

SOUTH JORDAN CITY
STRATEGIC PLANNING MEETING

October 27, 2020

Present: Mayor Dawn R. Ramsey, Council Member Patrick Harris, Council Member Brad Marlor, Council Member Jason McGuire, Council Member Don Shelton, Council Member Tamara Zander, CM Gary Whatcott, ACM Dustin Lewis, City Attorney Ryan Loose, Police Chief Jeff Carr, Strategic Services Director Don Tingey, CFO Sunil Naidu, Planning Director Steven Schaefermeyer, City Commerce Director Brian Preece, HR Director Teresa Cook, City Engineer Brad Klavano, Fire Chief Chris Dawson, Public Works Director Jason Rasmussen, Administrative Services Director Spencer Kyle, Executive Assistant Melanie Edwards, City Recorder Anna Crookston, IT Director Jon Day, City Council Secretary MaryAnn Dean

5:00 P.M.

A. Welcome and Introduction to Electronic Meeting – *By Mayor Dawn R. Ramsey*

Mayor Ramsey welcomed everyone present. At this meeting, they are looking at high level strategic priorities for the next year.

Mayor Ramsey introduced the electronic meeting. She noted that all members of the public are invited.

B. Invocation – *By City Manager, Gary Whatcott*

CM Whatcott offered the invocation.

C. Discussion: Strategic Priorities, Revised Strategic Goals and Objectives, and future action items for FY 2021-22

CM Whatcott said this is the foundation for the budget. He said they want to make sure that their goals are correct. So far, the city is doing well financially. They want to make sure things keep going well. There will be challenging times in the future to keep service levels high and determine the appropriate levels of taxation.

Strategic Services Director Tingey reviewed a prepared presentation (Attachment A).

Council Member Shelton asked what is meant by inflation effect? CM Whatcott said the last time that the city added any new revenue from property taxes was 2007. It costs more to run the city now versus then, and they have not picked up any new tax dollars to pay for that. They are not capturing the inflationary factors of growth. It was noted that there was a tax increase, but it paid for debt service. It did not go to the general fund.

Council Member Shelton asked if the level of service is lower today than in 2007? CM Whatcott said yes. They have added many acres of new parks. They have added only a small number of staff members. They are being as efficient as they can, but they cannot meet the demand. He said anything funded out of the general fund, including police, fire, streets, and public works is short staffed.

Council Member Shelton asked if there has been an effect on response time? CM Whatcott said the case load continues to grow more than what they are adding on the service side. Police Chief Carr said the response times have gone up 1 minute 40 seconds since 2015. Part of that is a function of the city because they have to respond further away.

Council Member Shelton asked if they are adding more expenses or more revenue? CFO Naidu said a new home being built in the city costs the city \$750-\$800. The property tax it generates is \$380 on an average \$400,000 home. He said the revenue versus expenditures do not add up in that way.

CM Whatcott said they are not growing the pie like they were in earlier years. They are not adding new shopping centers and a lot of retail stores. They receive revenue from online sales now, but it is at a different rate than if they were shopping at the stores. They have a lot of leakage that is occurring in places like Herriman.

Council Member Marlor asked what is the cost versus revenue for a commercial property? CFO Naidu said commercial pays 100 percent of their value. The tax revenue they generate is higher compared to a residential property.

CM Whatcott said they need to keep that in mind when making land use changes. There are fiscal consequences, both positive and negative. He said retail has changed over what it was in 2007. He reiterated that they are in good standing financially, but they are not growing revenue fast enough to meet service needs.

Mr. Tingey reviewed the list of items under the situation section. That list was generated by staff. Mayor Ramsey said that was a comprehensive list.

Mr. Tingey reviewed the list of core competencies by staff. They discussed the high household income in South Jordan, which is good, but also comes with high expectations for service.

Mr. Tingey reviewed the list of obstacles. Council Member Marlor said one large obstacle is legislation and resulting state regulations. He said it is an obstacle from a day to day taxation standpoint and potentially in future density determinations. Council Member Harris concurred, but said they have made significant improvements on that obstacle by having a seat at several tables.

Mayor Ramsey said having a seat at the table with other agencies is a core competency. They have more of a seat at the table than any other city she is aware of. She agreed that there is not a lot that they can do with mandated legislation, but their lobbying has resulted in some better outcomes. She said South Jordan has the opportunity to be more influential. Council Member

Harris concurred. Council Member Zander said that can also be a prospect. There may be times that they need to use that opportunity with the legislature.

CM Whatcott said South Jordan has a lot of credibility and is looked to as a place that does it right.

Council Member McGuire said he feels daybreak fits under core competency and obstacles. He said they have made some progress but there will still be obstacles moving forward. One other thing they need to work toward is being a unified city.

Mr. Tingey reviewed the list under prospects. CM Whatcott said the Daybreak Town Center could be considered an obstacle, not a prospect. They were originally told that there would be a lot of commercial buildings. He is fearful that they will see Daybreak getting to their 20,000 units, and it will be filled with high density housing and they will only get service oriented businesses. That will not help them pay the freight. Mayor Ramsey concurred.

Council Member Marlor said they approved the bonds for infrastructure so Daybreak could be ready to provide commercial areas that are looking for space. He said he has not heard them talk about it once since the bonds were approved. CM Whatcott said the CDA is not producing any money. It is not providing the vision the city had for it. The default mode for Daybreak is housing. He is concerned that they are not bringing in commercial that will help the city with sustainability. Mr. Tingey concurred.

Council Member Shelton said the city has some bonds that are maturing in the next couple of years. That could provide a prospect of financing a project. CM Whatcott said it may help with revenue for the general fund. CFO Naidu said the only bond that is coming to mature in the next few years is the water bond, and that money will go to the enterprise fund.

Mr. Tingey reviewed the list of expectations.

Council Member Zander said one expectation is the new Bingham Creek park and how that will affect the city, and how that will be structured and managed.

CM Whatcott said he feels the residents will have a higher expectation for recreational opportunities, such as trails and team obstacle course races.

Mayor Ramsey said a lot of people continue to have the expectation that Mulligans will be preserved.

Council Member Harris said there is a huge expectation regarding growth and good traffic flow. Mayor Ramsey concurred. She recommended they add air quality under sustainability initiatives.

Council Member Harris said they need to balance the conflicting land use densities, as the residents have an expectation for less density, and the legislature has an expectation for more density.

CM Whatcott said there will also be future expectations to be more green including electronic cars, solar panels, etc.

Mr. Tingey reviewed the strategic priorities.

Council Member Shelton recommended they rename capital improvement to reliable public infrastructure. Mr. Tingey, CM Whatcott, and Mayor Ramsey said they like that title better.

Mayor Ramsey noted that Riverton City is now using South Jordan's strategic priorities as a template.

Mr. Tingey reviewed the objectives under safe community.

The City Council added listening under the responds line objective. They also determined to add that they enforce the law respectfully. Council Member Harris said having a healthy community (mental health and physical health) provides a safe community. The City Council added some language about health and well-being.

Mayor Ramsey encouraged them to keep the DARE program. CM Whatcott said that falls under the engaged part of the safe community. The City Council determined to add some language regarding providing education throughout the community. They added language about listening to concerns.

City Attorney Loose asked about including emergency preparedness in the city. ACM Lewis said that is a task under protects the public.

The City Council reviewed objectives under reliable public infrastructure. Council Member Shelton said a lot of the infrastructure that goes in the city is not built by the city. They added language about overseeing and regulating the work to build infrastructure.

They added language about ensuring funding by working with multiple stakeholders.

Mr. Tingey noted the list of projects. He said that will be prioritized as part of the budget process.

Council Member Zander said there is a need for cell phone towers on the west side of the city. That is not their responsibility, but how do they move that needle? Mr. Tingey said word is getting out. He understands Daybreak and AT&T are in discussions.

Council Member McGuire asked about the \$200,000 for Christmas lights. CM Whatcott said many of their lights are old and broken. He said this is to replace the lights and to try to get a reasonable amount of lights. The plan is to concentrate the lights around city hall. He said they want to celebrate the holiday, but they are also criticized because it is a religious holiday. They still feel it is appropriate to celebrate for their community. The Hanukkah display in city hall was noted. There may be need for more diversity in the future.

Council Member Shelton said on upcoming projects, they need to add paving of the Bingham creek trail from 4800 West to the trail. Also, the trail that crosses the creek and goes to Welby Elementary needs to be paved. He said he also did not see a lap pool facility and the city's contribution to that project. He also noted that he did not see the parks/ball diamonds in Daybreak on the list.

CM Whatcott said the parks in Daybreak are not on the list because it is over the 3-5 year period. Mr. Tingey said there is a design number in park impact fees for Daybreak parks. The lap pool is on the 5 year plan. He said the \$1 million city contribution is reserved. That project is 3-4 years out. Mayor Ramsey said the money that the County intended to contribute is not available right now, due to Covid. She said that project will still get done.

CM Whatcott noted a collector street wall issue brought up by a resident in Council Member Marlor's district. They can add that to the list and see how that is prioritized. Council Member Marlor concurred to add that to the list, and they can address that at the appropriate time.

The City Council reviewed the objectives under balanced regulatory environment.

The City Council reviewed the objectives under desirable amenities and open space. They added art to the line about partnering with community stakeholders. They discussed who the various community stakeholders are. Council Member Zander said they need to considering coupling arts with businesses, and getting some corporate sponsors for the arts. CM Whatcott said one holdback for the city is that they are lacking a venue. Mayor Ramsey concurred that there are things that will require a public/private partnership. They could consider that in other arenas like a lap pool.

The City Council reviewed objectives under the economic development section. Council Member Harris noted CM Whatcott's earlier comment that changing the land use on property from commercial to residential will affect their economic development.

The City Council determined to combine the language in items 1 and 2. They added coordination with stakeholders in item 4.

Council Member Harris asked how to make the commitments of the stakeholders stronger regarding economic development? CM Whatcott said there is a delicate balance of the property owners' rights and the city's needs for overall zoning. Council Member Harris said he does not want to see the prime commercial land going away when the housing market gets hot.

City Attorney Loose said the method to control that is through the city's zoning power. Planning Director Schaefermeyer said another question is how to structure conversations with developers so the City Council and staff feel empowered to say no, and indicate that they have to stick with the current zoning. He said there is a balance between benchmarks and giving enough flexibility for their developments.

CM Whatcott said if the city was given other mechanisms other than property tax, they could leave the land use element out of it. He noted that in other states, cities share income tax. He

said the city needs to have a diverse portfolio; that is done out of necessity and good planning efforts, not just because of tax revenue. Council Member Marlor said they need to hard coat some commercial on the next MBA. He said the residential component will always be there.

The City Council reviewed the objectives under sustainable growth. They determined to take item 3 and include that language, split between item 2 and 6. They also determined to add air quality to item 2.

The City Council reviewed the objectives under engaged community. They determined to add language to item 4, encouraging people to run for office and to vote. They also added language regarding service.

The City Council reviewed the objectives under fiscally responsible governance. There were no changes.

CM Whatcott said staff will build the budget on these priorities.

D. Summarize Next Steps: FY2021-22 Strategic Planning and Budget

CFO Naidu reviewed plans for the upcoming budget meetings. They will be held January 27th, February 10th, and February 24th (if needed). The tentative budget will be approved in March. The final budget will be approved in May. They determined to start the upcoming budget meetings at 5:30 p.m.

Council Member Shelton announced his retirement from his profession at the end of this year, and indicated that he may be traveling in early January.

CFO Naidu indicated that he is available to meet with the City Council to discuss any budgetary questions.

The City Council determined to cancel the December 15, 2020 City Council meeting, unless there is something critical that needs to be discussed. They also discussed having a social dinner, when conditions are appropriate to do so.

ADJOURNMENT

Council Member Shelton made a motion to adjourn. Council Member McGuire seconded the motion. The vote was unanimous in favor.

The October 27, 2020 City Council strategic planning meeting adjourned at 7:49 p.m.

This is a true and correct copy of the October 27, 2020 City Council Strategic Planning Meeting Minutes, which were approved on November 17, 2020.

Anna Crookston

South Jordan City Recorder

A Recipe for Success

Strategic Planning for FY2021-22



City Council Study Session
October 27, 2020



A Recipe for Success:

Strategic Planning for FY2021-22

What: City Council Strategic Planning Session

When: October 27, 2020 – 5:00pm-7:30pm

Where: Public Safety Building, 2nd floor Oquirrh/Wasatch room

Dinner

- Introduction:
- Discussion:
 - Confirm Strategic Priorities
 - Confirm Revised Strategic Goals & Objectives
 - Discuss future action items for FY2021-22
- Summarize Next Steps
 - FY2021-22 Strategic Planning
 - FY2021-22 Budget
- Adjourn by 7:30pm

What are our strategic policy questions for FY2021-22?

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Strategic Planning

Strategic Planning Definition:

A deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide

WHAT the organization does to accomplish

WHY the organization exists

Steps to a Deliberative Strategic Planning Exercise:

- **Gather, analyze** and **synthesize** information
- **Produce** considered fundamental *decisions* and *action items* about
 - Missions, goals, strategies and actions and/or initiatives
- **Address** organizational *issues or challenges*
- **Enhance** continuous organizational *learning*
- **Create** significant and enduring *public value*

S.C.O.P.E. Situational Analysis

An alternative model to
S.W.O.T. Analysis

The premise behind SCOPE is to offer a *situational analysis* that takes a more 360 degree view; encompassing past, current and future perspectives as follows.



S – SITUATION:

"Rear-view" - pertaining conditions that have a relevant and material impact on planning decisions with regards to internal or external environmental factors.

C – CORE COMPETENCIES:

Unique abilities or assets of the business that provide the basis for the provision and realization of value to customers, and are critical to the creation of competitive advantage.

O – OBSTACLES:

Potential issues or threats that could jeopardize the realization of the *Core Competencies* and thereby impinge on future *Prospects*.

P – PROSPECTS:

Opportunities that exist internally or externally to the business which can enhance growth, created through leveraging its *Core Competencies* and overcoming *Obstacles*.

E – EXPECTATIONS:

"Future-view" - predictions of future internal and external conditions that are likely to materially influence, positively or negatively, the delivery of plans to meet the identified Prospects.

S.C.O.P.E. Analysis *(staff response – see full list included in appendix, pages 28-32)*

Situation

What are South Jordan City's
"Rear-View" conditions?

Core Competencies

What are South Jordan City's
Unique abilities & assets?

Obstacles

What are South Jordan City's
Potential Issues & Threats?

Prospects

What are South Jordan City's
Internal & External Opportunities?

Expectations

What are South Jordan City's
"Future-View" Conditions?

S.C.O.P.E. Analysis (Mayor & City Council)

Situation

What are South Jordan City's
"Rear-View" conditions?

Core Competencies

What are South Jordan City's
Unique abilities & assets?

Obstacles

What are South Jordan City's
Potential Issues & Threats?

Prospects

What are South Jordan City's
Internal & External Opportunities?

Expectations

What are South Jordan City's
"Future-View" Conditions?

Strategic Priorities

Safe Community	South Jordan City promotes a strong safety culture for the entire community and its workforce
Capital Improvement	South Jordan City plans, constructs, and maintains reliable public infrastructure and facilities that align with community needs
Balanced Regulatory Environment	South Jordan City establishes and implements clear, effective, and necessary regulations to protect the health, safety and welfare of the community.
Desirable Amenities & Open Space	South Jordan City promotes a strong sense of place by providing parks, trails, open space, and a variety of cultural and recreational opportunities
Economic Development	South Jordan City promotes economic development by facilitating efforts with employers and developers to increase the City's tax base for a sustainable future
Sustainable Growth	South Jordan City promotes a sustainable community by planning for growth while aligning its resources.
Engaged Community	South Jordan City promotes an engaged and informed community through a variety of effective methods to inform, educate, and connect with its residents
Fiscally Responsible Governance	South Jordan City provides fiscally efficient and effective governance through best practices, innovation, program evaluation, competitive pay, professionalism, and continuous improvement

Strategic Priorities

Strategic Planning Discussion Items			
Strategic Priority	Strategic Priority Definition	Status	Strategic Priority Definition - Clarification
Safe Community	Promotes a strong safety culture for the entire community and its workforce		
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Engaged Community	Promotes an engaged and informed community through a variety of effective methods to inform, educate, and connect with its residents		
Fiscally Responsible Governance	Provides fiscally efficient and effective governance through best practices, innovation, program evaluation, competitive pay, professionalism, and continuous improvement		

Safe Community

South Jordan City promotes a strong safety culture for the entire community and its workforce.

- **sc-1. PROTECTS** the public while fostering personal safety and security throughout the community
- **sc-2. RESPONDS** to emergencies and calls for service
- **sc-3. ENFORCES** the law without prejudice
- **sc-4. DELIVERS** a safe and reliable public and private infrastructure system
- **sc-5. ENGAGES** the entire community to share in the responsibility for its safety and well-being

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- SC-5. **ENGAGES** the entire community to share in the responsibility for its safety and well-being

Strategic Planning Discussion Items

Capital Improvement

South Jordan City plans, constructs, and maintains reliable infrastructure and public facilities that align with community needs

- CD-1. **PLANS** for quality public infrastructure. (e.g. streets, utilities - culinary and secondary water, storm water, parks, trails, open space and public facilities)
- CD-2. **DEVELOPS** quality public infrastructure.
- CD-3. **OPERATES** and maintains quality public infrastructure.
- CD-4. **ENSURES** funding to effectively plan, develop, staff and operate quality public infrastructure

Capital Improvement

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[illegible]

Balanced Regulatory Environment

South Jordan City establishes and implements clear, effective, and necessary regulations to protect the health, safety and welfare of the community.

- **BRE-1. DEVELOPS** effective, well-balanced and consistently applied ordinances and policies
- **BRE-2. IMPLEMENTS** ordinances, and policies that encourage community quality growth and development
- **BRE-3. EDUCATES** and engages the members of the community developing a sense of shared responsibility and community pride
- **BRE-4. ENFORCES** ordinances and policies with adequate staffing to maintain a clean, orderly and sustainable community

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[illegible]

Desirable Amenities & Open Space

South Jordan City promotes a strong sense of place by providing parks, trails, open space, and a variety of art, cultural and recreational opportunities

- DAOS-1. **DEVELOPS** a quality parks, trails and recreation facilities system
- DAOS-2. **MAINTAINS** and operates a quality parks, trails and recreation system
- DAOS-3. **PRESERVES** the community's heritage and culture for today's and future generations
- DAOS-4. **OFFERS** a variety of park amenities, recreation and art programs, and community events, for all ages and abilities
- DAOS-5. **PARTNERS** with community stakeholders to maintain and expand park and recreational opportunities

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Strategic Planning Discussion Items	

Economic Development

South Jordan City promotes economic development by facilitating efforts with employers and developers to increase the City's tax base for a sustainable future

- **ED-1. EXPANDS** and attracts a diverse mix of high quality employers to contribute to the community's economic sustainability and offer opportunities for employment.
- **ED-2. RETAINS** quality employers to maintain and contribute to the community's economic sustainability and offer opportunities for employment.
- **ED-3. PROMOTES** the community as a safe, attractive and quality place to live, work and play.
- **ED-4. ENHANCES** a dynamic, sustainable and diversified tax base, balancing taxes, fees and charges.
- **ED-5. ESTABLISHES** a predictable and efficient development process that fosters a high degree of collaboration within the community
- **ED-6. ENSURES** a quality public infrastructure network that meets the needs of future economic growth objectives

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- ED-6. **ENSURES** a quality public infrastructure network that meets the needs of future economic growth objectives

Strategic Planning Discussion Items	

Sustainable Growth

South Jordan City promotes a sustainable community by planning for growth while aligning its resources.

- **SG-1. IMPLEMENTS** effective policies and programs to ensure the accomplishment of the General Plan and its related goals and objectives
- **SG-2. SUPPORTS** environmental sustainability programs including: water conservation, recycling and energy conservation
- **SG-3. CREATES** policies and programs to ensure the financial well-being and long-term sustainability of the community
- **SG-4. DEVELOPS** future water resources through a variety of innovative methods
- **SG-5. ENHANCES** and maintains public transportation networks (e.g. TRAX, Frontrunner, 1-15, MVC, Bangerter, U-111) ensuring long-term needs are incorporated into growth plans
- **SG-6. CREATES** diverse and affordable housing types using effective policies and financing tools, including RDA housing funds

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SG-6. CREATES diverse and affordable housing types using effective policies and financing tools, including RDA housing funds

[illegible]

Engaged Community

South Jordan City promotes an engaged and informed community through a variety of effective methods to inform, educate, and connect with its residents

- **EC-1. RESPONDS** to the needs and concerns of the community in a prompt, transparent, professional, respectful and ethical manner.
- **EC-2. ENSURES** open, two-way communication, by listening to and soliciting feedback from community members.
- **EC-3. PROVIDES** opportunities to engage, inform and involve the community.
- **EC-4. FOSTERS** a feeling of community pride, acceptance of others, and a sense of shared responsibility

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Strategic Planning Discussion Items	

Fiscally Responsible Governance

South Jordan City provides fiscally efficient and effective governance through best practices, innovation, program evaluation, competitive pay, professionalism, and continuous improvement

- **FRG-1. Workforce: ATTRACTS**, motivates, develops and retains a high-quality, engaged and productive workforce.
- **FRG-2. Transparency: FOSTERS** fiscal responsibility, operational excellence, trust and transparency by ensuring accountability, efficiency and innovation in all operations.
- **FRG-3. Resource Alignment: PROTECTS**, manages, optimizes and invests in its human, financial, physical and technology resources to ensures alignment with planning and budget
- **FRG-4. Regulatory Compliance: ASSURES** regulatory and policy compliance to minimize and mitigate risk.
- **FRG-5. Communication: PROVIDES** responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders.
- **FRG-6. Vision & Planning: SUPPORTS** decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning.

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FRG-4. Regulatory Compliance. **ASSURES** regulatory and policy compliance to minimize and mitigate risk.

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FRG-6. Vision & Planning. **SUPPORTS** decision-making with timely and accurate short-term and long-range analysis that enhances vision and planning.

Strategic Planning Discussion Items

Summary & Next Steps

Strategic Planning Discussion Items	

Appendix

Staff Responses to S.C.O.P.E. – Situational Analysis

FY2021-22 CIP Project List (preliminary, comprehensive, non-prioritized & unfunded)

City Council – CIP Project “Parking Lot”

Notes

S – SITUATION

What are South Jordan City's
"Rear-View"
conditions?

"Rear-view" -
pertaining conditions
that have a relevant
and material impact
on planning decisions
with regards to
internal or external
environmental
factors.

- Desirable community
- Residents have high expectations
- High property values – strong market
- **High growth area with relatively few locations remain to develop**
- **High level staffing leading to strong level of service**
- **Strong financial management**
- **Concern about inflationary effect on property tax base**
- Good road/street condition
- Interest in greater operational transparency of operations
- General apathy toward government, unless it mean higher taxes
- **Growing and diverse business sector**
- COVID impact on operations long-term – both positive and negative
- **Concern about competitive wages and benefits for strong workforce**
- Lack of affordable housing
- Lack of diversity – opportunity to unite entire community
- East-West traffic deficiencies
- Lack of easily accessible public services for low to moderate income families
- Limited water resources – drought conditions
- Other than Daybreak area, community is vehicle centric, traditional neighborhoods and commercial districts

C— CORE COMPETENCIES

What are South
Jordan City's
*Unique abilities &
assets?*

Unique abilities or
assets of the business
that provide the basis
for the provision and
realization of value to
customers, and are
critical to the creation
of competitive
advantage.

- New General Plan
- **Unified and engaged elected, appointed officials and staff**
- New ability to work remotely
- **Stable, skilled and experienced staff**
- Ability to learn from the past
- Strong public and private partnerships and respective personal relationships
- Relatively new infrastructure
- **Strong work ethic and values**
- **Strong sense of community**
- High household income
- **Visionary, innovative, and effective leadership**
- Daybreak – vision
- Age targeted communities
- Ability to plan strategically
- **Ability to provide high level service**
- Modernized police force

O — OBSTACLES

What are South
Jordan City's
*Potential Issues &
Threats?*

Potential issues or
threats that could
jeopardize the
realization of the **Core
Competencies** and
thereby impinge on
future **Prospects**.

- Future annexation areas
- Development pressure to add denser housing
- **Future retail and commercial development – market changes**
- Time to address issues strategically by legislative body
- Future infill development
- **Future general fund revenue shortfalls and ability to meet needed expenses**
- **Retention of good employees**
- **Provide competitive wages**
- Infrastructure demands caused by growth
- Infrastructure maintenance issues related to growth
- State regulations
- Development of critical transportation corridors and intersections (e.g. 9800 S Bangarter, MVC, U-111)
- **Aging infrastructure maintenance**
- Future maturing of community, move from growth community to stable or decline
- Lack of prime commercial property
- Future changes in elected body
- Poor legislative decisions
- Reduced services to certain populations due to COVID
- Conscience and unconscious bias within community
- Retirement of experienced leadership – need for succession planning
- Lack of diversity in workforce
- Perception of a “wealthy community”
- Increase housing prices
- Unprepared HOA communities with aging infrastructure
- Tax base fluctuation with market changes
- Growth demands on Jordan School District and need for more schools

P — PROSPECTS

What are South Jordan City's *Internal & External Opportunities?*

Opportunities that exist internally or externally to the business which can enhance growth, created through leveraging its **Core Competencies** and overcoming **Obstacles**.

- Infill development interest
- **Annexation interest**
- Redevelopment opportunities
- Daybreak town center development
- Implementation of existing citywide master plans
- Alternative revenue source opportunities
- Inter-department cooperation
- Workforce
- Organizational Culture
- Public engagement opportunities
- Growth opportunities of Tech and Medical Device companies
- **Succession planning**
- Recreational opportunities
- Competitive wage and benefits
- South Salt Lake Valley hub-center
- Model community – innovative and leading
- Future demographic diversification
- Strengthening an all inclusive community
- Innovative workforce

E – EXPECTATIONS

What are South
Jordan City's
"Future-View"
Conditions?

"Future-view" -
predictions of future
internal and external
conditions that are
likely to materially
influence, positively
or negatively, the
delivery of plans to
meet the identified
Prospects.

- Resident engagement in solving regional issues
- Strong framework to build from into the future
- Increased long-range planning for growth *
- Stable and diverse tax base
- High service value
- Use of technology for community engagement
- Increased accountability
- Continued high median and household incomes
- Aging populations – senior services
- **Continued demand on service amid increased growth**
- **Concerned for general fund revenue growth not pacing service needs**
- Diverse community
- Sustainability initiatives
- Aging infrastructure
- Population growth and need for services
- Limited water resources
- Alternative transportation options
- **Staying competitive wages and benefits for strong workforce**
- **Employee retention**

FY2021-22 Potential Project List (preliminary list | non-prioritized | unfunded)

General Capital Fund



☐ City Wall / Fence Repairs, \$200,000

☐ Christmas Lights \$200,000

☐ Replace canal culvert, \$115,000

☐ Citywide Traffic Signal Retiming, \$95,000

☐ Median Safety, \$50,000

☐ Canal Fence Upgrade, \$70,000

☐ Alleyway repairs & maintenance, \$200,000

☐ Cemetery Front Entrance, \$250,000

☐ Evidence & Property Management Software, \$50,000

General Capital Fund (cont.)



☐ I-15 Landscaping, \$TBD

☐ Level City Hall Vestibules, 70,000

☐ HVAC Replacement at FS #62, \$70,000

☐ Citywide park improvements, \$200,000

☐ LED upgrades to park pavilions, \$50,000

☐ Parking lot lighting at City Park, \$40,000

☐ Playground Replacement – Jordan Ridge Park, \$125,000

☐ City Conference Room Scheduling Program, \$20,000

☐ Cemetery Headstone Realignment, \$30,000

☐ Cemetery Security Camera, \$30,000

Class C – Road Projects



☐ Mill & Overlay, \$800,000

☐ HDMB, \$185,000

☐ Chip Seal, \$166,000

☐ Type II Slurry Seal / Micro-surface, \$280,000

☐ GSB-88, \$60,000

☐ Crack Seal, \$45,000

☐ Street Addition, \$150,000

Transportation Sales Tax



☐ Traffic Signal Maintenance, \$30,000

☐ Signing and Striping, \$110,000

☐ Federal Aid Projects - contingency, \$800,000

☐ Welby Trail Extension - North, \$210,000

☐ Overlays, \$210,000

☐ Trail Maintenance, \$40,000

FY2021-22 Potential Project List (preliminary list | non-prioritized | unfunded)

Culinary Water Fund	Secondary Water Fund	Storm Water Fund	Combined funding
Waterline loop replacement, \$80,000	Pipe Replacement, \$500,000	10200 S Storm Drain & Culvert, tbd	10755 S Canal Culvert Replacement, \$600,000
Transite pipe replacement, \$2M		Shelbrook Subsurface Drain, \$300,000	Public Works covered parking, \$30,000
Tank landscaping, \$100,000		Down Well Repairs/Drilling, \$80,000	Public Works yard wall, \$250,000
PRV upgrades, \$40,000		Underground Chamber Rehabilitation, \$50,000	Fleet – exhaust ventilation, \$50,000
Water Wise Landscape, \$150,000		Yorkshire Drive Insituform pipe rehab., \$148,750	Public Works security camera upgrade, \$100,000
East Riverfront Pump, \$1.3M			Fire Station #64 EV Charging Station, \$11,811
Tank 7/8 B Design, \$400,000			

FY2021-22 Potential Project List (preliminary list | non-prioritized | unfunded)

Park Impact Fees



- ☐ Comprehensive Trail Master Plan, \$150,000
- ☐ Daybreak Park #2 Design, \$500,000
- ☐ Daybreak Park #2 Phase 1 Construction, \$2.7M
- ☐ Baseball Field Light Retrofit & Replacement, \$200,000
- ☐ Jordan Ridge Park Tennis Court Resurface, \$50,000
- ☐ Re-landscape Redwood Road Park Strips, \$100,000
- ☐ Samuel Holt Farmstead Interior Restoration Design, \$65,000

Mulligans



- ☐ Batting Cage Relocation, \$300,000
- ☐ Satellite Box Replacement, \$20,000
- ☐ Range Upgrades, \$250,000
- ☐ Cross Connection, \$50,000
- ☐ Netting, \$40,000

Information Technology



- ☐ VPN Replacement, \$20,000
- ☐ Net Motion Server, \$20,000
- ☐ NAS Storage Server, \$50,000
- ☐ DVR Upgrade, \$40,000

Fleet (vehicle & equipment replacement)



- ☐ Building (3)
- ☐ Emergency Management (1)
- ☐ Engineering (2)
- ☐ Gale Center (1)
- ☐ Public Works (1)
- ☐ Parks (4)
- ☐ Pool Vehicles (1)
- ☐ Seniors Center (1)
- ☐ Streets (9)
- ☐ Water (5)
- ☐ Sanitation (3)
- ☐ Storm Water (1)
- ☐ Public Safety Lease (34)

City Council CIP Project “Parking Lot”

Annual Projects



- ☐ Regional Trail Development
 - Welby Jacob Canal Trail (FY2021-22)
- ☐ City Park Improvements
 - Splash Pad (FY2021-22)
- ☐ Trail Safety Improvements
 - Jordan River Trail maintenance & improvements (FY2021-22)
- ☐ Citywide Park Upgrades
 - Ongoing playground & field maintenance (FY2021-22)

5-Year CIP List



- ☐ I-15 Off Ramp Planter Beds
 - FY21-22 (\$TBD)
- ☐ Senior Center | Community Center Renovation
 - FY22-23 (\$TBD)
- ☐ Oquirrh East Park Development
 - FY23-24 (\$3million)
- ☐ Bingham Creek Development
 - FY23-24 (\$TBD)
- ☐ SW Regional Performing Arts Center
 - FY23-24 (\$TBD)
- ☐ Ice Rink & Performing Arts Stage
 - FY24-25 (\$3.5million)
- ☐ Stonehaven Park Improvements
 - FY24-25 (\$TBD)
- ☐ Samuel E. Holt Farmstead (interior restoration)
 - FY24-25 (\$500,000)

Additional Projects for Consideration... (tbd)



- ☐
- ☐
- ☐
- ☐

