



## South Salt Lake City Council Work Meeting

Public notice is hereby given that the **South Salt Lake City Council** will hold a Work Meeting on **Wednesday, January 29, 2020** in the City Council Chambers, 220 East Morris Avenue, Suite 200, commencing at **5:30 p.m.**, or as soon thereafter as possible.

### CITY COUNCIL

#### MEMBERS:

LEANNE HUFF  
COREY THOMAS  
SHARLA BYNUM  
PORTIA MILA  
SHANE SIWIK  
NATALIE PINKNEY  
RAY DEWOLFE

Conducting: Sharla Bynum, Council Chair

### MATTERS FOR DISCUSSION:

1. Budget Discussion

Sharla Bynum

Posted January 24, 2020

Those needing auxiliary communicative aids or other services for this meeting should contact Craig Burton at 801-483-6027, giving at least 24 hours' notice.

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CITY OF SOUTH SALT LAKE  
CITY COUNCIL WORK MEETING

COUNCIL MEETING

Wednesday January 29, 2020  
5:39 p.m.

CITY OFFICES

220 East Morris Avenue #200  
South Salt Lake, Utah 84115

PRESIDING  
CONDUCTING

Council Chair Sharla Bynum  
Council Chair Sharla Bynum

COUNCIL MEMBERS PRESENT:

Sharla Bynum, Ray deWolfe, LeAnne Huff, Portia Mila, Natalie Pinkney,  
Shane Siwik and Corey Thomas

STAFF PRESENT:

Mayor Cherie Wood  
Charee Peck, Chief of Staff  
Hannah Vickery, City Attorney  
Kyle Kershaw, Finance Director  
Jack Carruth, Police Chief  
Terry Addison, Fire Chief  
Mont Roosendaal, Public Assets Director  
Randy Sant, Economic Development Director  
Alexandra White, Community Development Director  
Jim Hignite, Building Department Manager  
David Alexander, Streets Department Manager  
Jason Taylor, Water Department Manager  
Corby Talbot, Storm Water Manager  
Antoinette Evans, Urban Livability Director  
Kelli Meranda, Promise SSL Director  
Scott Turnblom, Information Technology Manager  
Sharen Hauri, Urban Design Director  
Lisa Forrester, Court Administrator  
Bill Hogan, Police Sergeants  
Craig Burton, City Recorder  
Ariel Andrus, Deputy City Recorder

**Matters for Discussion**

1. **Budget Discussion.** Mayor Wood explained that she asked each department head to provide their top three budget priorities, identify any area for streamlining or improvement, where in the City do they see a need for investment, and how would you communicate with your constituents.

Each person was given one and a half minutes to present their information and then the

Council could ask any questions they had. A copy of each presentation is attached to these minutes and incorporated by this reference. Council questions, if any, and staff answers are included in the written minutes.

Presentations were as follows.

1) Aaron Wiet, Recreation Director.

Council Member deWolfe asked if maintaining competitive salaries meant an increase in salaries.

Mr. Wiet said right now they are pretty competitive. They have been taken care of the last several years and he wants to see that continue so he doesn't lose them to other cities.

2) Corby Talbot, Storm Water Manager.

Council Member deWolfe asked if they needed a pickup truck or a special vehicle.

Mr. Talbot said a pickup truck.

Council Member Huff clarified that all the trucks need to be upgraded.

Mr. Talbot said yes.

3) Urban Design Director, Sharen Hauri.

Council Chair Bynum asked if the Energy Sustainability Plan fits in with the General Plan.

Ms. Hauri said that it does.

Council Member Pinkney asked if the Housing Community Development position would be a full or part-time position.

Ms. Hauri said it would be full-time.

Mayor Wood clarified that the position would also serve as the Deputy Community Development Director. It is currently not funded.

Council Member deWolfe asked about the transportation planner position.

Ms. Hauri said it is another critical position.

4) Hannah Vickery, Attorney's Office.

Council Member Pinkney asked if hiring a staff attorney position would mean hiring

our own prosecutor and legal defender.

Ms. Vickery explained that the prosecutor and legal defender are contracted. The staff attorney would be handling the civil side of things.

Council Chair Bynum suggested the additional attorney should reduce some of the need to outsource.

Ms. Vickery said it potentially could. She explained that there are several reasons for outsourcing. Sometimes they need a specialty. Litigation is always contracted out. There are times of conflict when the inhouse attorney can't advise on a particular matter under their ethical rules. And there are times when all the work happens to come on the same day. An additional attorney does not get rid of these needs, but an additional attorney could help improve efficiency and help the City get to things that aren't currently being done now. As the city and city departments grow there is a direct correlation on the needs of legal services.

Council Member Siwik asked if this position would be a land use attorney.

Ms. Vickery said she hasn't identified how she would divide out the position because it will depend on the background and skill set of person she brings in. Maybe more of the code drafting can be done in-house. The code is out dated and it is time that some resources get dedicated to updating it.

5) Charee Peck, Chief of Staff/Director of Human Resources

Council Member deWolfe asked if the city offers professional development training.

Ms. Peck explained not on a general level because they don't have the funding.

6) Lisa Forrester, Court Administrator.

7) Antoinette Evans, Urban Livability Director.

8) Kelli Meranda, Promise South Salt Lake Director.

Council Chair Bynum clarified that if the city starts participating in funding of Promise then it frees up money to actually go to the students at the centers.

Ms. Meranda concurred. She explained that administrative dollars are the hardest to fund raise for because a lot of the debt organizations that fund programming want it to go to direct services. Opening up some of those more flexible dollars that they use for administrative funds would free up opportunities to provide deeper services for the community.

Mayor Wood explained that they are also asked what the city's investment is by partners. She feels having some buy in, whether the whole administrative staff or if

they start with just a couple of staff members, would be a step in the right direction.

9) Kyle Kershaw, Finance Director.

10) Scott Turnblom, IT Manager.

Council Member Mila asked if they are looking to fill the position that is currently open.

Mr. Turnblom explained that it is a position that was budgeted for last year to add to the team but they have not been able to fill it. The reason they haven't filled it comes down to money and what they have been able to offer. They are in the middle of their fourth time trying to fill the position. He's hoping they can find someone. It has been open since July 1, 2019. It is hard to fill because of the competition of everyone else. The private sector is paying a lot more than city government is willing to pay.

11) Craig Burton, City Recorder.

12) Jim Hignite, Building Department Manager.

Council Chair Bynum asked how many people would be on his staff in the ideal world.

Mr. Hignite said five. He has three right now. One is very inexperienced and only one is able to do commercial plans examinations.

Council Member Pinkney ask if he helps with the certification or does he hope to find someone already certified.

Mr. Hignite said he hopes to find someone fully certified because State law says if an individual cannot do inspections or plan review in an area they are not certified in it. He would like to find fully certified and experienced people. There is a shortage of qualified people. Back in November thire lead inspector went to a conference and they needed someone to fill in. The company that they contract with for third party reviews had so many inspections they couldn't meet the city's needs.

Mayor Wood said this is a component of the complaints the Council is receiving.

13) David Alexander, Streets Department Manager.

Council Chair Bynum said that all the upgrades that our public works department needs, and are currently lacking, is effecting our customer service.

Mr. Alexander agreed.

14) Jason Taylor, Water Department Manager.

Council Chair Bynum asked how much a hydro excavation truck would be.

Mr. Taylor said they are about \$450,000.

15) Mont Rosendaal, Public Assets Director.

Council Member Siwik asked if it was three new full-time employees that were needed in his department.

Mr. Rosendaal said they critically need one mechanic technician. Two would be better. He has three mechanics and they make less than every other city and every other city has got a new shop. They are working in a seventy-five year old building. For a dollar more an hour they can go to a new shop and work in those conditions. We are getting to a critical area. Or technicians are trained on our equipment, they are dedicated, they want to be career employees. It's so vital that we don't lose them. They are certified on fire trucks and not every city has that. There is a lot of benefit in investing in these mechanics.

16) Jack Carruth, Police Chief.

Council Member Siwik asked if the raise was a three percent merit and three percent COLA.

Chief Carruth said it would be a six percent COLA and a four percent merit for those that are entitled to a step increase.

Council Member Pinkney asked, given the growth of the city, how long the six additional officers help the city.

Chief Carruth said it depends on how aggressive they want to get on approving properties and projects. It would carry them a couple of years for sure.

Council Member deWolfe asked if the budget included the increase for the MOU with Unified for forensic services.

Chief Carruth said no. They have been able to partner with Salt Lake City for the same MOU that they had with Unified at the same price.

Council Chair Bynum asked what the city is anticipating in regards to State funding next year for police officers and firefighters.

Mr. Kershaw explained that what the city was approved to receive in fiscal year 2021 was \$300,000 less than what was budgeted for in fiscal year 2020.

17) Terry Addison, Fire Chief.

Chief Addison said the Fire Department has been impacted greatly by the Homeless Resource Center. Like the Police, they have received additional funding from the State for staffing. The call volume within a half a mile of the Resource Center has

increased over two hundred percent and it's far greater for the Police Department. It does put a stain on the equipment. When they roll the equipment out it is a large piece of equipment. It's wear and tear on the streets, infrastructure, and the equipment itself. They have repeat customers that might need services and might not and sometimes it takes a toll on the resources.

Council Member Pinkney stated that many fire resources are on the west side of the city. She wonders if there has been any discussion on how they can make sure there isn't a reduction of response time.

Chief Addison said the response time is cyclic. They have a mutual aid agreement with all outlying partners. The city is seven square miles and is divided into three response zones with the fire apparatus.

18) Randy Sant, Economic Development Consultant

Council Chair Bynum explained that if they receive a complaint from a business they forward it to Mr. Sant and he works with them. She feels it has been effective.

Mayor Wood advised that she feels they need a liaison for the Homeless Resource Center where all communication goes. There are currently six to eight meetings and phone calls a week that she is invited to. She feels they need to have a voice and an ear in every conversation. She would like get this position filled sooner than later. There are concerns and she feels they need to have someone that can be on all those phone calls and is the keeper of the information.

Council Member deWolfe asked if Salt Lake City or Midvale has a position like this.

Mayor Wood answered yes. Salt Lake City has three people, Salt Lake County has six or eight. This position would be a direct report to the Mayor and needs to be a cabinet level position.

The Mayor informed the Council that the cabinet members felt the number one need was getting Community Development and Engineering staffed. Number two was getting the Information Technology infrastructure complete.

The number one big picture item was a public works campus. Second was infrastructure.

The meeting adjourned at 6:54 p.m.

  
Sharla Bynum, Council Chair

  
Craig D. Burton, City Recorder

January 29, 2020

CITY COUNCIL REGULAR MEETING  
LIST OF ATTENDEES

<u>NAME</u>	<u>ADDRESS</u>	<u>REPRESENTING</u>
Jim Hignite	COMMUNITY DEV	COMMUNITY DEV
Randy Scott	ECONOMIC DEV.	ECONOMIC DEV
Jack Carmuth	2835 SO MAIN ST	Police
David Alexander	195 W Oakland Ave	PW/streets
Jason Taylor		Water Division
Lisa Park	195 W. Oakland Ave	Public Works
Cathy Talbot	195 W Oakland	PW
Cathy Cagle	2835 S Main St	Police
Ken Forrester	220 E. MORRIS	SSCJC
Antoinette Evans	220 E Morris	Urban Livability
Kelli Meranda	210 E. MORRIS AVE.	Promise SSL
Sharon Haun	210 E Morris Ave	Urban Design
Jennifer Allred	3512 SO. 300 E	myself
Samuel Heathcote	Donna Manor Apartment	myself
Mike Jones	2600 S MAIN STREET	FIRE DEPARTMENT
Terry Addison	2600 S. Main	Fire
Monte Rosendaal	220 E Morris Ave	Public Assets
Taylor King	2600 S. Main	Fire
JENNIFER ROSS	2600 S. MAIN	FIRE
Nathan Scott	2600 S. Main	Fire
Scott Turnipseed	220 E morris	IT
Kyle Kershman	"	Finance



# Budget Priorities 2020

## HUMAN RESOURCES/CHIEF OF STAFF

### Top 3 Budget Priorities

1. Training for Human Resources \$2,500  
To stay up-to-date on employment law changes
  2. In-house supervisor training \$2,500  
To train supervisors about employment law minimizing risk to the City
  3. Recruitment/advertising \$1,000  
To advertise externally when we aren't getting candidates through regular channels
- 
4. **Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources.**
    - Automated timekeeping – Finance has been testing in Caselle. It would streamline payroll, reduce time of admins currently required to do timesheets, increase accuracy of records, increase employee transparency
  5. **Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**
    - Emergency Management – it has been completely dropped. We are in a position of high risk if there is an emergency or natural disaster.
    - Paint City Hall – Currently it doesn't create a positive image of our City
  6. **In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**
    - Find additional ways to post jobs, recruit, find talent
    - Support public safety through job fairs

## ATTORNEY

### **Top 3 Budget Priorities**

1. Resources to update City Codes and Policies
  - a. A number of City codes are out of date and in need of significant revisions to comply with current state and federal laws as well as updates to coincide with current practices and trends.
  - b. Code clean up not only gives City staff the tools to help make the City we work in a safer and more enjoyable place to live, work, and play but it also helps reduce legal exposure to the City and helps the City operate more efficiently.
  - c. In addition to the City's codes being outdated, there are a number of City policies in need of similar updates. Among a top priority is the City's Personnel Policies and Procedures Manual. This project is likely a 200+ hour legal project in conjunction with working with Human Resources and Department Directors.
2. Resources to continue to support ongoing enforcement efforts in the City
  - a. As the City grows the number of enforcement actions necessary to enforce the City's ordinances will also increase (which we have seen over the last several years). Whether it be Criminal or Civil enforcement, the Attorney's Office is the chief statutory enforcement authority in the City. Additional resources are necessary to pursue enforcement of the law, most notably business license enforcement, enforcement of criminal acts, environmental regulations, and other various code enforcement issues.
3. Resources to pursue legal actions on behalf of the City
  - a. Currently the City does not have a mechanism to fund legal action to pursue enforcement of a breach of the City's rights. Over the last several years, a number of examples come to mind where the City did not have nominal resources to pursue legal action that was likely to result in cost recovery for the City. Among those are: in 2018 a City police vehicle was totaled by an uninsured driver. The City did not have the resources to pursue litigation to recover those costs. Had the City had \$5,000 to cover legal fees, the City could have pursued a small claims action to recover up to \$10,000, at a net gain of \$5,000 to the City. Another more recent example, this past year City plows were damaged to the figure of approximately \$9,000 as a result of a contractor leaving materials out in the roadway. The City is currently pursuing initial legal action for the

damages. However, if those initial efforts are not fruitful, the City would need to file a lawsuit which there are currently no legal resources for. (The City's outside legal expense budget is \$25,000)

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- It is difficult to streamline legal services. Legal services by definition are individualized and require specific detailed attention to meet our ethical and professional responsibilities as attorneys. However, the City does belong subscribe to a number of resources that are underutilized that could help reduce some of the costs. For example, Employer's Counsel is a resource we have utilized more recently over the past year and a half. Such efforts could be increased. In addition, Traveler's Insurance does offer some other risk training resources that could help take some of the burden off the Attorney's Office related to risk management training. The legal office should also help empower other staff members to take leadership roles in matters related to overall risk management in the City.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- There is a need to invest in the City's infrastructure. The City should seek to identify opportunities to improve our infrastructure systems and capitalize on opportunities to pay for the associated costs. Failing or inadequate infrastructure may pose a significant legal liability on the City. Besides plans to replace old/failing infrastructure the City should identify and implement appropriate staffing levels to adequately maintain infrastructure to see that the City gets the best life expectancy out of the resource.

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- Because much of the Attorney's Office work is considered privileged and confidential, we don't have much opportunity to communicate directly with the constituents. However, one area where the City Attorney's Office could improve communication is related to claims filed against the City. While there is legal strategy involved in how to handle and respond to claims filed against the City, recent state legislative efforts require written acknowledgement of a notice of claim. By updating our internal process to comply with the recent state law changes, we will see an increase in the level of communication with individuals pursuing claims against the City. As such, the City will be sending written

acknowledgement of a notice of claim within 60 days. This should give individuals acknowledgement that their claim has been received and a contact in the City with whom they can follow up with if they have questions.

## JUSTICE COURT

### **Top 3 Budget Priorities**

#### 1. Two laptops

- This request addresses current evidence viewing needs as well as the court's Continuity of Operations Plan (COOP) and department monitoring.
- Background:
  - Currently, the laptop being used by the prosecutors to show evidence does not communicate well with our system, which means often times access to both audio and video are limited or unable to be heard or seen.
  - The Courts Records Information System (CORIS) is accessed by remote desktop. The AOC is in process of changing this to a web-based program. Judicial Workspace (which judges use and clerks use for some functions) is already web-based. Regardless of the means of access, remote desktop or web, if our internet goes down for a short time or for an extended period of time (ransomware) we will be immediately disconnected from court documents and unable to proceed with any court cases.
  - Judge Richards will be issued a laptop from the AOC which has the capability to access court records outside of our regular Verizon service. We then need two more laptops with this same capability, one for the customer service window and one for the in-court clerk, to continue court operations at a basic level until our server/systems are back in operation. To use resources wisely, we can use one of these COOP laptops as the prosecutor evidence laptop. The Division Manager can be assigned the other to use when out of the office to continue to monitor work/ reports and also be responsible for updating the laptop on a regular basis. (approximately \$4,500 for the two laptops and \$960/year for the Verizon connections)

#### 2. New Phones

- Clerks are reporting various problems with phones; static, unable to hear caller or caller unable to hear us, some buttons not working

consistently. As our phones are heavily used in this department, it looks like time for an upgrade. We have tried switching out handsets which has worked in some cases, but not all. (approximately \$6,000 to replace all dept. phones)

3. Printer and scanners

- We may be able to acquire these through IT in the current fiscal year.

4. **As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- Revising our part time clerk position to be a customer service window clerk has given the full time clerks more time to keep up on their case management and additional duties. Judge Thomas has implemented some new procedures which have cut back on paperwork, time, and effort, and increased our speed of communication with the jail as well as defendants. With the saved time and more efficient procedures, we need to look at assignments and job flow and see if some re-structuring is needed, while at the same time increasing professional development and accuracy. We also hope to find more ways to reduce paper. The State has implemented a pilot program for small claims (Online Dispute Resolution) which has had great reviews and apparently cuts down significantly on the amount of time spent tracking these cases. We hope to have ODR available in our court sometime this year.

5. **Big Picture: Outside of your specific department – Where in the City do you see a need for investment?**

- Four areas identified for additional investment-
  - Secure Finance Dept. - Court, Legal, and the Mayor's Office are all secured with glass and locked doors. With more cases of random violence in public places, it may be time to secure the Finance Dept. in a similar manner. Anyone who knows the layout of the area knows they can access not only Finance, but the attorneys and recorders as well through one small swinging door.
  - Jordan River and Waterfront – The one time I went canoeing on the Jordan River opened my eyes to the fact that we have this amazing recreation area, but that it is not very inviting or clean. This is definitely out of my area of expertise, but I imagine tackling this would require storm water infrastructure upgrades as well as long term concerted efforts with other cities, the county, businesses, etc.
  - Codes and Policies –It seems that City codes and policies, across the board, need to be updated. I hear this from Economic and Community Development, Legal, HR, and even looking at the SMOT I have concerns that our city ordinances are not updated for Police to accurately write tickets and have those tickets processed

correctly. It is a huge, tedious task, but overdue in its attention and completion.

- o Continuity of Operations Plan – Ransomware, climate change and increased random acts of violence point to the need for comprehensive plans for continuity of operations within each department and across the City. This includes not only department plans on how to remain open for business, but back-up facilities, generators, etc. Perhaps a task force could be created to oversee the macro plan, provide support to department heads and ensure all department plans mesh with the overall plan, and provide communication to residents.

6. **In 2020 we will continue to *Invest in People*. Our Focus will be on constituent communication. How can you better your communication with constituents?**

- Emails – Courts are trying to use email addresses more for communicating with defendants. In our court, we have fewer defendants who use email than in other courts, but we will use this as much as possible. Using email for some communications can also cut down on our postage costs.
- Information Boards – With our new counters and soon to be newly painted lobby, we plan to put up some sort of information boards or center where we will have info about various services for court patrons. This information will include City resources as well as county and other resources for such things as food pantry, housing, classes, etc.
- Expungement Day – The state has begun an annual Expungement Day. A few judges and clerks set up in a public location and accept expungement paperwork from anyone, regardless of jurisdiction. The cases are then sorted and sent to the correct courts for the usual processing. This seems to be working well and, with permission from the City and the new judge, we will continue to participate in this event.
- Court Department Participation – The Justice Court will plan to participate in City events such as Night Out Against Crime, July 4<sup>th</sup> parade and Granite Park Jr. High Mock Trial to have a positive profile in the community.

## URBAN LIVABILITY

### **Top 3 Budget Priorities**

1. Replacement of animal shelter boiler system and incinerator. Most all equipment at shelter is dated back to 1996 or before. Numerous calls for service for both are ineffective short-term repairs.
2. Maintenance and repair of dog kennel room and floor plumbing. Old equipment once again, plumbing under kennels back-up often with animal sewage flooding dog kennel room. Dog kennels in disrepair.
3. Restore some of the funding that was deducted from ULD budget previously; uniform allowance, overtime, training, etc.

### **4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- In an area to improve customer service in Animal Services, all phone calls coming into the animal shelter will now be routed to the main ULD line at city hall, ext 6712, which will include dispatch calls coming from VECC.
- Response times for Animal Services for after-hours calls will be immediate the next business day. For regular business hours will be almost immediate depending on call volume.
- Response times for Code Enforcement will be within 48 hours for all calls, if not within 24 hours as available.
- Evening park and area patrols for off leash pets and other animal and misc violations occurring in the evening hours; alternate schedules to be able to facilitate this.



**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Homeless
- High Density Housing Issues

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- Provide vital training to code and animal officers to be able to offer quality education, customer service and enforcement of codes and ordinances and to increase our effectiveness and visibility.
- Providing our constituents with user friendly tools to gain and gather important information and to keep them abreast of city resources, programs and events.

## RECREATION

### **Top 3 Budget Priorities**

1. Staffing – maintaining a competitive salary in order to keep my highly qualified staff together. As programs grow we need to have more funding for part time help to assist in coordinating and supervising our youth programs and events.
  2. Funding for youth and adult sports equipment. In order to run high quality programming we need to have up to date equipment for all of our youth and adult sports leagues.
  3. Facility upgrades for Central Park and Columbus. CPCC – Gymnasium floor, painting, bathrooms. Columbus - because of less fortunate visitors frequenting the facility more we need to secure building and make sure appropriate signage is in place. Have thought about replacing planter up front with a visitor/info desk. I have talked with Mont/Joaquin regarding these priorities as they are probably capital budget requests.
4. **As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**
- More and more of our participants are using our new online registration to sign up for our youth and adult programs. I think it is important from a customer service standpoint to make sure we are updating and evolving our online services to accommodate our customers.

5. **Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**
  - As our city continues to grow I feel that it is vital to acquire and hold on to as much open/green space as possible. Continue to support and invest in trails and walking paths so that our residents have places to go and participate in recreational activities.
6. **In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**
  - The Recreation Dept. can make it a priority to invite all constituents to participate in community events as well as youth and adult sports programs. Come over and see our youth and adult sports/events in action. I think they would be amazed at the quality of our programs/events, not to mention the number of participants.

## PROMISE

### Top 3 Budget Priorities

1. **Staffing-** With \$500,000 we could fund our entire Administration team; Director who oversees the entire operation of the Promise SSL Department; fund acquisition, partnership development, and visioning, 3 Deputy Directors; 2 oversee the 14 Promise sites that are providing services to youth and families, 1 is in charge of grant management and financial reports which is a great asset to the City's Finance Department, fast-tracking reimbursements from funders and ensuring clean audits. Community Engagement Coordinator who engages the community to be involved in civic duties, city programs, and connection to needed resources; the position also runs the Youth City Council and the annual City's Angel Tree, and Business Manager who is a great asset to HR as they assist greatly in hiring and processing of 100 + City employees a year. Additionally, this will also fund grant writing and development. Freeing administration costs from grant funds would allow for utilization of money to provide direct services to residents.
2. **Laptops/All-in-ones for PSSL Coordinators-** Grants have very limited funding to purchase technology for Coordinator use. Many of our PSSL staff are using outdated technology for work and opt to use personal devices to complete duties. With our staff being located at sites across

the City, the Coordinators need access to a high functioning laptop to complete their work. Having them utilize City-owned laptops will increase internet safety overall and decrease risk of the City's network from being attacked by malware.

- 3. Internet Access- Network Access at all PSSL sites-** Many of our PSSL staff work at City/school locations where they have access to secure internet and having access to the City Network would allow for continuity of performance. Additionally at some of our community sites, internet access is key for youth to complete homework, create a draw for rentals, and overall quality of services provided.

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- We will continue to search for grant funding and philanthropic dollars to support our work. We have plans to submit application for 21<sup>st</sup> Century, to apply for funding with Eccles, and we continue to identify partners to support our growth and mission. Streamlining council work and including key partners in a quarterly Leadership Council, will continue to move the work of Promise SSL forward into 2020.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Economic Development.

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- We have a real focus on the upcoming 2020 Census. We will be utilizing our Family Liaison team to outreach to our Community through phone calls, home visits, and community events. Additionally, education to all City Departments and employees on Census basics, so any resident who speaks to a City representative can get basic information.

## FINANCE

### **Top three budget priorities**

1. I want to recommend funding an upgrade in the security of the cash receipting area. Specifically I would desire to enclose the counter area with safety/security glass and gypsum board walls. In addition, a solid core door would be installed with the proximity access to the area. The need for this stems from the fact that this area is open to the public and a few times over the past year or two we have been warned that potentially dangerous people may come to city hall to cause problems. This is particularly upsetting to the employees who work out front at the counters. This upgrade would also benefit the city recorder's and attorney's offices. The cost of this upgrade is estimated to be approximately \$75,000.
2. I would like to reclassify and increase the two Accounting Technician salaries by one grade. Both of these positions are now providing back-up support to the highly technical areas of utility billing, payroll, and accounts payable. I feel that these jobs are much more complex than just merely cash receipting clerks. I also feel that when compared to public and

private market analysis these positions are currently undervalued. After experiencing the difficulty of recently having to replace one of these employees, making sure the salaries are competitive is essential. Every department in the city benefits from having trained payroll and accounts payable individuals in the event that our lead person is out for any reason. In addition, having continuity in the utility billing area is a sound business practice. The cost of this request is estimated to be approximately \$15,000.

3. It is crucial that we review and adjust the salaries of the current information technology (IT) positions. There is currently a shortage of trained and experienced individuals in this field. A new IT position was approved in July 2019 and as of January 2020 we have not been able to fill this position due to a lack of qualified candidates. If we were to lose any of our existing IT staff the city, and its employees, would experience difficulty in maintaining current workflows. Keeping these salaries competitive is crucial. The estimated cost of this request is approximately \$40,000. λ Page 2

4. **As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- We would want to expand the use of the payroll timekeeping software that we have recently implemented. If additional departments will agree to use the software the existing payroll production process will flow faster and more efficiently. In its current form the software will not accommodate the public safety departments due to their non-conventional work schedules. However, the software can accommodate the other city departments. Currently the Promise, Finance, and Public Assets Departments are using the software with encouraging results.

5. **Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- As the city's finance director there is one area that concerns me from a funding standpoint more than others. The sewer fund, and to a lesser extent the water fund are underfunded as far as capital improvements and upgrades are concerned. Compounding the problem in the sewer fund is the fact that a large portion of the new city development is occurring in that utility's service area. I understand there is an effort to have development pay for additional infrastructure needs, however, I don't think it will be adequate. Also, we will virtually exhaust any existing sewer rate headroom in our current rate structure due to the Central

Valley upgrade costs. I think we need to determine a way to fund capital investment in the utility funds.

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- One of the most effective ways the finance department communicates with constituents is through easy, secure and effective remote payment processing. We currently are able to receive payments on-line for utility bills, business licenses, and park rentals. We also have the ability to process remote payments for recreation and some arts council activities. It would be a goal to be able to schedule and receive payments for debris dumpsters thus reducing the need for residents to make a trip to city hall. In addition, it would be a benefit to interested individuals to be able to pay for arts council classes remotely. Hopefully the message received by constituents would be the city is undertaking efforts to make services easier to access.

IT

**Top 3 Budget Priorities**

1. Network edge switch infrastructure update, Initial estimated cost \$70,000
2. Server updates \$110,000; Two core host servers, two security camera servers and storage SAN
3. City Hall generator replacement, Initial estimated cost \$100,000

4. **As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**
  - Opening an IT office in the police building to more effectively assist police staff with their IT needs.
5. **Big Picture: Outside of your specific department – Where in the City do you see a need for investment?**
  - To me sounds like a new City Hall. The cost is crazy today, but it's only going to go up in the future.
6. **In 2020 we will continue to *Invest in People*. Our Focus will be on constituent communication. How can you better your communication with constituents?**
  - Streamlining official City outlets for information will improve external communication. Too many social media outlet options, media and sites can frustrate constituents' efforts to find quick information about the City. Often departments start new social media outlets to increase communication, but fail over time to steadily update the site. Outdated sites add to constituent's frustration when trying to locate current official City information. All official external sites should be listed on the City website and departments need to make sure this happens. Departments need to communicate with IT to verify their site is officially listed and tested on the City website.

RECORDER

### **Top 3 Budget Priorities**

1. None.
- 2.
- 3.

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- City Council Agenda Preparation – In order to get all the agenda items and backup information for city council meetings timely, and not have to amend agendas:
- It would be beneficial to go back to the Mayor / Council Chair meetings. It would work best for us if one, or both of us from our office, could attend. If we could meet with you, the council chair, RDA chair when necessary, the city attorney, and various department heads if needed all together I think we could get all items for the council agendas at that time and everyone would know what will be on the agendas and there wouldn't be any surprises. We could also discuss which meeting, and in what order, those items should appear. Just as important, we could verify that all backup is ready and will be to us on time.
- Obviously, these last couple of years have been the worst. We have had various people come and ask us to put things on the agendas. We tell them they need your approval and send them off to get it but sometimes we never hear back from them. Other times they come and ask to put something on an agenda and tell us you've approved. It's the first time we've heard of it and we haven't heard directly from you and we're hesitant to move forward.
- Stick to the agenda deadlines – using the above method we could hold people to the deadlines and not have items, with no backup, being added at the last minute. We could be the gatekeepers we should be and keep agendas and meetings organized.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- It would be nice to "train" all departments in getting items before the city council; what the process and timetable is so we can help them get their items there timely with all the needed information. Doing so will hopefully help them get their items passed and not held over for several meetings while the council asks for more information.

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- We will continue to put out our council action reports in a timely manner. Keep up on minutes, etc. to get information to the public as timely as possible.

COMMUNITY DEVELOPMENT



## Top 4 Budget Priorities

### 1. Hiring Additional Staff

- **What: Deputy Director of Community Development**

- Staff person in Community Development that supports director and general functions of the department.
- Primary tasks needed:
  - Housing Administrator
  - Community Development Block Grant (CDBG) Manager
  - Long Range Planner
  - New General Plan Project Manager
  - HRC Monthly Management
  - Ordinance Updates
  - Parking Modernization Study Coordination
  - 3300 South Master Plan Coordination
  - Strategic Mobility Plan Coordination
  - Life on State Plan Coordination
  - General Application Processing
  - Developer Coordination
  - Public Interface and Outreach

- **Why:**

- South Salt Lake Municipal Code requires an appointed Deputy Director in Community Development. This position is currently not funded.
- South Salt Lake Municipal Code requires this position to be the city's Housing Administrator. Without a dedicated staff member, the City has done very little with housing programs. There is a huge need within the community to boost this function.
- By law the CDBG grant fund is required to be managed by the Housing Administrator. Currently this task has been pushed to Urban Design due to lack of staffing.
- The City just submitted a grant application for a new general plan update. We currently do not have a dedicated staff member to project manage this update.
- There are a number of master plans that need coordination in to the new general plan and into the municipal code in the form of ordinance updates.
- There is a huge backlog of community development applications.
- We need to hire someone qualified that can hit the ground running and requires minimal training.
- Building permit and development revenue has skyrocketed to unprecedented levels. The 2019 calendar year valuation of building permits came in over 150 million higher than the previous year. In the last 6 months (fiscal year), building permit revenue to the city is approximately \$476,000 over our anticipated 12 month fiscal

budget. This revenue will continue increase as we still have 6 more months in the fiscal year.

- **BUDGET: Salary and Benefits - \$ 90,000, plus benefits**

- Average Pay Range: \$ 60,000 to \$ 90,000.

- **What: Full Time Permit Technician (currently part time)**

- Community Development currently has one full time permit technician and one part time permit technician. This position would move the part time position to full time.
- Primary tasks:
  - Processes all building permit applications
  - Processes all engineering right of way permit applications
    - (Engineering does not have their own permit tech)
  - Processes all public infrastructure bonds
    - (Engineering does not have their own permit tech)
  - Schedules all inspections for building and engineering department
  - Cross cover for all front counter activity
  - Public Interface and Outreach

- **Why:**

- There is a huge backlog of building permits, right of way permits and bonds.
- Utah State Law specifies requirements for the processing time of all building permit applications. The city can be penalized if we do not meet time requirements.
- In 2019, our permit technicians have processed over 1,100 building permit applications, over 320 engineering right of way permits, over 300 bond requests and scheduled thousands of inspections for both building and engineering.
- Due to continued high volumes of permits, the part time position was bumped in December 2019 from 19 hours per week to 29. This is currently not funded.
- The 2019 Budget allocated \$16,000 for the part time position.
- Building permit and development revenue has skyrocketed to unprecedented levels. The 2019 calendar year valuation of building permits came in over 150 million higher than the previous year. In the last 6 months (fiscal year), building permit revenue to the city is approximately \$476,000 over our anticipated 12 month fiscal budget. This revenue will continue increase as we still have 6 more months in the fiscal year.

- **BUDGET: Salary and Benefits - \$ 43,000, plus benefits**

- **(\$16,000 allocated in current budget and could be moved toward this request leaving the new total to \$27,000, plus benefits)**

## 2. Salary Adjustments

- **What: Salary Adjustments**

- **Why:**

- The Community Development Director position currently does not exist and is pending appointment. The salary for this position still needs to be negotiated.
- Building Inspectors are the most difficult position to fill and our employees are continually being poached by other communities paying higher. To keep qualified building inspectors, we will need to have the ability to adjust salaries. Why:
  - Currently, the City has 4 building inspectors. Two are unqualified and two are continually looking for other positions.
  - Previous budgets only left us the ability to hire unqualified inspectors, which we then are forced to train. Training can take years. Untrained inspectors cannot do inspections.
  - Once trained, inspectors are exposed to a large variety of projects and are very valuable and often leave to other communities who pay higher.
  - Hiring a new inspector (not trained) has historically taken anywhere from 6 months to 1 year. There is a shortage of inspectors across the state.
  - Building permits and development has continued to grow at unprecedented levels.
  - Under State Law, if the city accepts building permit revenue they must provide inspection services.
  - When we are short staffed or cannot provide qualified inspectors, we must send a third party inspector. Third party inspection fees can range from \$150 to \$350 per hour. This is approximately \$14,000 per week for one third party inspector.
- Community Development has 2 planners that both hold Master Degrees and are highly qualified, yet their salaries are at the bottom of the county average.
- Building permit and development revenue has skyrocketed to unprecedented levels. The 2019 calendar year valuation of building permits came in over 150 million higher than the previous year. In the last 6 months (fiscal year), building permit revenue to the city is approximately \$476,000 over our anticipated 12 month fiscal budget. This revenue will continue increase as we still have 6 more months in the fiscal year.

- **BUDGET: \$ 70,000**

## 3. Professional Service Budget

- **What: Professional Service Budget**

- Services:
  - Third Party Consultant Fees (Inspections, Peer Reviews)
  - Legal Counsel Fees (Litigation, Peer Reviews)
  - Title 15 & Title 17 Ordinance Updates
  - Construction/Neighborhood Outreach
  - Long Range Planning Documentation Coordination
    - Parking Modernization Study
    - 3300 South Master Plan
    - Strategic Mobility Plan
    - Life on State Plan
  - Business License Fee Study
  - New Business Welcome Packet
  - General Plan Update & Grant Match \*\*\* *(This will not be in the professional service budget line item, but will be a separate budget line item in Community Development – (see Urban Design request) Money for this project needs to be separately allocated.*
- **Why:**
  - The professional service budget allows Community Development to operate.
  - New Development projects are becoming increasingly more complex and are requiring additional third party reviews.
  - If staffing is not available or qualified to complete a task, a third party consultant must be brought in.
  - In 2019, Community Development started the first phase of ordinance updates to the land use section of the municipal code. The ordinance is largely out of date and out of compliance with state law. In 2020, multiple phases of updates will need to take place. The cost of this will depend on the complexity of changes and legal work required.
  - The city has spent many years working on a number of long range planning master plans. These plans need to be implemented into the zoning code and applicable ordinance updates need to take place.
  - The last business license fee study was completed over 6 years ago. A business license fee review is overdue. A new study would cost approximately \$20,000. This could potentially generate additional revenue for the city.
  - One goal in 2020 is to create a new business welcome packet for the city. This would approximately cost \$20,000.
  - Building permit and development revenue has skyrocketed to unprecedented levels. The 2019 calendar year valuation of building permits came in over 150 million higher than the previous year. In the last 6 months (fiscal year), building permit revenue to

the city is approximately \$476,000 over our anticipated 12 month fiscal budget. This revenue will continue increase as we still have 6 more months in the fiscal year.

- **BUDGET: \$ 175,000**

#### **4. Office Security Improvements**

- **What: Office Security Improvements**

- The Community Development Office is located on the first floor of City Hall. Our office has no secured entrances or glass separating staff from the public.
- The front counter needs to be glassed in with a secured door into the offices, similar to other departments in City Hall.
- Two back doors are also unsecured and need key fob controlled access.

- **Why:**

- Our office sees a high volume of walk in traffic.
- Over the last year, our staff has had to call the police department a dozen times to respond to threatening or unstable individuals.
- Under current conditions to secure our office, a staff member must exit the office and manually lock the door from the outside. If a threat is taking place, this person is in direct conflict with the danger.

- **BUDGET: \$ 100,000**

#### **5. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- Many of our services have been streamlined over the last few years, as budgets have been extremely tight. We will continue to streamline our application and inspection process. As we hire and train qualified staff, we should be able to handle more in-house work.

#### **6. Big Picture: Outside of your specific department – Where in the City do you see a need for investment?**

- As a city we need to be investing in public infrastructure, i.e. sidewalks, street lights, crosswalks, sewer/water infrastructure, etc.

#### **7. In 2020 we will continue to Invest in People. Our Focus will be on constituent communication. How can you better your communication with constituents?**

- In 2020 I would like to better our department's communication with constituents by improving access to information. The Community Development department webpage needs a serious update. I would like to the website to provide more information on current projects,

processes, ordinances and applications. I would also like to design a new business welcome packet for all new members of the community. This could be a resource that connects people to the correct information, contacts, resources, etc.

## URBAN DESIGN

### Top 4 Budget Priorities

#### 1. General Plan and Community Assets Plan **\$340,000 total**

- **What:**
  - Funding General Plan and adoption work by planning consultant.
    - Start plan July 1, 2020 and complete by July 1 2021 to allow a 6 month adoption window.
  - Funding for a Community Values survey (request FY 2020 budget amendment).
    - Start survey Feb 1.
  - Funding for Community Assets Plan by various consultants. Plans are a part of general plan, but not legally required: arts, parks, community facilities, youth, and environment.
    - Start plans July 1, 2020 and complete by Jan 1 2021.
- **Why:**
  - We are ready to set a new vision for our rapidly changing community.
  - This will guide the city for the next decade and set council + mayor priorities.
  - We are legally required to update the General Plan every 10 yrs or so.
  - Many necessary zoning updates depend on the General Plan.
  - State transportation and housing funds are tied to this.
- **BUDGET** *(request is with Community Development)*

#### 1. Community Survey **\$ 20,000** 2020 budget amendment

Values, prioritization, taxation, environment

#### 2. General Plan

Housing, Neighborhoods, Mobility, Economics, Health, Prosperity

**\$ 65,000** City Match

**\$ 110,000** WFRC grant

**\$ 50,000** legal review

#### 3. Community Assets Plans **\$ 90,000**

- These elements are not required in a General Plan, but are the essence of the community.
- They require different skill sets and different consultants are recommended.
  - Parks, Trails, Open Space
  - Community Centers and Facilities (city buildings)
  - Arts and Culture
  - Youth and Promise SSL
  - Environment and Sustainability

## 2. Transportation Planner

**\$100,000**

- **What:**

- Staff person in Engineering that collaborates with Urban Design. Planner preferred over an engineer based on tasks needed and cost.
- See Transportation Projects list attached (plus Dennis's needs). Primary Tasks needed:
  - Project management from planning to construction for:
    - Streets, sidewalks and crosswalks
    - Bike routes and trails
    - Traffic calming
    - Street lighting
    - Signage
    - Transit support - First-Last mile projects
  - Planning and mapping
  - Regional coordination (city and regional master plans, WFRM, UDOT)
  - Developer coordination
  - Fundraising and grant management
  - Public interface and outreach

- **Why:**

- We are not meeting community needs on safety, walkability, and biking.
- There is a huge backlog of transportation projects and many opportunities/grants to plan, design and build projects, but many are not getting started or completed.
- Recognizing that streets/trails/transit/parking are a major part of urban design and are not just a function of engineering.
- We are missing out on funding that is more readily available than ever before.
- The ¼ of ¼ % transportation sales tax portion that we receive can pay for personnel and to pay for the projects they build.

- **BUDGET: Salary and benefits - \$100,000** (request with Engineering)

*SLC Planner rates: Community and Neighborhoods Dept*

Requires transportation or urban planning degree, but not engineering  
Pay range for Transportation Planner I - \$23.04 to \$31.42 entry level  
Pay range for Transportation Planner II - \$25.40 to \$34.66 3 yrs experience  
Pay range for Transportation Planner III - \$26.66 to \$36.42 6 yrs experience

AECOM Transportation engineer- lead engineer on design and construction  
BS Civil Engineering  
Typical pay \$62,000-\$103,000

### 3. Communications Support **\$40,000**

- **Why:**
  - To align our actions with constituents needs
  - To build relationships with constituents
  - To produce higher quality content and reach different audiences
- **What:**
  - Add staff writer to communications team to help with writing more and better content
  - Add budget for printing, media and materials
  - Targeted communications for three key issues:
    - Budget and taxes
    - General Plan
    - Census
- **TASKS**
  1. Conduct a Community Survey (see General Plan budget)
  2. Produce High quality content with a staff writer
  3. Targeted communications for priority projects
    - General Plan
    - Census Count
    - Budget and taxation discussions
    - Stormwater
  4. Website content update and more regular postings
  5. Use Instagram
  6. Create a community email list
  7. Create more opportunities for mayor to speak and share message
- **BUDGET: \$35,000** (add to Public Relations budget)
  - \$ 15,000 Staff Writer salary
  - \$ 6,000 Utility Bill design/printing (full color, 2 sided, 4 per year)
  - \$ 3,000 Marketing materials (flyers, banners, postcards, invites)
  - \$ 1,000 Media (doodle poll, Survey Monkey, SquareSpace website, social media boosts)
  - \$ 5,000 Website maintenance (changes, bug fixes, updates) - coordinate w-Scott



\$ 5,000     Supplies and catering for neighborhood nights, focus groups and other events.

**4. Arts Council                      \$35,000** *(add to Public Relations budget)*

- **What:**

- Increase hours and pay for the director to comparable salaries (\$25,000).
- Hire a PT intern at 1000 hrs/year (\$15,000).
- Funding for workers comp / liability insurance for artists ?

- **Why:**

- To continue expanding highly popular programs
- To remake the city's image and attract businesses and residents
- To reduce the demands put on the communications coordinator to free them up for more job-related duties.

- **BUDGET: \$35,000** *(get Lesly input)*

\$ 25,000     Increase salary and hours

\$ 15,000     Intern

\$ 5,000     Additional insurance for artists and events

**5. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- Reducing capital improvements projects (2-3 projects).
  - I have twice as much work to do as I have time for in the coming year. I could also delegate capital improvements tasks to an additional staff person but it isn't possible to outsource and manage project management tasks.
  - My time is better spent on the long-term strategy of updating the General Plan and all associated plans (parks, impact fees, etc), than on any single project. The General Plan and Communications Plan are intertwined and I want to focus on improving communications this year as well.
- Reducing Community Connection projects (2-3 projects).
  - I can handle a couple projects that wrap up current capital improvement projects (West Fitts, Columbus Park) but have little time for anything else. I can't do a tree planting program.
- Better managing Communications:
  - Making and following a Communications Plan. This will streamline how we work with Lindsey Ferrari, outside writers and existing publications. I will be more involved, and we will be more proactive and organized. Have Julie devote more time to this and less to Arts Council and Urban Design. Utilize this team extensively for project outreach.

**6. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Investing in economic development to generate more city revenue and create a more vibrant community:
    - **What:**
      - Funding for additional staff or consultant
      - Funding for projects
    - **Why:**
      - This investment MAKES MONEY.
      - We are missing out on opportunities in a hot market that won't last forever.
1. Business retention- keep the revenue coming, reduce unlicensed businesses
  2. Business relations – Chamber work, Downtown Alliance, Creative Industries group
  3. Project development (public projects, public-private partnerships)

Large projects – downtown city owned property, Jordan River county property

Small projects – such as food truck park, pop up parks, temporary uses

4. Fundraising – from partners, grants, state, legislature, fed, county, etc.

5. Marketing – materials selling who we are (website, newsletter, marketing pieces)

**7. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- I will spend more time working on strategic communications with our Public Relations team.
- Priorities:
  1. Follow the **Communications Plan** (by Lindsey, Julie)
  2. Secure additional budget to implement the plan
  3. Lead High quality communications on city projects, including the General Plan, Census and Budget
    1. Conduct a Community Survey
      - inform the General Plan, Strategic Plan, Budget and department operations
      - consider doing one in subsequent years to track how we are doing.
    2. Produce High quality content
      - more accurate and on message for website, newsletter, mailers, news stories
      - Hire staff writer to increase quality and quantity of written communications.
    3. Targeted communications for priority projects
      - General Plan
      - Census Count – this is critical and needs funding
      - Budget and taxation discussions
      - Stormwater
      - Utility bill messages - 6 times a year. Needs funding
    4. Website update
      1. Content overhaul. Every city department web page is refreshed at least annually
        - Public relations team to lead refresh for each dept.
        - Get all departments to have a trained web editor
      2. Research new website platform for better interface by staff and end-user. Need better functionality, layout, integration with social media
      3. Weekly “canned content” posts. City newsletter stories: Mayor’s message, Chief’s message, community development, Promise, department stories.
      4. News: Post media stories about the city: Des News, SL Trib, City Journal, etc.
      5. Improve Instagram

This platform matches our image, branding & young demographic.

Relaunch a mayor's account, improve mayor's

6. Create a community email list from these efforts

### **Transportation Projects:**

1. Fundraising
  - a. STP, CMAC, – existing funds, 5-yr horizon, through WFRC
  - b. TIF Active Transportation, TTIF Transit, TTIF First and Last Mile – new funds, 5-yr horizon, through WFRC
  - c. Transportation Alternatives Program (TAP) – 2 yr horizon, through WFRC
  - d. BUILD – Federal funding
  - e. SL County Transportation Choice – may be available in 2020, were in 2018
  - f. UORG – Outdoor Recreation (trails)
  - g. Jordan River Outdoor Recreation legislation grant (trails, water trail)
  - h. TLC – Planning grants, through WFRC
2. Planning
  - a. Strategic Mobility Plan
  - b. General Plan Transportation section (based on Strat. Mobility)
  - c. Sugar House / Mill Creek / South Salt Lake Circulation
  - d. Parking Modernization (with Urban Design)
  - e. Scooter license agreement (with Legal)
  - f. UTA Coordinated Mobility Plan (people with disabilities and seniors)
  - g. Parley's Trail Committee, future Mill Creek Trail committee
3. Design
  - a. Implement projects identified in Strategic Mobility Plan
  - b. State Street Streetscape (2100 S to Haven) – funded \$2 million
  - c. W Temple Bike lane in coordination with SLC – funded \$300,000
  - d. Mill Creek Trail — striping and signing
    - i. 700 E to 500 E / Fitts Park
    - ii. 300 E crossing at Gregson Ave / Fitts Park
    - iii. 300 E to Mill Creek TRAX
  - e. Jordan River Trail
    - i. Redesign and rebuild from 2500 S (Workman Park) to 3000 S (Mill Creek bridge)
  - f. Fine Drive Bike Lane – striping and signing
    - i. 3900 S to Fine Drive on 500 W and on 500 W to 700 W (Riverfront)
  - g. Street Lighting project development
    - i. FY 2021 projects
    - ii. CDBG project
  - h. Sidewalk Master Plan

- i. Complete master plan for parts of the city not included in the 2017 plan
    - ii. Project design for absent sidewalk areas that may get alternative designs (signage, striping, traffic calming)
  - i. Traffic calming
    - i. Wentworth
    - ii. Penny Ave and Millcreek Way
  - j. Crosswalks
    - i. 3300 S by homeless shelter
    - ii. State Street between 3300 S and 3900 S
    - iii. State Street – Woodrow Wilson bridge project possibility
  - k. Street Lighting
    - i. Implement the city Lighting Master Plan
      - 1. Replace missing and broken lights (RMP cost)
      - 2. Replace old sodium vapor lights (city cost with 15 yr payback)
      - 3. Install new lighting areas
  - l. Electric Vehicle infrastructure
    - i. City Hall install (funded)
    - ii. Upcoming UDOT supercharging network
- 4. Construction
  - a. State Street Streetscape (2100 S to Haven) – funded \$2 million
  - b. Bicycle wayfinding – on trail and on cross-streets
    - i. Bike loop sign install – we have supplies, need PW support
    - ii. Mill Creek Trail
    - iii. Parley's Trail
  - c. Parley's Trail
    - i. Stripe and sign State to Main St on north side (developer was to do)
    - ii. Stripe and sign State to Main St on south side
    - iii. Build bridge at 900 W –project review (SL county project)
  - d. Bus Stop Upgrades – project review (UTA project)
  - e. Bicycle Counters – project review (UDOT project), plus one by city at James Madison
  - f. Street Lighting
    - i. West Temple 3700 S to 3900 S
    - ii. 2021 CDBG project
- 5. Maintenance
  - a. Trail maintenance strategy (snow, weeds, repave)

## ENGINEERING

### Top 3 Budget Priorities

1. 2 additional inspectors
  - With all the construction we have going on in the City, both new development and City projects, we need more people to assist with plan review and field inspections.
2. 2 additional engineers
  - A utilities engineer, and a transportation engineer. These two individuals would work with various city departments on determining infrastructure projects, developing projects for design and construction, and construction oversight. Both would report to the city engineering to coordinate all engineering and construction as stated in city code. Funds from Storm Water, Waste Water, and Water could be used to fund the utilities engineer.
3. Engineering Administrative Assistant
  - To help coordinate inspections, engineering projects, and right of way permits.

\*In addition Engineering needs a place. We are the only major city department that operates without a separate office, and support staff. Our contributions are significant and we need a better work area.

### **4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- I'll be honest here, I don't know how to streamline anymore. Engineering is extremely understaffed and we have no central location. In my opinion we are so small that we are inefficient. If we had adequate staff we could get more done in less time.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- We need to start operating like a modern city. We need to not be afraid to raise taxes and fees, and to establish required utility fees such as storm water and street lighting. We cannot continue to provide these services if they are paid for by the general fund. Our residents demand safer streets, street lighting, and sidewalks, but don't want to pay for them. We need to better tell people that if they want these services they are going to have to pay for them just like other cities do.

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

First step for me is to update the engineering web page. I just don't have the time. I also need to do a better job of using the journal and social media to make residents aware of engineering projects, and how they can let us know what needs to be fixed.

STREETS

**Top 3 Budget Priorities**

1. Public Works Facility

- I will be requesting funding for the construction of an equipment clean out facility at Public Works. This will facilitate all PW divisions including Fleet and Parks Divisions. The facility will meet the DWQ's Stormwater permit requirements for cleaning equipment and handling the spoils. The facility is a crucial part of our everyday operations, and is necessary to properly clean and maintain our equipment (eg. street sweepers, dump trucks, vactor, loaders, backhoes, lawn mowers etc.)
- We will also push to purchase properties along Oakland Ave for future expansion.

2. Salaries

- Additional funds are needed to promote employees within my division. We have avenues for advancement but no funding in current budget. This will help us attract new employees and retain current employees.

3. Restoring items cut from last year's budget

- Several of the Streets Divisions accounts were cut during last years budget. Cuts such as part-time salaries, training, and operating supplies are already under allocated and need to be restored.

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- Yearly we analyze our workflow, identify key areas of focus and find ways to improve the effectiveness of our services. (Typically in February)
- Strengthening partnerships within our organization is something we have found very valuable. We will continue finding ways to work together.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Public Works Campus. We are currently operating outside of the facilities capacity. There is not adequate space for offices or equipment and materials to be stored. The facility is not large enough to house Public Works employees for training and other meeting needs. The facility is in need of major repair to the extent that it is unsafe and needs to be rebuilt. The city needs to invest in a safe and functional facility for its employees.

**6. In 2020 we will continue to invest in people. Our focus will be on constituent communication. How can you better your communication with constituents?**

- We can better communicate with constituent through social media, the city web page, and the newsletter. We will keep residents informed on current and upcoming projects.
- We will make sure staff is responsive and available to answer question.

**WASTEWATER**

**Top 3 Budget Priorities**

1. Collection System Capacity Issues
  - With all the new high density development going on around the area of 2100 S to I-80 and State St to I-15, the current collection system is not designed to handle the load that is proposed by developers. We are currently working on a Master Plan with Hansen Allen & Luce to redesign the area to meet all the needs of current and future development. There will be significant system upgrades needed for the area that will be very costly to the City.
2. Main Lift Pump Station
  - The “Main Lift” pump station collects approximately half of the City’s wastewater systems flow. The Main Lift is not currently designed to accommodate the increases that will inevitably come with the proposed redevelopment. Several upgrades which include increasing the size of the current pumps and the addition of a third pump will be needed along with expanding the wet well to meet required flows for the current and future developments. These



necessary upgrades will be costly to the City which already has a limited budget.

3. **Additional Personnel**

- We need to increase personnel by adding 2 additional positions to efficiently maintain the wastewater system. Adding the additional employees will help cut costs of hiring contractors to clean and video inspect our system along with meeting requirements for maintaining and operation the City's collection system properly. The anticipated savings will help fund the required system upgrades.

4. **As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- The Wastewater Fund is very limited. Adding additional personnel would help save funds we are currently spending on contractors hired to do the work for us.

5. **Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Updated Public Works Facility
  - We are presently operating outside the limits of the current facility (e.g. the size of the facility does not meet the size that we have grown into. There is not enough space for work areas, storage of equipment and supplies. The facility is not large enough to house all of Public Works divisions such as the Water Div. and hosting staff meeting, etc.). Not only is the functionality of the building lacking, it is in need of repair or replacement to the extent that a safe and dependable structure is provided for the City and its employees (including "First Responders"). A larger updated facility will be much more efficient and meet the needs of the City constituents more effectively.

6. **In 2020 we will continue to invest in people. Our focus will be on constituent communication. How can you better your communication with constituents?**

- My division can better communicate through taking advantage of the City newsletter and social media. We could improve by accessing City resources using additional personnel as needed to communicate wastewater needs and requirements to residents and business.

## STORMWATER

### **Top 3 Budget Priorities**

#### **1. Vehicles**

- Replace the two existing vehicles with 2 full size trucks, and purchase a third truck.
- Currently we have two trucks and three people which is problematic and inefficient in performing essential functions. Field work is limited due to doubling up staff in a single vehicle resulting in routine and project work not being completed in a timely manner. Also, the current trucks that we have are not adequate for our needs. For example, one of the trucks is a short bed, ½ ton, 2 wheel drive. Its size and capacity make it difficult to effectively perform our tasks such as

cleaning inlet boxes because we don't have the capacity to haul but a very little amount of debris while storing the tools that are needed to do the job. The other vehicle is a mid-size truck that has the same limitations in size and capacity. We are unable to pull our spill response trailer with either vehicle for afterhours or emergency responses making our resources less effective.

## 2. Vactor/ Sweeper Cleanout

- Design and build a cleanout area that will meet current and future needs of the Stormwater Div., Street Div., and the Water Div.
- As a result of our Stormwater audit from the DWQ (Division of Water Quality) we had a cease and desist order for the dumping of street sweeper debris on pervious surfaces. We have corrected this to DWQ's satisfaction thru the implementation of SOP's but it remains very inefficient and requires the use of other equipment such as debris containers and or dump trucks that could be used elsewhere. Also, we have built a temporary below ground cleanout for washing the Vactor, sweeper and any other equipment that needs to be rinsed off. It is a temporary operation and very difficult to maintain. The Water Division uses a containment pit to dump the hydro excavated debris and then washes the truck in the temporary cleanout area. If we had an area designed to handle decant water and sediments similar to the Central Valley system only on a smaller scale for all three Division needs, it would meet the requirements of the Stormwater permit. In addition to being in compliance with the regulations, it would be much more efficient and the equipment would be adequately cleaned which in turn would extend the life of the equipment and direct the budget to other needed items.

## 3. Various Repairs and/or Replacements

- Throughout the City stormwater system there are areas that need structural attention. There is a significant amount of underground corrugated metal pipe used to convey stormwater that has exceeded its life expectancy, and needs to be rehabilitated. Also, there are areas that are in need of or are worn out that need to be repaired or replaced. Some of these areas need to be redesigned to meet the current and future needs before they can be replaced.
  - Examples:
    - 3300 S 600 E
    - This pipe drains the area to the South of the outfall at Mill Creek and it is corrugated metal pipe that has exceeded its life expectancy and needs to be relined or replaced.
    - 1030 W Beardsley Ave
    - The stormwater pipe is full of roots infiltrated from the surrounding trees and other vegetation. These roots have

broken through the pipe requiring a pipe reline or replacement to prevent future flooding in the area.

- 3700 S to 3300 S West Temple
  - The stormwater pipe has collapsed in multiple locations and does not convey water as designed. This piping needs to be replaced and possibly up sized to handle the current needs.

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- We are currently running a skeleton crew and I don't believe that we can streamline any more without losing services and/or falling out of compliance with our permit.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Updated Public Works Facility
  - We are presently operating outside the limits of the current facility (e.g. the size of the facility does not meet the size that we have grown into. There is not enough space for work areas, storage of equipment and supplies. The facility is not large enough to house all of Public Works divisions such as the Water Div. and hosting staff meeting, etc.). Not only is the functionality of the building lacking it is in need of repair or replacement to the extent that a safe and dependable structure is provided for the City and its employees (including "First Responders"). A larger updated facility will be much more efficient and meet the needs of the City constituents more effectively.

**6. In 2020 we will continue to Invest in People. Our focus will be on constituent communication. How can you better your communication with constituents?**

- My division can better communicate through taking advantage of the City Newsletter and social media. We have a permit requirement to educate the public and we could improve by accessing City resources using additional personnel as needed to communicate stormwater needs and requirements.

## **PUBLIC ASSETS**

### **Top 3 Budget Priorities**

#### **1. Personnel Priorities**

- **Add a Journeyman Fleet Technician** (we are 2 mechanics short according to industry standards). We have been requesting another technician for the past 3 years. This has caused extreme deficiencies in keeping vital

vehicles and equipment in service and the necessary performance standards where they need to be. The fleet department is a support department that benefits the success of all City departments.

- **Perform an updated 'Fleet' wage study** comparing with other cities in the valley so we can pay our fleet staff a competitive wage. We risk losing our dedicated and well trained technicians to other cities due to pay and working conditions.
  - We addressed our staffing discrepancies with our Parks and Facilities Divisions a couple of years ago. We need to continue that effort as the City and demands grow. We will focus 2020 on our fleet division.
- **WHY:** We have a premiere police and fire department because we have a premiere fleet department that provides our departments efficient vehicles & equipment, safety and a professional image for a City on the Move. We have sincere and dedicated mechanics that want their career to be with the City. We want to keep this caliber of employees and it's vital that we continue our investment.
- **Data Tech & Analyst** - Daniel Shoemaker is extremely vital to our department. We couldn't perform at our level without him. Daniel is one of three lowest paid employees in the City. I would like to get him on a career path where he would feel like the City is where he wants to spend his career. My goals would include:
  - Career path and title change - Data Tech and Analyst
  - Increase his pay by one grade now or as soon as possible and another grade in six months.
- **WHY:** Daniel has been with Fleet & Public Assets for the past 8 years. He is vital to our administrative operations. We have some very productive tools that Dan manages and maintains (RTA, FacilityDude, CityWorks and our fueling system, to name a few of the major ones). Daniel is dedicated and if we were to show him the value he deserves, he would excel even more.

## **2. Maintain and Continue our Equipment and Vehicle Replacement Schedules**

- This would include City building components, Parks assets & amenities and fleet vehicles that have reached or exceeded their useful life.
- Our depreciated fleet value is about \$7.2M (52%), the goal needs to be closer to 60-65% (\$9.1M). We have 94 vehicles that are 100% depreciated. Our parks and facilities are struggling with the same challenges. Critical replacements and needs for BY-21 would include:
  - PD 12+ vehicles, \$750,000
  - FD Fire Engine or Tiller \$750,000 - \$1.4M (E41 was 3 years behind causing the next engine to be behind).
  - PW Vehicles and Equipment \$500,000 - 750,000
  - Multiple facility maintenance & equipment replacement projects.
  - Multiple parks maintenance & equipment replacement projects.

- *We are working on our detailed budget requests for BY-21. The above items are a general snapshot of our status going into the next budget year.*
- **WHY:** To maintain valuable employees, vision for our constituents, safe parks and facilities, we need to maintain and replace the items that are ineffective and a drain on our resources. When this is a priority, morale is increased, residents see progress that they can be proud of as they become supporters of our efforts, our money is working for improved efficiencies and not wasted on reactive repairs to keep our City functioning at a less than acceptable vision for our City.

### **3. Continue the Drive for a new Public Works and Fleet Campus.**

- Continue with conservative but efficient master planning for new Public Works and Fleet facilities and campus.
  - Master planning and design - continue to 60% design so that we can present to you and City Council.
  - Continue property acquisition necessary for the future campus
  - Complete the seismic evaluation, legal items to vacate road and rezone properties.
  - Prioritize our master plan into phases so that priorities are met and operations continue during the construction phases.
- The fleet facilities is a 75 year old building that has several inefficiencies as well as life safety concerns. We don't have sufficient facilities for the size and condition of our fleet. Some of the major areas of concern are:
  - We have an underground pit that is a danger to life safety, yet we don't have sufficient roof height to accommodate lifting heavy trucks and apparatus.
  - Our building is splitting apart, which is a huge seismic concern. The ceiling/roof is built from cement bridge beams. If we were to have a medium size earthquake, the building would fall-in on vehicles, equipment and employees.
  - We don't have adequate ceiling height where we can raise our fire truck cabs so that we can work in the engine compartments. Therefore safety is compromised or we work outside where dirt and weather are a concern.
  - We cannot get all of our fire trucks into the shop for maintenance and repair. Therefore we need to work outside. In the winter months this threatens freezing in the many areas of a fire truck.
  - We don't have adequate restroom facilities for men and women.
  - We don't have clean or functional areas for office space, lunch room, library, training and personal space for lockers and secure tool storage.
  - We don't have the needed parking for line units, vehicles waiting for repair and employee parking.

- We don't have adequate facilities for some of our certifications, to be approved as an emissions testing facility, to be approved as a warranty station on several vehicle items. When these things need to be sent out, we suffer huge out-of-service delays and high costs that we can't control.

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- Streamline fleet assets by selling and/or salvaging vehicles and equipment that no longer provide value to the City's operations. Examples:
  - Old Yeller 1954 International Dump Truck (create a monument or auction)
  - Fire Department training trailer (fire is using a more effective method)
  - Fire Department Porta-Potty (high maintenance 'Haz-Mat', extreme low use, no climatized storage area)
  - Fire Squad 42 (the only miles this receives is to travel to and from the shop for repair because of the lack of use).
  - We should create an annual worksheet that evaluates Low or No Use vehicles so that we can adequately judge the best benefit to the City. When these items grow in numbers, they affect the cost of resources, fleet values, cost of storage and insurance, etc.. I would recommend that we always put our money to work in the most effective way possible.
- I would like to have a private discussion with you about restructuring my admin staff. I think our 1-2 year plan needs to be evaluated (separate document for discussion).
- I am proud of what we did in our facilities division, where we eliminated two part-time (PT) janitors into one full-time (FT) maintenance person.
  - This took care of our 3 year problem trying to hire PT janitors that are responsible for after hours events in our facilities. We now run split shifts with full-time responsible employees for every hour our facilities are open.
  - We still have one PT janitor position that isn't getting filled. When and if Marcos leaves, I would like to turn these two PT positions into another FT. We will provide better service, better coverage and dedicated employees for our facilities and events.
  - These things encourage me because with limited resources, we are still making a positive difference.
  - I think our facilities division needs future change. Are we okay with light maintenance, janitorial and event setup and take down? I think we want to continue improving our operation and in BY-22, we should ask the question of what we need and want our facilities

maintenance to look like. Some of my ideas would include a FT electrician. With what we pay-out for sub-contractors each year, and with the City's lighting program changing, we could utilize a FT electrician with little or no extra cost to the City. This would provide service when we need it, better quality of work because our employee would know our equipment. Then taking it to the next level, hire a FT plumber, same benefits as the electrician. These changes would move the needle significantly in the value of our facilities and value to our residents.

- New Public Works and Fleet facilities could accommodate the ideas above as well as a home for parks and community service.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- **Note: I changed my big picture priority to PW & Fleet campus (details in my presentation below).**
- I would like to see the City create and maintain a budget each year that would be used to maintain and/or replace fences, right-of-ways, gateways and islands. These fall under the City's responsibilities and they are vital to our image.
  - I would propose that we maintain a list of needs, budget costs and manage their priority throughout the year by our Property Maintenance Committee and Public Assets. As an example, we have several fences that need to be replaced throughout the City. We have gateways that need more care than just weeds and garbage.
  - Our gateways are a vital representation of our great City, they should reflect that. To accomplish this, they need to become a priority and we need to provide the necessary resources to properly accomplish this.

**6. In 2020 we will continue to *Invest in People*. Our focus will be on constituent communication. How can you better your communication with constituents?**

- I have already made this a priority. I have had discussions with our parks and facilities staff in this area. We need to be deliberate in our communications with residents.
  - Take the time - stop what we are doing and invest time with our residents.
  - Listen - we need to listen to what our residents are concerned with and try and determine how we can help rather than going on the defensive.
  - Get answers for our residents - if we can answer them in a considerate and helpful way, take the time and do it. If we can't



answer their needs, we commit that we will direct their request or need to the correct department or individuals.

- To do that, we need to invest in our employees so that they feel empowered and encouraged to foster relationships that disarm conflict. People need to know we are willing and want to help. It might not be our job to take care of their concern or request but we can help them contact the necessary people or department that can help them.
  - It is my goal to properly empower my staff to engage and provide help as we do our duties. We will always run into the person that wants trouble, but we can still pass their concerns to a higher level and not take their complaints personally. If we are doing our job, we should be able to address the needs of others.
  - I believe this is about training and support. Good employees will make a positive difference. We need to develop and keep good employees.

## POLICE

### Top 3 Budget Priorities

#### 1. Public Safety Salaries

- For the past several years, dating back to 2012 with the revision of Utah's Public Safety Pension, the law enforcement community in Utah has been challenged with the recruitment and retention of police officers. Utah law enforcement agencies have experienced a significant turnover in public safety with retirements and challenged with recruitment and identifying those choosing law enforcement as a career. With the changes made by URS (Utah Retirement System), it has forced municipalities to adjust salaries to attract new hires and to offer POST (Police Officer Standards and Training) sponsorships in their hiring process. The South Salt Lake Police Department has had to adjust hiring practices to include sponsoring new applicants over the years, and those numbers continue to increase:

F/Y 2014 – 2015 = 1 LEO (Law Enforcement Officer)

F/Y 2016 – 2017 = 1

F/Y 2017 – 2018 = 1

F/Y 2018 – 2019 = 3

F/Y 2019 – 2020 = 3

- As the South Salt Lake Police Department continues to sponsor new hires, the City investment becomes greater. Without competitive wages, the cities risk of losing the original financial investment of Police Officer Standards and Training to another agency within Salt Lake County become greater.

- This past Fiscal Year (2019/2020), the previous City Council recognized the need and urgency in raising Public Safety Salaries to a competitive rate with the current Salt Lake County market. A 15% market adjustment across the pay scale was asked to bring police officers up to an above average salary and to adjust our Sergeant, Lieutenants and Deputy Chief's to an average salary with the current market.
- City Council members voted on a 9% market adjustment, accompanied by a 4% merit increase for Public Safety. The 9% increase was 6% short of the original ask to bring the SSLPD up to a competitive salary range. Within months of the budget amendment, the City Council Chairmen came back with additional budget amendment of 7% for the Sergeants, Lieutenants and Deputy Chief. The second budget amendment brought those positions closer to average, which was the original ask.
- To stay competitive with the current Public Safety market, I am requesting that City Council approve another (remaining) 6% for police officer's salaries, bringing them above average and giving the South Salt Lake Police Department the advantage in the recruitment and retention of police officers. I'm also requesting an additional 4% for Sergeants, Lieutenants and the Deputy Chief Position, which places them 4<sup>th</sup> (average) position in pay.

#### Police Officer

Current Pay - \$22.16 hr.

$\$22.16 + 6\% = \$23.49$  (Highest by \$0.34)  
 $+ 4\% = \$23.05$  (3<sup>rd</sup> highest)

#### Sergeant

Current Pay - \$40.96 hr.

$\$40.96 + 6\% = \$43.42$  (4<sup>th</sup> highest)  
 $+ 4\% = \$42.60$  (4<sup>th</sup> highest)

#### Lieutenant

Current Pay - \$49.17

$\$49.17 + 6\% = \$52.12$  (4<sup>th</sup> highest)  
 $+ 4\% = \$51.14$  (4<sup>th</sup> highest)

## Deputy Chief

Current Pay - \$59.91

$\$59.91 + 6\% = \$63.50$  (4<sup>th</sup> highest)  
 $+ 4\% = \$62.31$  (4<sup>th</sup> highest)

## **2. Police (Patrol) Officer Staffing (6- additional officers)**

- Uniformed patrol is considered the foundation of policing. Officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and to provide law enforcement services to the South Salt Lake community.
- Police staffing models are generally determined by one of five common methods. Departments traditionally have used crime trends, a per-capita approach, minimum-manning levels, authorized/budgeted levels, and least-commonly, workload-based models to make staffing decisions.
  - Crime Trends: Based on crime rates, crime goes up – add more officers.
  - Per-Capita approach: Officers per 1000 residents. Typically, the average officer per-capita ratio is 1.8 – 2.5 officers per 1000. Many communities (including SSLPD) have relied on this model to make staffing decisions. As easy as it is to comprehend and apply, this model has proven to be equally inefficient and unreliable.
  - Minimum-staffing levels: This model determines hard and soft staffing levels, what is the normal staffing of a shift, and what is the lowest that shift can go? This also includes Sergeants into those levels.
  - Authorized/Budget levels: What can the City afford? Police services cannot be driven or allocated by what the City can afford, they
  - Workload based model (Rule of 60 study): This study measures actual demand for police services, with a rule of 60. No more than 60% of patrol time should be obligated or committed, approximately 60% of your department should be assigned to patrol answering call for service for the community and no more than 60 minutes on an average should be spent on calls for service.

- From an officer's standpoint, once a certain level of calls for service (CFS) activity is reached the officer's focus shifts to a CFS-based reactionary mode. Once a threshold, or saturation point, is reached, the patrol officer's mindset begins to shift from a proactive approach in which they look for ways to deal with crime and quality-of-life conditions in the community to a mindset in which they continually prepare for the next CFS. After saturation, officers cease proactive policing and engage in a reactionary style of policing. Uncommitted time is spent waiting for the next call. The saturation threshold for patrol officers is believed to be 60 percent.
- Currently the South Salt Lake Police Department is allocated for 58 police officers, with the State funding for staffing of the Homeless Resource Officers the police department is now staffed with 70 sworn positions, allocating an additional 12 positions. With respect to the question of how many officers should the South Salt Lake Police department have in patrol, the additional 12 officers should be removed from that calculation, as they are staffed through state funding to address the Men's Homeless Resource Center now in the City of South Salt Lake.
- Prior to the addition of the 12 new allocations for the Men's Resource Center, the patrol division was staffed with 24 Patrol Officers and 6 Sergeants that handled calls for service (CFS), staffing 30 out of 58 sworn positions to the Patrol Division. Applying the Rule of 60 (60% of 58 = 34.8) the Patrol Division should be staffed with 35 sworn officer positions.
- If you were to remove the 6 allocated Patrol Sergeant positions, under the philosophy that our Patrol Sergeants should be available at any time as a first-line supervisor and that they are the first line of defense against liability claims, the patrol staffing levels would be much higher.
- Another consideration and factor of the Rule of 60 is the obligated time spent answering calls for service. A recent study completed valley wide with 10 participating agencies, showed that South Salt Lake Officer's handle an average of 1634 calls per officer in 2018, 1744 calls per officer in 2017 and 1714 calls per officer in 2016. Those numbers are anticipated to be above the rule of no more than 60% of an officer's time should be obligated in handling calls for service.
- As noted above, anything above 60% of an officer's time that is obligated takes away from proactivity. Studies have also shown that a work load over 60% obligated time can causes officer fatigue, creating an officer safety concern.
- The South Salt Lake Police Department is currently working on a comprehensive study of current crime statistics and calls per officer, for an accurate reflection of officer's per call work load.

### **3. Forensic Investigations (1-Fulltime Investigator, equipped)**

- Historically the South Salt Police Department had in-house forensic crime scene investigation ability. Due to budget restrictions and restraints, what was originally a unit staffed with four trained/certified investigators was down sized to one trained investigator, who also served as our evidence property room manager. Having only one individual serving in that position, it proved to be difficult in retaining qualified personnel with the volume calls and the required on-call hours.
- Experiencing a high turn-over with the forensic position, and the financial loss to the City in the invested training of the Forensic Investigations position, the Police Department opted to contract out forensic services to reduce the costs and financial loss to the City. Coincidentally, this change came at the same time South Salt Lake City Council requested that departments within the city contract out more services to be better efficient with our budgets.
- The South Salt Lake Police Department entered into a M.O.U. (Memorandum of Understanding) with the Unified Police Department (U.P.D.). The M.O.U. with U.P.D was originally drafted to cover forensic services for the South Salt Lake Police Department on an as needed basis (all-a-cart). U.P.D. and South Salt Lake agreed at the time of the original agreement that full U.P.D. services would be more than South Salt Lake needed. In July of 2019, the Unified Police Department made notification to the South Salt Lake Police Department, that they would be terminating the original M.O.U. and requested that the South Salt Lake Police Department enter into a new agreement. The revised agreement was drafted for full U.P.D. Forensic Services at an annual cost of \$204,000 to the City of South Salt Lake.
- The South Salt Lake Police Department and the City of South Salt Lake was able to negotiate a similar contract with the Salt Lake City Police Department for all-a cart Forensic Services. The Cost for Forensic Services remained the same with the Salt Lake City. However, Salt Lake City was only willing to agree on a year to year contract for services.
- In the event that Salt Lake City was to terminate the M.O.U. with the South Salt Lake Police Department, we would not have the immediate ability to take over all Forensic needs for the City of South Salt Lake. It would be beneficial to the South Salt Lake Police Department to staff one fulltime Forensic Investigator that would handle a significant portion of in-house investigations. The South Salt Lake Police Department would

rely on Salt Lake City for assistance in complex or larger investigations. The South Salt Lake Investigator would work with Salt Lake City on those investigations, gleaning hands on experience and protecting the City of South Salt Lake if the M.O.U between cities were terminated for any reason.

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- Over the past few years (Fiscal Budgets) the South Salt Lake Police Department along with all other city departments has embraced the philosophy of “do more with less”. Less meaning that our current budgets have not grown with the needs and demands for each department. As every department has had to do, the police department has placed more demand per employee (Officer), adding to individual workloads to carry the operational demands. In addition to daily responsibilities, most officers are tasked with additional duties/specialties and working overtime to stay up with the required work demands.
- Below are some examples of processes the South Salt Lake Police Department has streamlined within the ability of current staffing and funding:
  - Hiring:
    - Due to the decrease in the number of applications the police department is receiving, in addition to the quality of applicants that are applying, each application is immediately screened and an interview is scheduled with potential applicants. The department has seen success in this process by capturing qualified applicants early in the process, and not losing them to another agency.
  - DUI Reporting:
    - Historically the D.U.I. (Driving Under the Influence) reporting to our court was repetitive and was adding significant time to what it took for an officer to process a D.U.I. arrest. Our D.U.I. arrest process was streamlined and resulted in saving a significant amount of time per arrest.
  - Specialty Assignments:
    - Specialty assignments have been assigned in the past with a 3-year commitment and a mandatory 5-year rotation out of any specific assignment to allow career growth and opportunity. Due to staffing challenges and lack of patrol experience with our current staffing, the mandatory rotation period has extended to meet department needs and to reduce the cost of specialized training. Officers that are currently assigned to a specialty that

required advanced training have been extended at the approval of the Chief's office.

- Investigative Case Disposition Letters:
  - The South Salt Lake Police Department handles hundreds of property crime cases each year. Many of those cases have no suspect information to follow up on. To make better use of investigators time, a letter is drafted and sent to the victim in the case explaining that their case would be closed as inactive, pending further investigation if additional evidence arises.
- In addition to the above listed, Sergeants and Lieutenants were also asked to described what processes they have improved or to identify processes they felt could be improved without additional staffing or funding. The majority felt that their respective crews have operated short staffed for substantial periods, and that they haven't had or been afforded the flexibility to be more than reactive to CFS (calls for service).
- What appears to be common and voiced by all city department heads, is that the city in general has been challenged with hiring and retention of employees, which has affected all departments within the City of South Salt Lake with the ability to be proactive beyond the normal demands of operations.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Public Facilities
  - Currently each department within the City of South Salt Lake maintains and coordinates all maintenance and repairs of their respective facility/facilities. Each department currently has a designated point of contact that manages any contracts associated with their assigned facility and coordinates needed repairs as they arise. Unfortunately, those that are tasked with the responsibility of a facility are also working as a fulltime employee with other daily required tasks. Because these individuals were hired for other responsibilities, little or no time is spent proactively maintaining City owned facilities.
- As an example; the police department's maintenance needs are assigned to our current Executive Officer position, which is primarily tasked with training coordination, department policies and procedures and serves as our public information officer. The police department has been fortunate that our current Executive Officer has a background in electrical and building construction. This has served the police department and the City well, but is no longer a realistic option with this position. With a recent announcement of retirement of the

Executive Officer, there is no one internally that has the knowledge or skills to assume those responsibilities.

- The City of South Salt Lake would benefit if it were to place all public facilities under one department (Public Assets). Placing all public facilities under one department would consolidate (Unify) existing maintenance contracts and improve the overall maintenance and care of each public facility and the consistency of care of each facility.

**6. In 2020 we will continue to invest in people. Our focus will be on constituent communication. How can you better your communication with constituents?**

- Public Information Specialist
- Currently the South Salt Lake Police Department is staffed with an Executive Officer position, who is tasked with Training, Policy and Procedures, PIO (Public Information Officer) and Building Maintenance.
  - Training: reports required public safety training hours to POST, coordinates in-house training, manages training opportunities as a host venue and publishes officer daily training bulletins.
  - Policy and Procedures: manages the department policy and procedure manual, updates best practices as directed by the Chief of Police, updates federal and State Statute changes annually as laws or revised or created, and is responsible for publishing the updated manual and ensuring staff is properly trained.
  - Public Information Officer: facilitates media requests, drafts agency responses and media releases as needed. Reports to media on topics of public concern as directed by the Chief of Police.
  - Building Maintenance: contacts and coordinates contractors for needed building repairs and maintenance. Manage's bids/requests for proposals and oversees improvement projects as directed by the Chief of Police.
- With the New Year 2020, our current Executive Officer/PIO has announced his retirement. With that announcement, his position and his assigned tasks have been reviewed for efficiency. A significant portion of time is currently spent on dealing with building needs and projects. Being tasked with training needs and as the department Public Information Officer, little time is available to spend on Department Policies and Procedures which is a critical function of this position.
- To better improve public (constituent) communication, we are looking at restructuring the role and function of our current Executive Officer position which is a sworn position, to a non-sworn Public Information Specialist (PIS) position. The newly created position will have same tasks, with the exception of Building Maintenance. The primary focus



of the PIS will be on communication with the community, and ensuring that the messages of the Police Department are aligned with the direction and the messages of the City. The new PIS position would also be much more proactive in marketing the programs and functions of the police department through social media (Facebook, Instagram, Twitter), as well as article submissions and safety tips for the City Journal.

- The newly created PIS would be on-call for critical incidents and would coordinate PIO (Public Information Officer) training with all our police sergeants, so they could effectively handle any smaller related media requests.

### Top 3 Budget Priorities

#### 1. Public Safety Pay:

- Explore and establish a sustainable source to fund public safety and get them to the average/above surrounding agencies. Condense the firefighter step plan from 12 steps to 8 in order to be comparable to surrounding departments where we are still 12% behind. The firefighters that are lost to other agencies are leaving for more money, and to get their increases sooner. By condensing the pay scale, newer department members will be able to reach their topped out wage sooner that I believe would help improve retention because they will be able to afford to purchase a home in the valley and start a family without having to work multiple jobs to make ends meet. Establishing a pay scale that keeps personnel allows the City to maintain a well-trained and experienced workforce that can effectively manage an all hazards response. In-turn, it also saves money in overtime cost while looking for replacements, cost of outfitting new personnel with uniforms and personal protective equipment that they need for structural firefighting.
- (Estimated cost: \$ Finance Department)

#### 2. Replace Engine 43 (10-413).

- This apparatus has reached 10-years in its service life and is one-year behind on the replacement schedule due to being 2-years behind on the one previously replaced, and takes a year to build. The apparatus has over 106,000 miles and is housed at the busiest station. NFPA 1901 Standard for Automotive Fire Apparatus has gone through a revision since this apparatus has been purchased which enhances safety features for the public and staff. Replacing Engine 43 with a new apparatus can enhance the safety of the all people working and living within South Salt Lake by having an up-to-date apparatus that will have fewer mechanical problems. The new apparatus that is recommended to replace Engine 43 would be a Tractor Drawn Aerial (Tiller) apparatus that affords the fire department the availability to operate as an aerial device and allow the apparatus to navigate through tighter streets and apartment buildings. A Tiller apparatus has a 107' aerial ladder attached to a trailer; the turning radius of this apparatus is 5-feet tighter than the current pumper and 16-feet tighter than our current ladder truck which cannot navigate into some of the new developments with tighter roads and parking issues. This new fire apparatus will reduce the wall to wall turning requirements from 35 feet on a pumper, and 45 feet on our tower to 29.5 feet (attachment 1-3). Having an apparatus that can access structures through tighter streets ensures there will be firefighting and rescue capabilities in the various residential and commercial structures proposed for future development within the city. Currently our ISO rating is a 3, and after discussions with ISO, this

apparatus would not negatively affect our rating, it could even improve the rating which could lower our insurance costs (attachment 4). The new apparatus' cab would be designed with the clean-cab concept that would minimize the carcinogen exposure to our firefighters that will decrease the possibility of having a job-related cancer exposure.

- (Estimated cost \$1.4 million)
3. Replace portable hand-held radios for the fire department.
- This would be a 3-year process that would lessen the financial burden. The current Motorola XTS 2500 radios that are in use have been discontinued by the manufacturer and repair parts are dwindling or not available. Communications during an emergency event is paramount for the safety of employees and the public. Critical life-safety information is relayed by voice through this radio traffic along with dispatching on emergency calls. The current UCA radio system is preparing for an upgrade to Phase I of their P25 upgrade but not the P25 Phase 2 upgrade due to be completed in 2024 that replaces Motorola's legacy trunked system. Upgrading our portable hand-held radios will increase interoperability communications and prepare the city for future infrastructure upgrades adopted by the State.
  - (Estimated \$55,000 for the next 3-years)

**4. As we all know our resources (both staff and funds) are limited. Identify an area for change, streamlining or improvement within your department or division that doesn't require additional resources. Please explain.**

- The fire department has spent the last year looking at ways to streamline our operations, we've re-classified medical billing/training to a non-sworn position that allowed us to increase staffing, streamlined our medical supply inventory and enhanced our medical records managements (RMS) system. We will continue with this endeavor to continually streamline and improve our ePCR (patient medical records) system to capture the appropriate data needed for HRC reporting and to ensure we capture as much ambulance revenue possible. We would like to move our Fire Marshal and fire prevention offices into the building department that would allow the two departments to collaborate with one another on new developments within the city. Plus, we have streamline and changed response areas for the City's three fire stations to improve response coverage to account for the call volume created by the new HRC.

**5. Big Picture: Outside of your specific department or division - Where in the City do you see a need for investment? This could be specific or broad.**

- Investment in infrastructure targeting the water, sewer, and waste-water infrastructure of the city. Additionally, a public works campus that

enhances the fleet division that every department relies on would improve capabilities of the service that we provide to our constituents

**6. In 2020 we will continue to Invest in People. Our focus will be on constituent communication. How can you better your communication with constituents?**

- Maintain our Social Media tools that are challenging the “need to know” information-sharing paradigm and are increasing the degree of participation of all stakeholders in the process of creating, maintaining, sourcing, and sharing knowledge. This will create opportunities for increased collaborative knowledge creation and sharing between the public and the City. Embracing e-government through our Social Media and web-page clearly show advantages for collaborative participation to improve efficiency and service for citizens and offer the potential for a higher degree of transparency and collaboration.



# **Water Division Budget Priorities**

## **FY21**

### **1. Hydro- Excavation Truck (\$450,000)**

Hydro-excavation uses high-pressure water to break up the ground/dirt and uses a vacuum to suck out the dirt. We currently use the Vactor to do this. The Vactor is not designed to do this type of work and it is very hard on it. We use the Vactor more than any other division and it breaks down frequently. When it is out of service it usually takes significant time to repair. There are projects we encounter that are impossible to do without hydro-excavation. We have had to call other utilities and have them come help us in the past when the Vactor is down. This also leaves our Wastewater and Stormwater divisions in a very difficult position as the Vactor is indispensable for them in emergencies. Daily there are more utilities installed in the ground in close proximity to ours, sometimes right on top of ours, it is getting more difficult to use traditional excavation for point repairs and in some cases it is impossible.

### **2. Water Rate Increase (3%)**

Annually the cost to operate and maintain our water system goes up. We have to take money from our reserves each year. Within the next few years we will need to drill a new source to keep up with the increased demand for water. The average cost to drill a new well is \$1,500,000. I would recommend a small increase this year followed by a rate study performed next year. The Utah Division of Drinking Water recommends evaluating and adjusting water rates frequently. This reduces the need for large increases which anger customers. The current rate of development in our city is taxing our distribution system. We need to increase investment into our system in order to sustain the new development coming to our City.

### **3. 1 Full Time Employee**

The Water Division is constantly short staffed. Some of the issues we face from being short staffed include:

- Significant overtime- Projects take longer with fewer employees and regularly go outside of normal business hours to reach completion. When we interrupt a customer's water service we must get it back on before we can leave. My

employees work more overtime than they would like. Quite often this causes morale issues.

- Increased Risk- Employees are more likely to rush and neglect safe practices because they don't want to work late. When disciplinary action is used because of safety non-compliance then it causes morale issues. Employees ~~consistently~~consistently working extended hours causes exhaustion and fatigue. This causes me great concern because my employees are constantly working in traffic and around heavy equipment.
- Longer wait times- During the construction season we are usually scheduled at least four weeks out. We have to carefully evaluate and prioritize each project. Many of our small leaks are not repaired as quickly as we would like causing us to waste water. Our customers do not like this and complain regularly because of the waste. We also get complaints from contractors who rely on us for services. They get frustrated that our scheduling issues are delaying their projects.

#### 4. Streamline Meter/Endpoint Repairs

When a meter stops working part of the process of repairing it is done in our division and the other part is done in Finance. Having different employees enter information into different systems causes errors resulting in confusion, placing blame, and having to make several return trips to get the meter system reading properly. If our division were able to complete the process from start to finish I believe it would save a lot of time and effort.

#### 5. Invest in a Public Works Campus

We outgrew the public works facility long ago. The facility is out dated and unsafe. We don't have enough covered storage for our equipment which causes unnecessary wear, we don't have a proper clean out area for our equipment which is required by our storm drain permit and interferes with our ability to properly maintain it, ~~we~~and we do not have covered storage for our road materials making them unusable during inclement weather. These issues are interfering with our current daily operations and need to be addressed immediately.

#### 6. Better Communication Through Social Media

I think the Water Division needs a larger presence on social media. When we had water quality issues earlier this year several of our customers were searching for information and asking questions on Facebook and I did not see them for several days. I think that our customer base has changed over the last several years and we need to change the way we communicate with them.







# Turning Performance Analysis **E41**

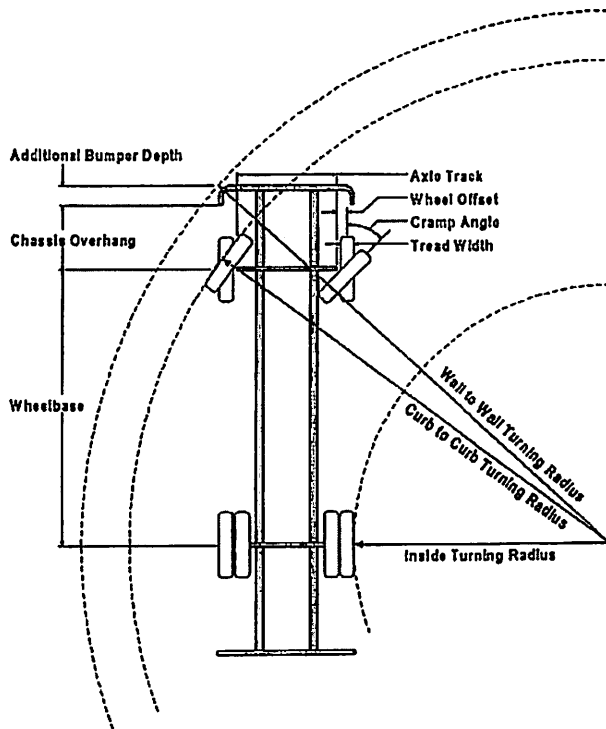
08/15/2018

Bid Number: 688

Department:

Chassis: Velocity Chassis (Big Block), 2010

Body: Pumper, Long, Aluminum, 2nd Gen



## Parameters:

*Inside Cramp Angle:	45°
Axle Track:	82.92 in.
Wheel Offset:	5.25 in.
Tread Width:	16.3 in.
Chassis Overhang:	78 in.
Additional Bumper Depth:	19 in.
Front Overhang:	97 in.
Wheelbase:	194 in.

## Calculated Turning Radii:

Inside Turn:	14 ft. 11 in.
Curb to curb:	29 ft. 4 in.
Wall to wall:	34 ft. 4 in.

## Comments:

Waterous Traditional Similar to 2010 Velocity

Category	Option	Description
Axle, Front, Custom	0508849	Axle, Front, Oshkosh TAK-4, Non Drive, 22,800 lb, Imp/Vel
Wheels, Front	0001656	Wheels, Front, 22.50" x 12.25", Steel, Hub Pilot
Tires, Front	0594821	Tires, Front, Goodyear, G296 MSA, 425/65R22.50, 20 ply
Bumpers	0536235	Bumper, 19" Extended, Steel Painted, Imp/Vel

## Notes:

\*Actual Inside cramp angle may be less than shown.

Curb to Curb turning radius calculated for 9.00 inch curb.



# Turning Performance Analysis

# T42

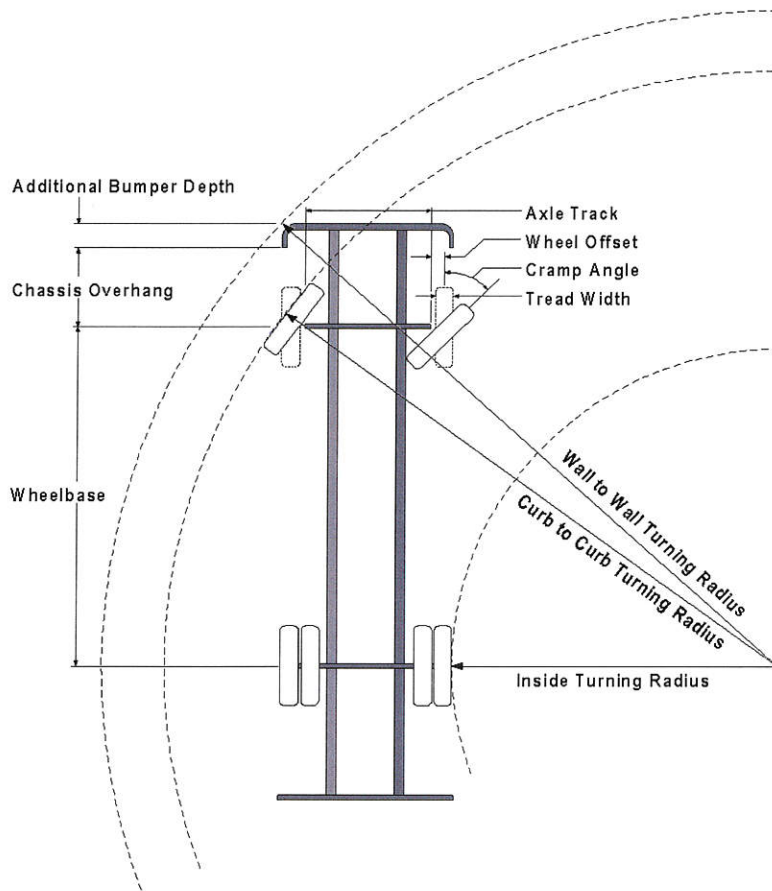
6/27/2013

Bid Number: 376

Department: South Salt lake City Fire Department

Chassis: Velocity Chassis, PAP/Midmount (Big Block), 2010

Body: Aerial, Platform 100', Alum Body

**Parameters:**

Inside Cramp Angle:	45°
Axle Track:	82.92 in.
Wheel Offset:	4.68 in.
Tread Width:	17.4 in.
Chassis Overhang:	78 in.
Additional Bumper Depth:	16 in.
Front Overhang:	139.6 in.
Wheelbase:	264 in.

**Calculated Turning Radii:**

Inside Turn:	20 ft. 11 in.
Curb to curb:	37 ft. 5 in.
Wall to wall:	45 ft. 1 in.

**Comments:**

South Salt Lake City 100' Aerial Platform

CategoryID	Category Description	OptionCode	OptionDescription
6	Axle, Front, Custom	0508849	Axle, Front, Oshkosh TAK-4, Non Drive, 22,800 lb, Imp/Vel
30	Wheels, Front	0019611	Wheels, Front, Alcoa, 22.50" x 12.25", Aluminum, Hub Pilot
31	Tires, Front	0594821	Tires, Front, Goodyear, G296 MSA, 425/65R22.50, 20 ply
38	Bumpers	0123624	Bumper, 16" extended, Imp/Vel
437	Aerial Devices	0657391	Aerial, 100' Pierce Platform, 35 MPH Wind Rating, 400lb Tip Load Allowance

**Notes:**

Actual Inside Cramp Angle may be less due to highly specialized options.

Curb to Curb turning radius calculated for a 9.00 inch curb.



## Turning Performance Analysis

6/27/2013

**Bid Number:** 376

**Department:** South Salt lake City Fire Department

**Chassis:** Velocity Chassis, PAP/Midmount (Big Block), 2010

**Body:** Aerial, Platform 100', Alum Body

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### Definitions:

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Inside Cramp Angle	Maximum turning angle of the front inside tire.
Axle Track	King-pin to King-pin distance of the front axle.
Wheel Offset	Offset from the center-line of the wheel to the king-pin.
Tread Width	Width of the tire tread.
Chassis Overhang	Distance of the center-line of the front axle to the front edge of the cab. This does not include the bumper depth.
Additional Bumper Depth	Depth that the bumper assembly adds to the front overhang.
Wheelbase	Distance between the center lines of the vehicle's front and rear axles.
Inside Turning Radius	Radius of the smallest circle around which the vehicle can turn.
Curb to Curb Turning Radius	Radius of the smallest circle inside of which the vehicle's tires can turn. This measurement assumes a curb height of 9 inches.
Wall to Wall Turning Radius	Radius of the smallest circle inside of which the entire vehicle can turn. This measurement takes into account any front overhang due to chassis, bumper extensions and/or aerial devices.

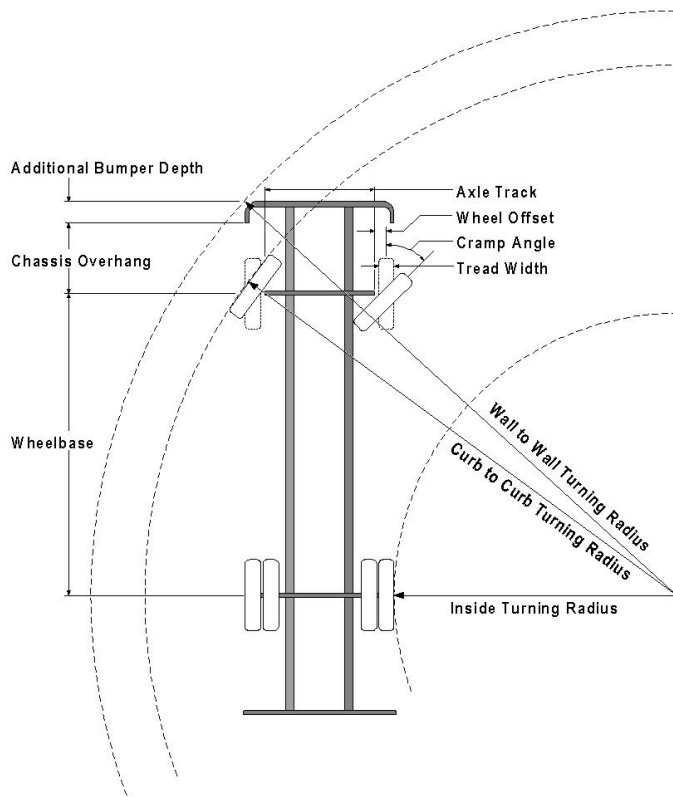


# Turning Performance Analysis

12/17/2019

**Bid Number:** 246  
**Department:** Reno Fire Department

**Chassis:** Velocity Tractor Chassis (Tiller), (Big Block), 2010  
**Body:** Aerial, Tiller, Alum Body



## Parameters:

*Inside Cramp Angle:	45°
Axle Track:	82.92 in.
Wheel Offset:	3.12 in.
Tread Width:	12.4 in.
Chassis Overhang:	65.99 in.
Additional Bumper Depth:	7 in.
Front Overhang:	72.99 in.
Wheelbase:	167 in.

## Calculated Turning Radii:

Inside Turn:	13 ft. 2 in.
Curb to curb:	25 ft. 10 in.
Wall to wall:	29 ft. 5 in.

Category	Option	Description
Axle, Front, Custom	0508848	Axle, Front, Oshkosh TAK-4, Non Drive, 19,500 lb, Imp/Vel
Wheels, Front	0019575	Wheels, Front, Alcoa, 22.50" x 9.00", Aluminum, Hub Pilot
Tires, Front	0582936	Tires, Front, Goodyear, G289 WHA, 315/80R22.50, 20 ply
Bumpers	0123628	Bumper, Non-Extended, Imp/Vel
Aerial Devices	0755072	Aerial, 107' ASL, 750/500 Tip, 50 MPH Wind, Tiller

## Notes:

\*Actual Inside cramp angle may be less than shown.

Curb to Curb turning radius calculated for 9.00 inch curb.