councilman Seethaler said if it is statistically valid and has good insight, it is a good starting point.

Strategic Services Director Tingey reviewed the final slides from his presentation.

#### ADJOURNMENT

The study session adjourned at 6:01 p.m.

**This is a true and correct copy of the August 18, 2015 Council Study Session minutes, which were approved on September 1, 2015.**

  
**South Jordan City Recorder**



# Priority Based Budgeting

City Council Work Session  
August 18, 2015



# Agenda

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## ○ *Review:*

- *Purpose*
- *Philosophy*
- *Process*
  - *Strategic Initiatives*
  - *Program Inventory*
  - *Program Scoring*
  - *Program Costing*

## ○ *Demonstrate*

- *Resource Alignment Diagnostic Tool - Analysis*
- *Resource Alignment Diagnostic Tool - Model*



# Dogbert Consults

## DOGBERT CONSULTS

YOU NEED A DASH-  
BOARD APPLICATION  
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KEY METRICS.



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THAT WAY YOU'LL HAVE  
MORE DATA TO IGNORE  
WHEN YOU MAKE YOUR  
DECISIONS BASED ON  
COMPANY POLITICS.

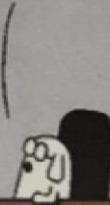


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WILL THE  
DATA BE  
ACCURATE?



OKAY,  
LET'S  
PRETEND  
THAT  
MATTERS.



# Purpose: Priority Based Budgeting

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*“... identify its most important strategic priorities, and then, through a collaborative, evidence based process, rank programs or services according to how well they align with the priorities. Then allocate funding in accordance with the ranking.”*



# Purpose: Priority Based Budgeting

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*“This process puts elected officials in an influential policy-making role – perhaps more powerful than under traditional budgeting system. It allows them to achieve what inspired them to run for office – identifying the results and implementing the policies that are most important to their community.”*



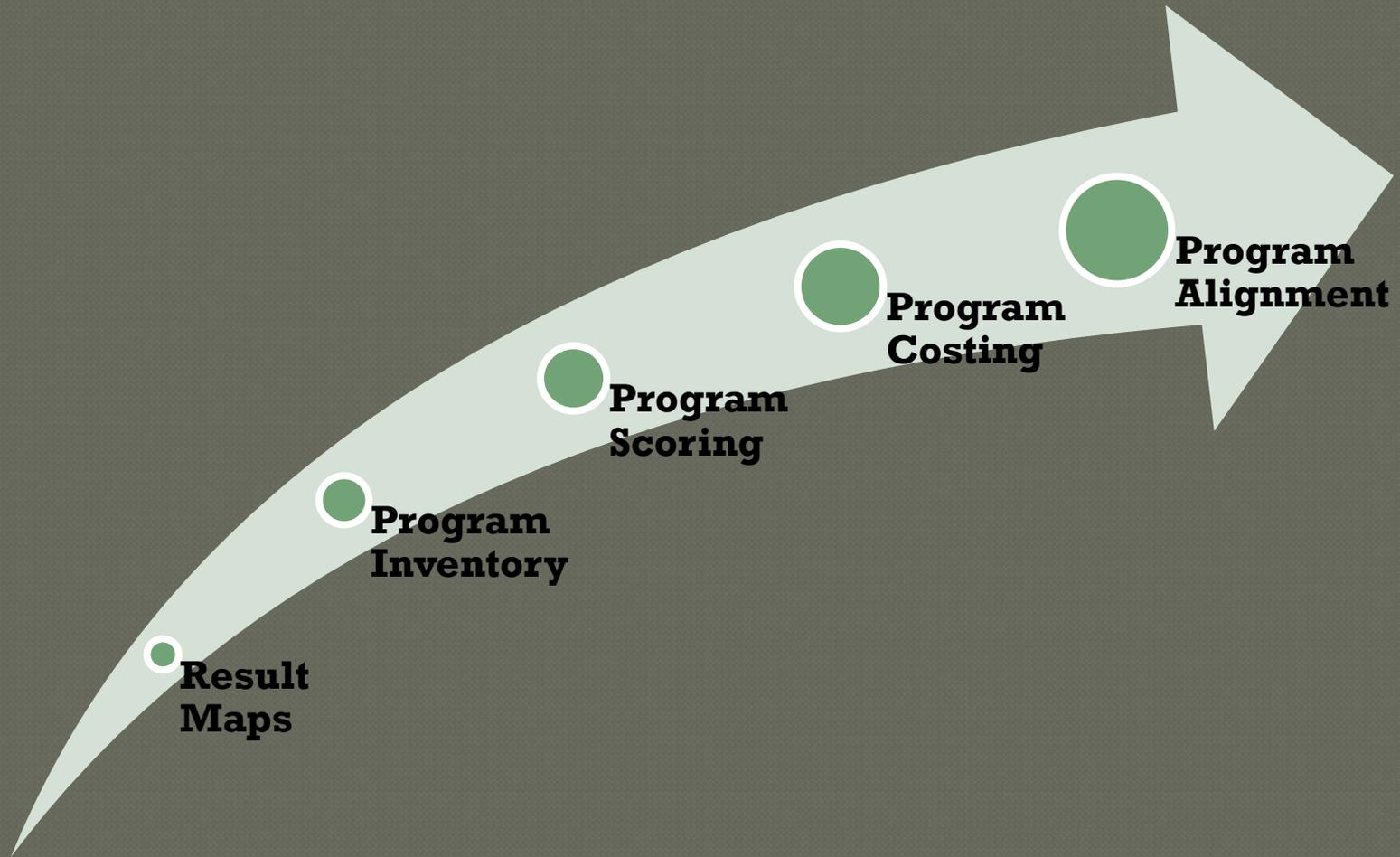
# Philosophy

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- ◉ Prioritize Services
- ◉ Do the Important Things Well
- ◉ Question Past Patterns of Spending
- ◉ Spend Within the Organization's Means
- ◉ Know the True Cost of Doing Business
- ◉ Provide Transparency of Community Priorities
- ◉ Provide Transparency of Service Impact
- ◉ Demand Accountability for Results

# Priority Based Budgeting Process

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# Strategic Initiatives



# Balanced Regulatory Environment

Establishes and Enforces  
Codes that Maintain a Clean,  
Orderly and Sustainable  
Environment  
(BRE-3)

Provides for a Long-Term Safe  
and Attractive Community  
Through an Efficient and  
Appropriate Set of Effective,  
Well-Balanced and Consistently  
Applied Regulations that Meet the  
Community's Expectations  
(BRE-1)

Balanced Regulatory  
Environment



Educates, Engages and  
Partners with the Community to  
a Develop a Sense of Shared  
Responsibility and Instill  
Community Pride  
(BRE-3)

Develops and Implements  
Strategic Land-Use Plans,  
Zoning Plans and Regulatory  
Policies that that are Clear and  
Fairly Managed, Ensure  
Compliance with Current  
Standards and Encourage  
Community Growth and  
Development  
(BRE-2)

# Civic Development

Provides for a Well-Managed, Well-Planned and Highly Reliable Public Utility System that Serves the Needs of the Community (CD-4)

Develops and Provides Quality Well-Maintained Parks, Trails, Open Spaces, Public Spaces and Public Use Facilities that Meet the Needs of the Community (CD-1)

## Civic Development



Prioritizes Funding and Supports Resource Allocation to Maintain Planned and Existing Infrastructure Assets (CD-3)

Plans, Builds, Repairs and Continuously Enhances a Well-Designed, Sustainable and Well-Maintained Transportation Infrastructure Network that Ensures Safe Traffic Flow and Offers Public Transit Options (CD-1)

# Desirable Amenities & Open Space

Partners and Collaborates with Aligned Stakeholders to Expand Parks and Recreation Facility Access and Programming (DAOS-4)

Develops and Maintains Park and Recreation Venues and Facilities that are Attractive and Connected to a Comprehensive Parks and Trail System that Provides the Community with Safe and Accessible Family Recreational Opportunities (DAOS-1)

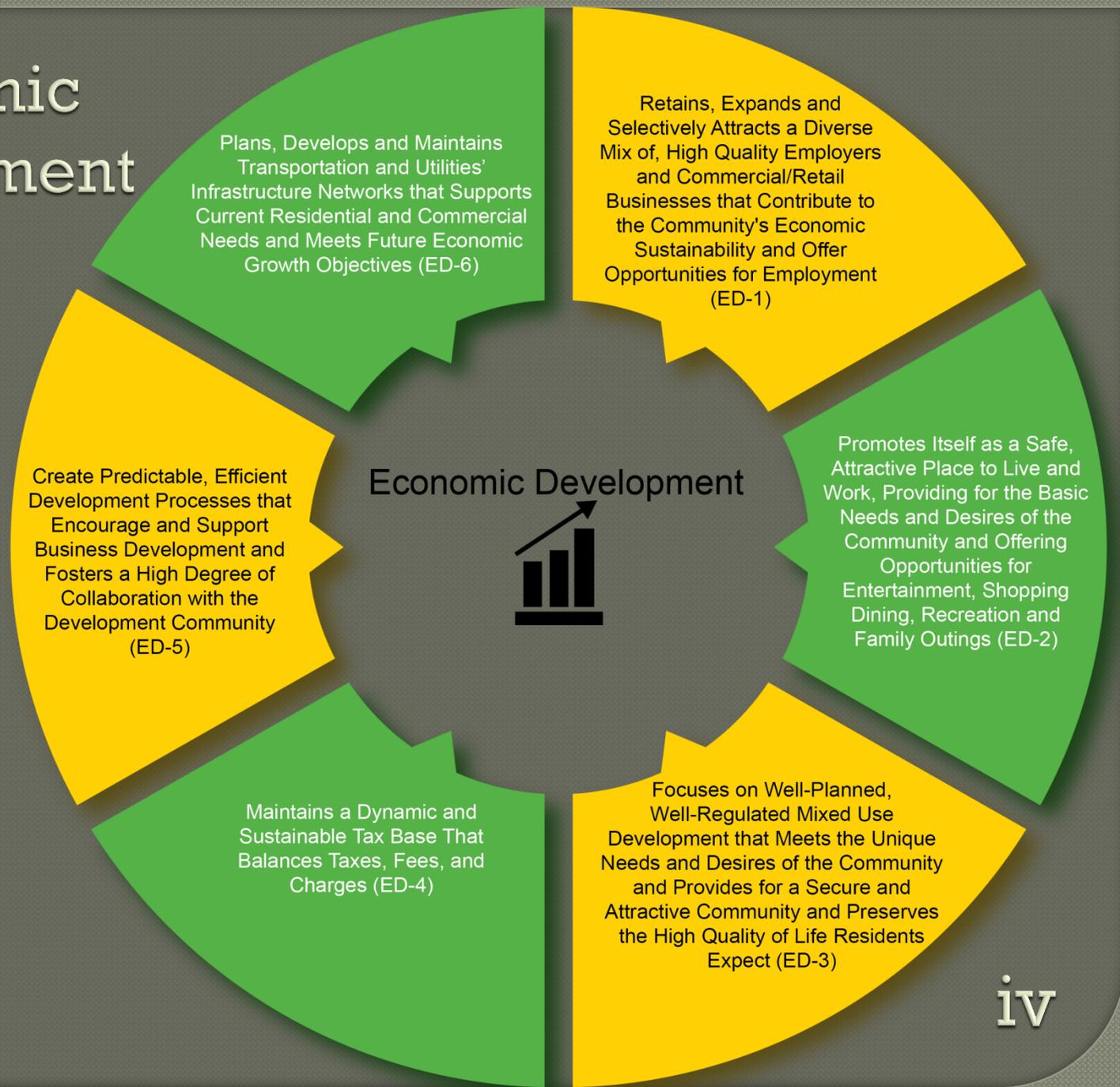
## Desirable Amenities & Open Space



Preserves Its Unique History, Heritage and "Rural Feel" by Preserving Open Space and Sustaining Well-Maintained, Inviting and Accessible Open Spaces, Water Ways, Entry Ways and Public Rights of Way (DAOS-3)

Provides a Variety of Programs that Meet the Diverse Recreational and Leisure-time Needs for all Ages and Abilities (DAOS-2)

# Economic Development



# Engaged Community

Supports a Vibrant, Stable, Orderly, Well-Planned and Highly Served Community That Promotes Special Events, Recreational Activities and the Arts (EC-5)

Responds to the Needs and Concerns of the Community in a Prompt, Transparent, Professional, Respectful and Ethical Manner (EC-1)

## Engaged Community

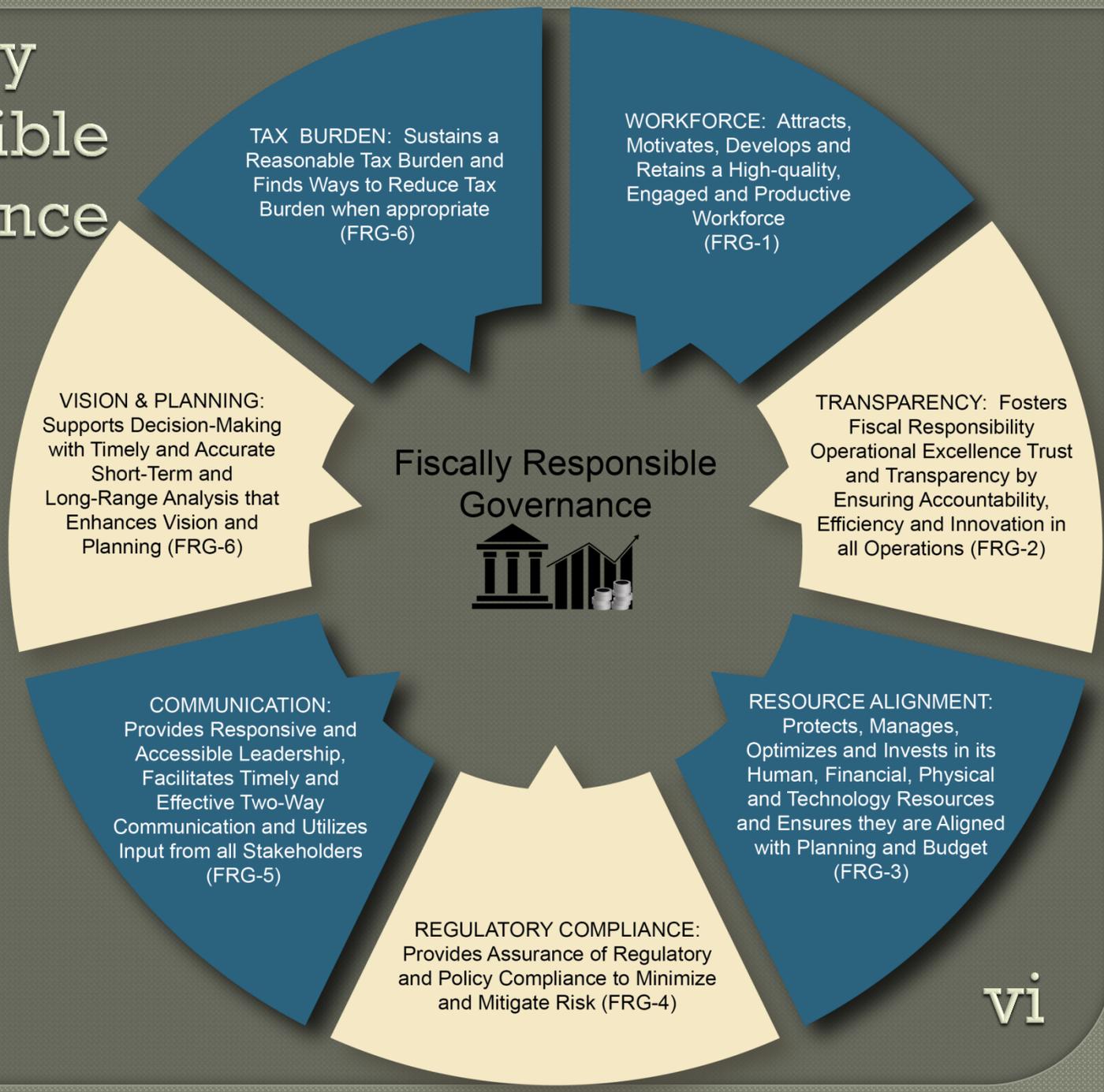


Provides Ample Opportunities to Engage, Educate, Inform and Involve the Community, Encouraging Participation, Partnerships Volunteerism (EC-4)

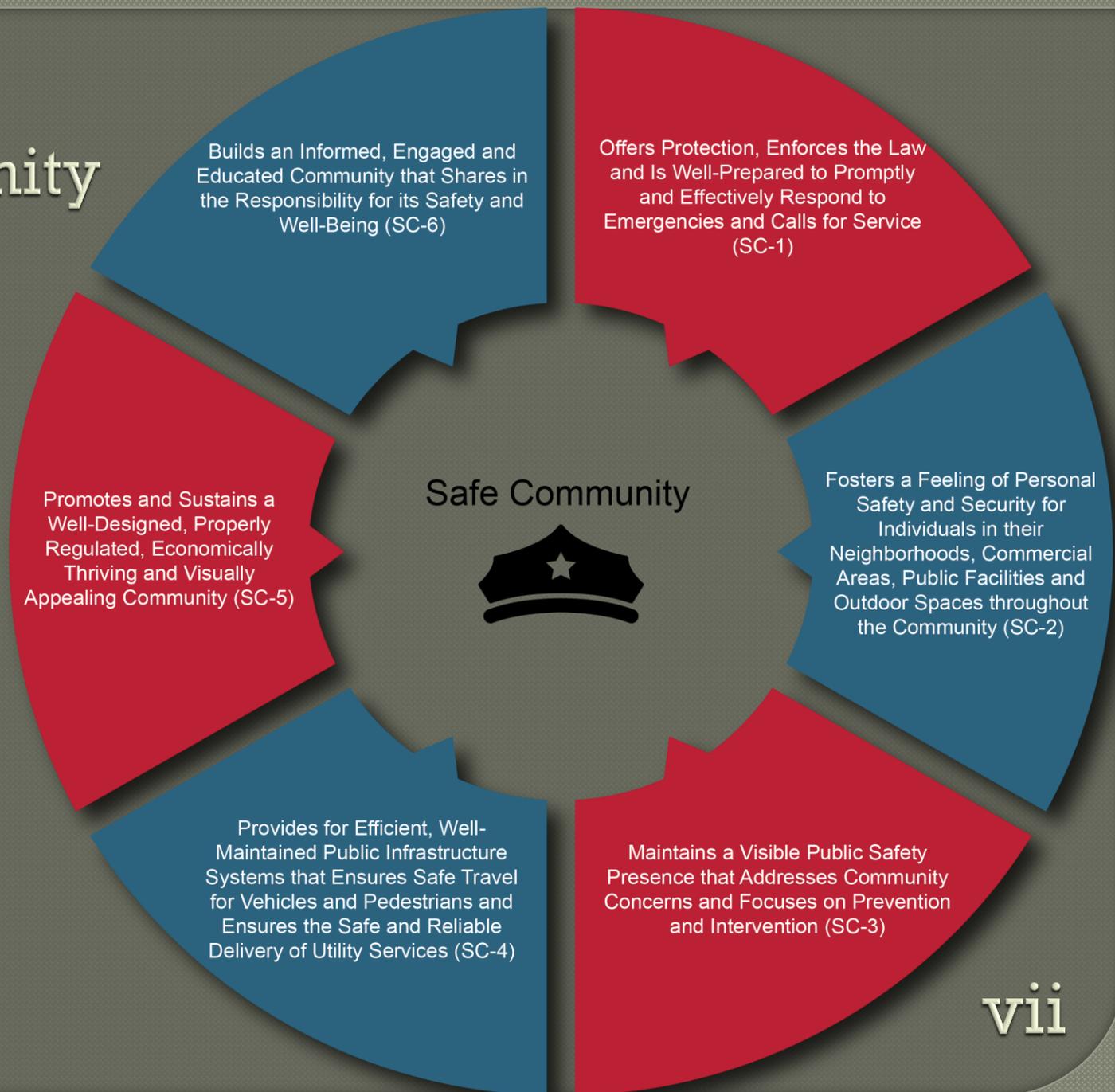
Fosters a Feeling of Growing Community Pride and a Sense of Shared Responsibility (EC-2)

Ensures an Environment that Fosters Open, Two-way Communication and Solicits Feedback from Community Members Through a Variety of Media Channels (EC-3)

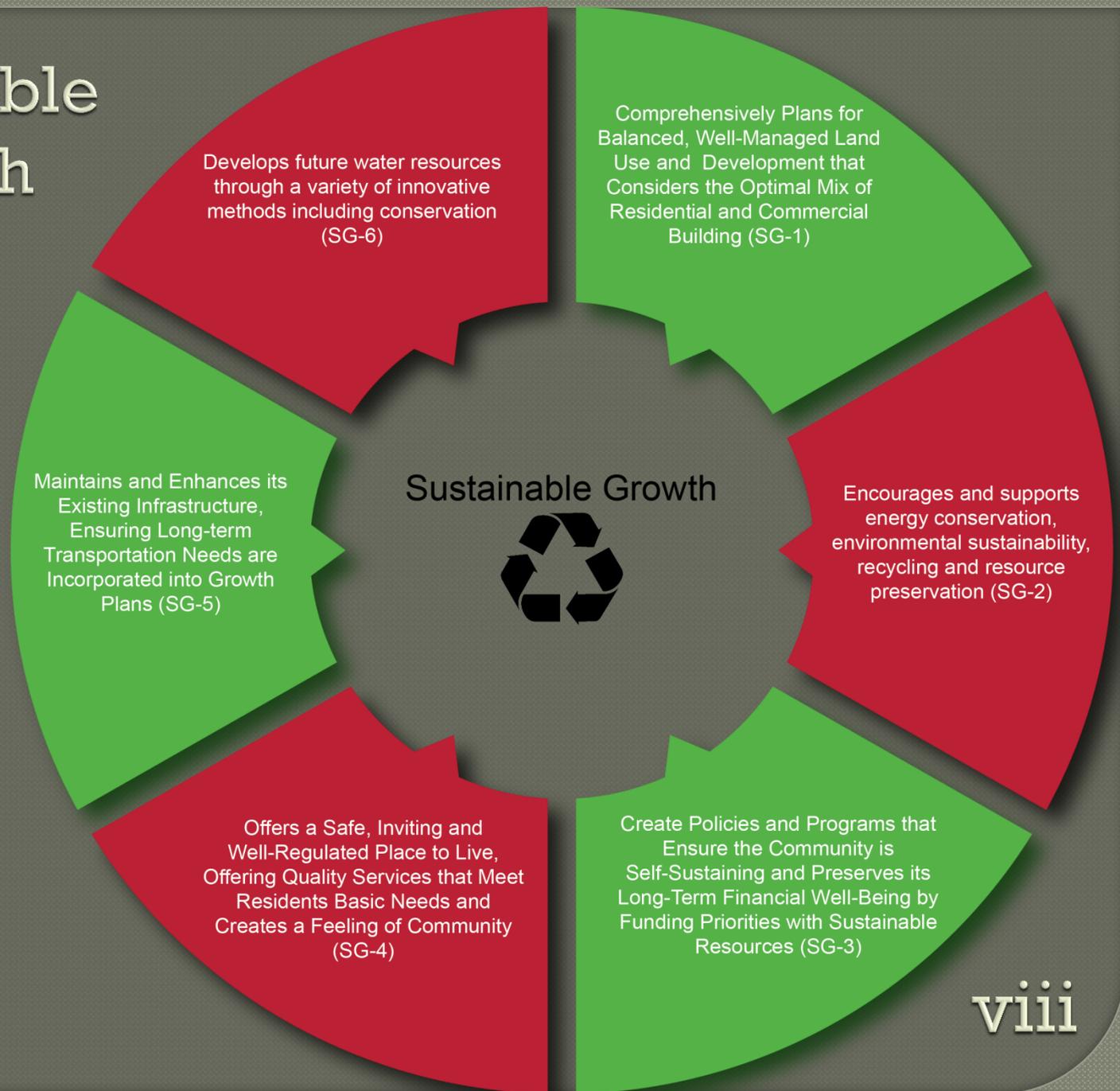
# Fiscally Responsible Governance



# Safe Community



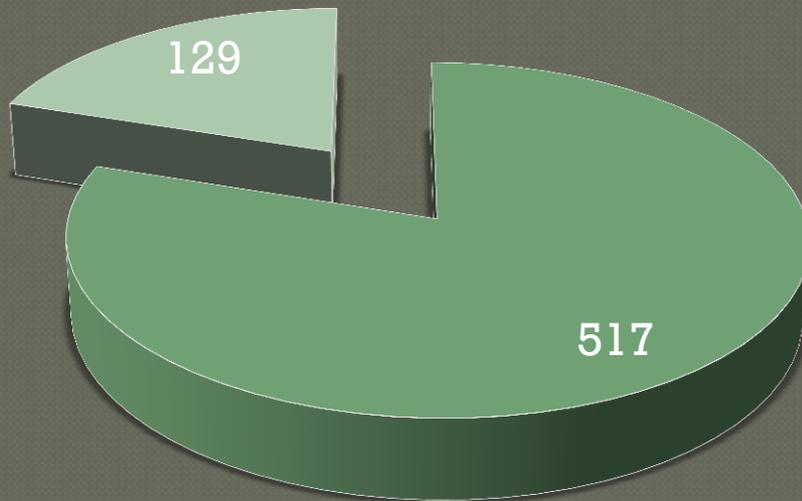
# Sustainable Growth



# Program Inventory

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**646 Programs**



- Community Programs
- Governance

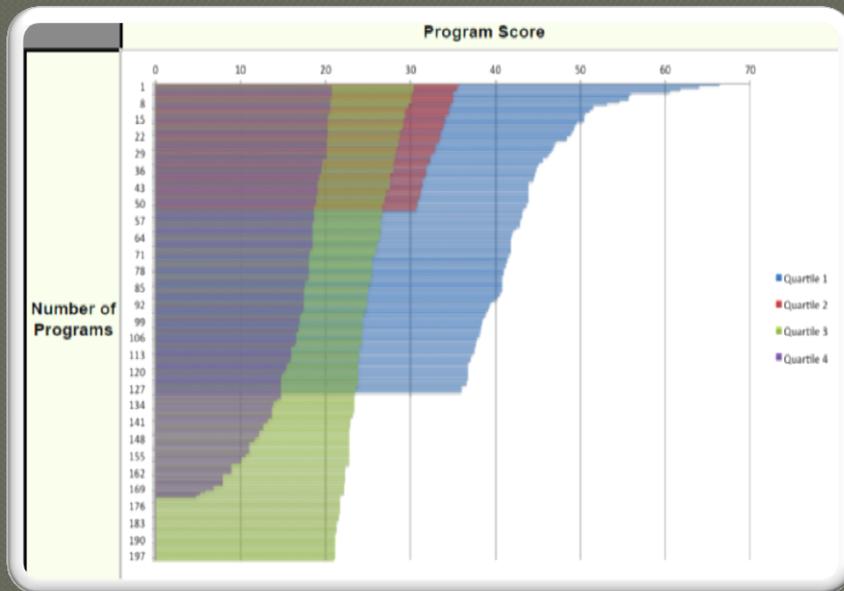
# Program Scoring

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- ◉ Scoring (1-4)
  - Community Result Attributes
  - Governance Attributes
  - Basic Attributes
- ◉ Scored by Department
- ◉ Scored by Attribute Team

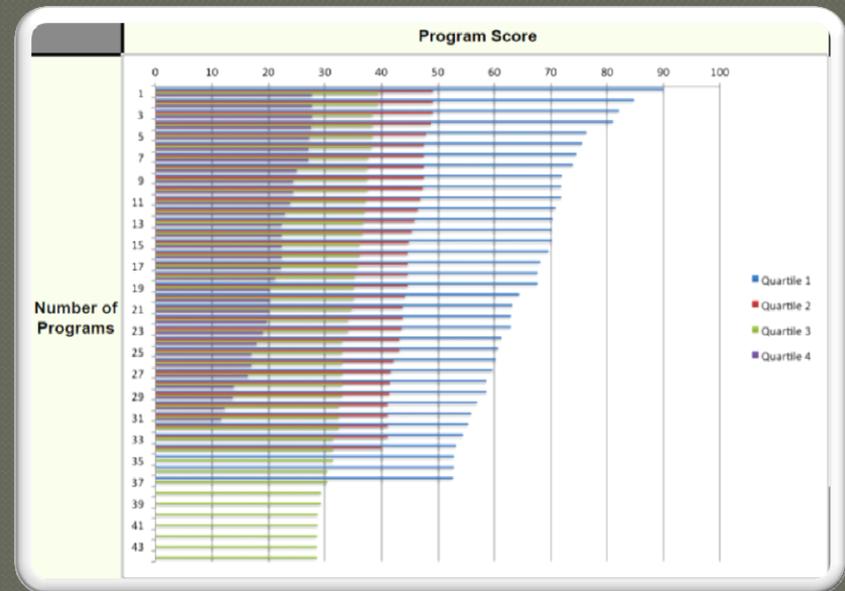
# Program Scoring

## Community Programs



Q1:	134	\$23.8 m
Q2:	47	\$11.6 m
Q3:	175	\$10.3 m
Q4:	148	\$ 8.6 m

## Governance Programs



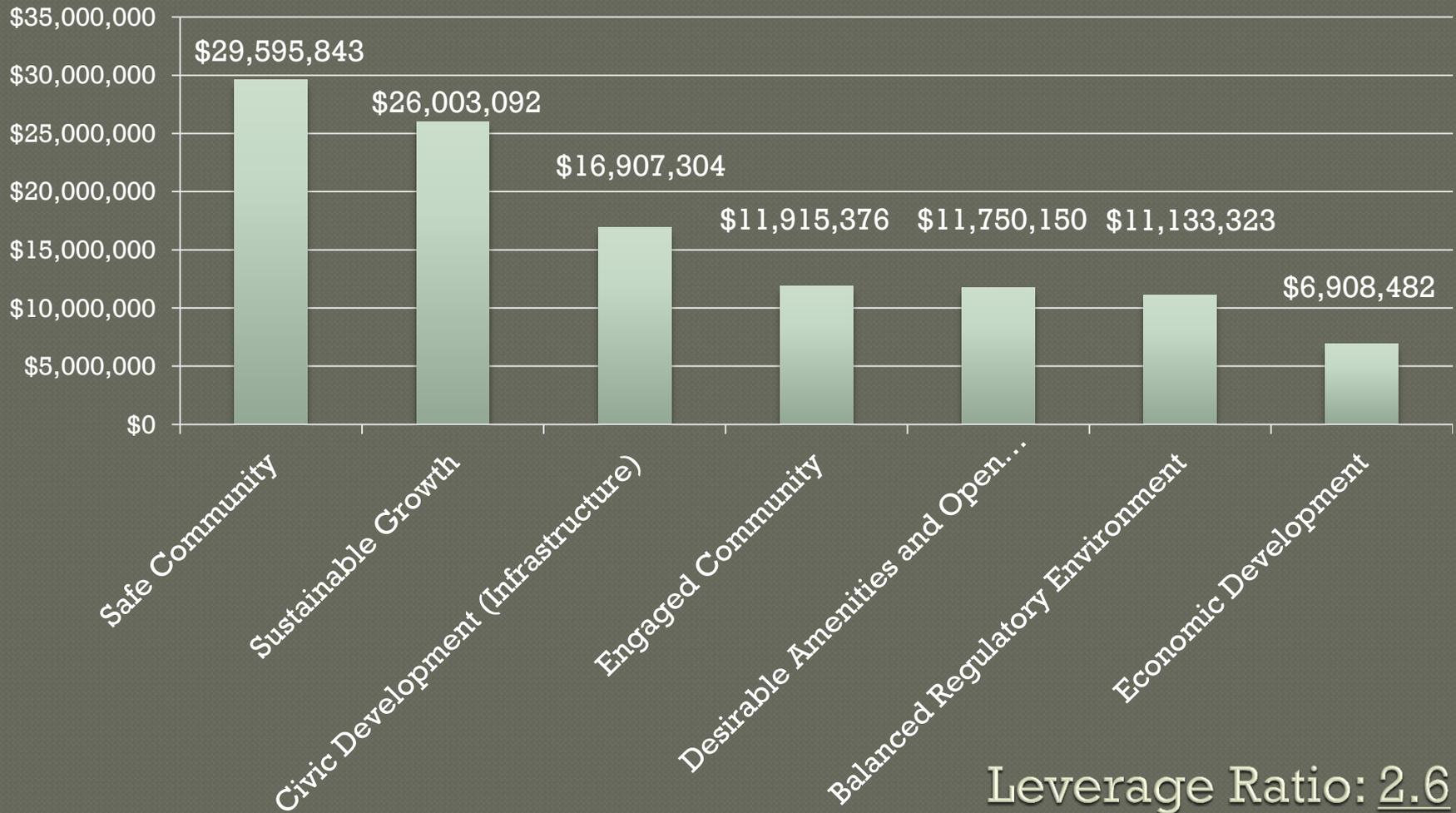
Q1:	36	\$2.2 m
Q2:	30	\$2.1 m
Q3:	36	\$3.5 m
Q4:	25	\$0.4 m

# Program Costing

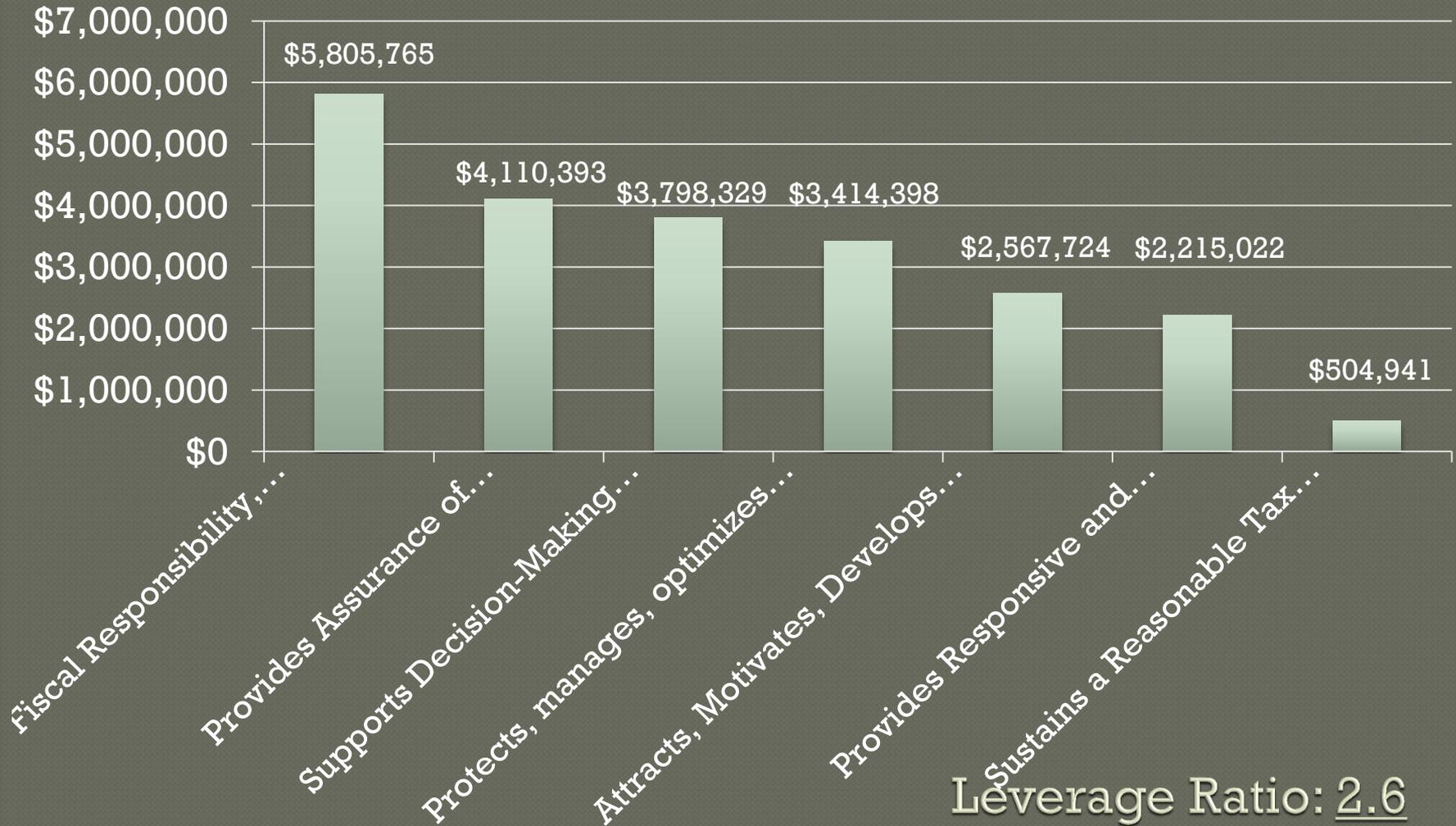
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- ◎ Personnel/Benefits
- ◎ Operation Budgets
  - Excludes:
    - Debt payments
    - Capital Improvement Projects
    - One-time project payments
- ◎ Program Revenues
  - Fine tuning in future years

# Spending Toward Community Results



# Spending Towards Governance Results



# Program Alignment

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## ● Demonstrate Tools

- *Resource Alignment Diagnostic Tool - Analysis*
- *Resource Alignment Diagnostic Tool – Model*

## ● *NEXT:*

- FY2016-17 Budget Process –
  - Focus on programs
    - Q1-2 – Focus on efficiency
    - Q3-4 – Focus on value to attributes
  - Incorporate Key Performance Indicators (KPI)
    - Department / Division / Program
- Other resources: Online Health Diagnostic Tool - *evaluating*

# SCORING CRITERIA

## Community Attributes



Safe Community



Sustainable Growth



Civic Development



Engaged Community



Balanced Regulatory Environment



Fiscally Responsible Governance



Desirable Amenities and Open Space



Economic Development

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## Governance Attributes

Engaged Workforce:

Attracts, Motivates, Develops and Retains a High-Quality, Engaged and Productive Workforce

Accountability, Efficiency, and Innovation:

Fosters Fiscal Responsibility, Operational Excellence, Trust and Transparency by Ensuring Accountability, Efficiency and Innovation in all Operations

Aligned Resources:

Protects, Manages, Optimizes and Invests in its Human, Financial, Physical and Technology Resources and Ensures they are Aligned with Planning and Budget

Compliance:

Provides Assurance of Regulatory and Policy Compliance to Minimize and Mitigate Risk

Two-way Communication:

Provides Responsive and Accessible Leadership, Facilitates Timely and Effective Two-Way Communication and Utilizes Input from all Stakeholders

Vision and Planning:

Supports Decision-Making with Timely and Accurate Short-Term and Long-Range Analysis that Enhances Vision and Planning

Tax Burden:

Sustains a Reasonable Tax Burden and Finds Ways to Reduce that Burden when Appropriate

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## Scoring for Community and Governance Attributes

0 to 4 Scale

- 0 = Program has no influence on the result
- 1 = Program has some influence on the result
- 2 = Program influences the result
- 3 = Program has a strong influence on the result
- 4 = Program is essential to the result

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## Basic Program Attributes

Attribute	Ranking Criteria
MANDATED to PROVIDE the PROGRAM	0 to 4 Scale 0 = No mandate 1 = Best Practice 2 = City Code, resolution, ordinance or policy 3 = Charter 4 = Federal/State Mandate
RELIANCE on the CITY to PROVIDE the PROGRAM	0 to 4 Scale 0 and 1 = Several other private providers 2 = Other non-profit agency providers 3 = City is sole provider but other contractors available 4 = City is sole provider
COST RECOVERY of PROGRAM	0 to 4 Scale, Based On Percentage 0 = No cost recovery 1 = 1% to 24% 2 = 25% to 49% 3 = 50% to 74% 4 = 75% to 100%
PORTION of COMMUNITY SERVED by the PROGRAM	0 to 4 Scale; Program Serves: 0 = Only a small portion of the community 1 = Some portion of the community 2 = A significant part of the community 3 = A substantial part of the community 4 = The entire community
CHANGE in DEMAND for the PROGRAM	-4 to +4 scale; Program is Experiencing: -4 = substantial decrease -3 = significant decrease -2 = modest decrease -1 = minimal decrease 0 = no change in demand 1 = minimal increase 2 = modest increase 3 = significant increase 4 = substantial increase